



The Application Of The *Gronroos* Model In Evaluating The Reality Of Internal Marketing As A Tool For Achieving Customer Interaction At Algeria Telecom Corporation Bordj Bou Arreridj

Dr. Soria Ladour^{1*}, Dr. Hiba Bouabdallah²

¹University of Mohamed El bachir El Ibrahimi Bordj Bou Arreridj –Algeria, hiba.bouabdallah@univ-bba.dz

²University of Mohamed El bachir El Ibrahimi Bordj Bou Arreridj –Algeria

*Corresponding author: Dr. Soria Ladour

*E-mail : soria.ladour@univ-bba.dz

Citation: Dr. Soria Ladour, Dr. Hiba Bouabdallah, (2024), The Application Of The *Gronroos* Model In Evaluating The Reality Of Internal Marketing As A Tool For Achieving Customer Interaction At Algeria Telecom Corporation Bordjbouarreridj, *Educational Administration: Theory And Practice*, 30(5), 7116-7125

Doi: 10.53555/kuey.v30i5.4098

Received : 04-02-2024

Accepted : 25-04-2024

Published : 19-05-2024

ARTICLE INFO

ABSTRACT

The aim of this research is to investigate the opinions and attitudes of employees and executives of the Algeria Telecommunications Company in BordjBouArreridj regarding the extent of the implementation of internal marketing activities within the organization. The study relies on one of the well-known models in this regard, namely the *Gronroos* model. This model consists of five basic dimensions: Pre-launch information regarding marketing campaigns, supportive recruitment practices, training, participative management, and employee discretion. To achieve the research objectives, a questionnaire comprising 22 items was designed and distributed to employees and executives of the operational directorate of Algeria Telecommunications in in BordjBouArreridj, in addition to two commercial agencies in the same province. After analyzing the questionnaire using SPSS, the most important resultsrevealed a general inclination of the research sample towards the dimensions of Pre-launch information regarding marketing campaigns and training with a high level of agreement. In addition, the findings demonstrated moderate agreement towards supportive recruitment practices and employee discretion. However, participative management showed a low level of agreement.

Keywords: Internal marketing, Gronroos model, Algerian Telecommunications Company.

JEL classifications: M 31, C52

1. Introduction

The adoption of an interactive marketing philosophy by service organizations has led them to seek strategies aimed at building strong and lasting relationships with their customers. These strategies are intended to improve their performance during communication and interaction, particularly at the front-line level within the organization. Internal marketing has emerged as one of the most important strategies in achieving this endeavor. Accordingly, it focuses on the intellectual assets possessed by the organization, namely human resources or employees, and considers them as customers whose needs, desires, and retention must be fulfilled. This involves sharing information with them about various activities and strategies of the organization. To that end, it helps them understand their roles and positions within the organization. Additionally, it trains them and develops their personal and technical capabilities to enable them to interact and deal with customers correctly from the first encounter. In this way, the organization will benefit from the outcomes of this strategy, (given that it provides the appropriate environment) in the form of satisfied customers who continue to do business with it and bring in new customers. Thus, internal marketing cannot

be considered merely an option to keep up with organizational changes, but rather a necessity for any organization aiming for long-term success and continuity.

In this regard, a group of researchers has presented some models illustrating how internal marketing can be applied within organizations, such as the Berry, Ahmed, and Rafiq model. Therefore, this research aimed to ascertain the opinions and attitudes of executives and employees of the Algeria Telecommunications Company in BordjBouArreridj regarding the extent of their implementation of internal marketing using the Gronroos model. This latter focuses on interactive marketing and consists of five key dimensions: Pre-launch information regarding marketing campaigns, Supportive Recruitment practices, Training, Participative management, and Employee Discretion.

Research Problem: Based on the foregoing, the research problem can be articulated in the following main question: To what extent does the Algerian Telecommunications Company in BordjBouArreridj apply internal marketing according to the dimensions of the Gronroos model? From the main question, the following sub-questions arise:

1. Does Algeria Telecom Corporation BordjBouArreridj provide information to its employees before implementing marketing campaigns?
2. Does Algeria Telecom Corporation BordjBouArreridj rely on appropriate recruitment programs?
3. Does Algeria Telecom Corporation BordjBouArreridj train its employees?
4. Does Algeria Telecom Corporation BordjBouArreridj involve its employees in decision-making?
5. Do employees of Algeria Telecom Corporation BordjBouArreridj have the freedom to make decisions?

Research Hypotheses: To answer the research problem, the following possible hypotheses are proposed:

1. Algeria Telecom Corporation BordjBouArreridj does not provide information to its employees before implementing marketing campaigns.
2. Algeria Telecom Corporation BordjBouArreridj does not rely on appropriate recruitment programs.
3. Algeria Telecom Corporation BordjBouArreridj does not train its employees.
4. Algeria Telecom Corporation BordjBouArreridj does not involve its employees in decision-making.
5. Employees of the Algeria Telecom Corporation BordjBouArreridj do not have the freedom to make decisions.

Research Objectives:

- To evaluate the extent of implementation of internal marketing by the Algeria Telecommunications Company in BordjBouArreridj using the Gronroos model.
- To identify the most important dimensions prioritized by the organization in implementing internal marketing activities.
- To explore the awareness and perception of the senior management of the studied organization regarding the concept of internal marketing and its importance in achieving external marketing objectives.

Research Methodology: This research adopts a descriptive-analytical methodology, relying on a range of references to build its theoretical framework, including books, articles, and websites. The empirical part of the research relies on a questionnaire as the primary data collection tool, which is analyzed using SPSS software (Version 25) to obtain results and test hypotheses.

Research Limitations: The objective limitations of the present research include focusing on internal marketing, with a specific emphasis on the overall dimensions of the Gronroos model in the application of this activity. The geographical boundaries of the research are confined to the field of the applied study in the Algerian Telecommunications Company in BordjBouArreridj during the year 2024.

2. Theoretical Framework

In this section, we review the theoretical concepts of the research variables, namely the dimensions of the model applied in the research, and some terms related to internal marketing.

2.1. Definition of internal marketing: According to the marketing science literature, this concept appeared at the end of the seventies and the beginning of the eighties, where many authors gave it different definitions, the most prominent of which was *Berry's* definition. This latter is stated as follows: "Considering employees as internal customers and jobs as internal products that must be designed to satisfy the desires and needs of internal customers in the direction of achieving the organization's goals." (Adam, A. M. O. 2018, p 185). Internal marketing is also defined by *Berry & Parasuramanas*: "the philosophy of treating employees as customers... and it is the strategy of shaping job-products to fit human needs" (Kimura, T, 2017, p. 10).

On the other hand, *Kotler* defined it as: "The work that an organization does to train and motivate its internal customers, especially those who interact directly with customers, as well as to support them to work as a team to achieve customer satisfaction and fulfillment." (Huari, M., Sahi, M., & Majdal, A., 2013, p 175). In contrast, *Christian Grönroos* defined it as: "the process by which the organisation provides systems, resources and support to provide all employees with the skills, equipment, technology, knowledge and attitudes necessary to

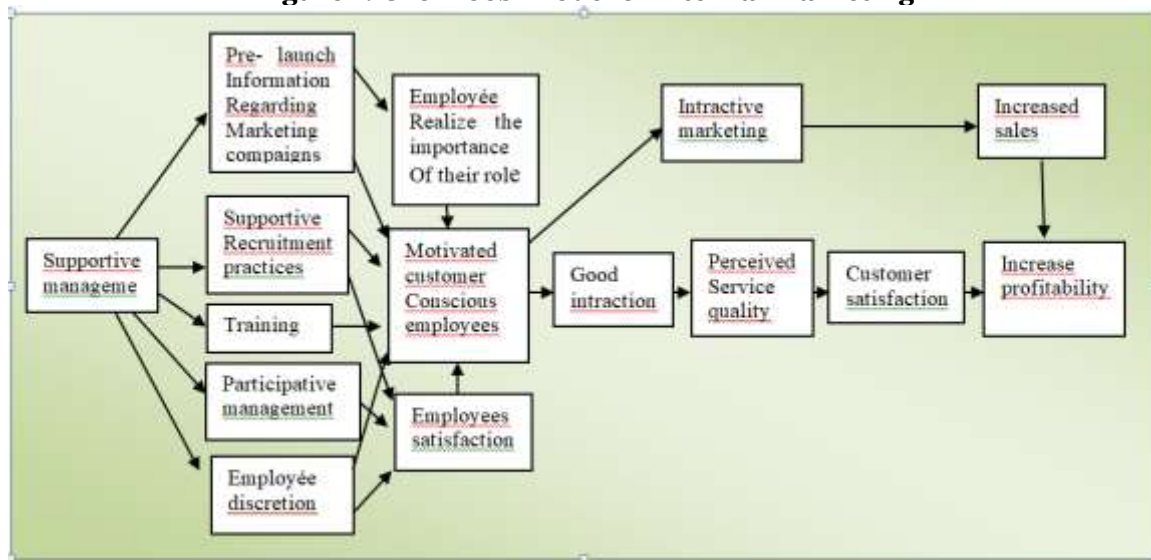
enable promises made in external marketing to be kept. The relationship between a company and its employees has a direct impact on the quality of the customer's experience and perception of the company. To satisfy customers, employees themselves must be satisfied" (INKSON & MINNAERT, 2022, p. 289).

The concept of internal marketing initially appeared in the service sector and later spread to all types of organizations, irrespective of their activities. In the service sector, it was noted that the degree of fulfillment of employees' needs has an impact on their performance with external customers. This is because the satisfaction of these customers is determined mainly by the quality of performance of employees in the organization. Hence, it became apparent that satisfying the needs of employees is necessary to achieve a high level of satisfaction for external customers. (Abdullah, A, 2016, p. 29)

2.2. Grönroos Model and its Five Dimensions: The Grönroos model is one of the models that illustrate how internal marketing can be applied within organizations, similar to the Berry and Ahmed and Rafiq models. The model focuses on "customer-oriented mindset" and "interactive marketing". It is based on the idea that: "Employees must be customer-aware and sales-oriented to benefit from interactive marketing opportunities, leading to improved service quality, increased sales, and consequently, increased profits" (Pervaiz K & Rafiq, 2002, pp. 13 - 14).

Grönroos argues that the involvement of communication employees in services, in what he calls interactive marketing, compels them to be responsive to customer needs. This is because interactions between buyers and sellers not only lead to the purchase process and its repetition but also provide a marketing opportunity for the organization. Utilizing this opportunity requires having employees who are customer-focused and sales-minded. Furthermore, he believes that good service requires coordination between frontline workers and support staff in back offices (Pervaiz K & Rafiq, 2002, p. 6). Thus, he sees that the team of employees in the organization will not realize the benefits of internal marketing as a philosophy and system unless they firmly believe in the importance of the service they provide. They must adopt service as a philosophy and a system of work that is always customer-oriented. All of this requires adopting the modern marketing philosophy, the Marketing-Like Approach, as an approach among the strategies and policies of customer orientation (Al-Taie, 2016, p. 389).

Figure 1: Gronroos' model of internal marketing



Source:(Pervaiz K & Rafiq, 2002, p. 16)

Based on the provided information, the Grönroos model consists of the following dimensions (Fuciu, M., & Dumitrescu, L, 2018, pp 60 - 61):

2.2.1. Pre-launch information regarding Marketing Campaigns: Employees need to be informed about any changes or modifications to marketing strategies, communications, and campaigns before their implementation. Informing employees about the organization's future plans can lead to increased job satisfaction and a sense of being valued when decisions are made.

2.2.2. Supportive Recruitment Practices: Before customer awareness, employees should be hired through supportive recruitment practices.

2.2.3. Training: Employees require appropriate training, especially regarding organizational practices and how to interact with customers.

2.2.4. Participative Management: The organization should practice participative management style.

2.2.5. Employee Discretion: Participative management facilitates employees to have more freedom and control when making decisions regarding customers.

All of this requires support from top management (Pervaiz K & Rafiq, 2002, p. 15).

3. Applied study

For the empirical study, the Algeria Telecommunications Company was chosen due to its reliance on customer interaction. The study focused on two commercial agencies in the province of BordjBouArredj, in addition to the operational directorate in the province, as the research sample. The observation unit included employees and executives of these commercial agencies. Sixty questionnaires were distributed, and 57 were retrieved and used for analysis. Before analyzing the questionnaire results, a profile of the studied institution was provided:

3.1: An identification card for the Algeria Telecom Complex and the operational unit of Algeria Telecom BordjBouArredj : Algeria Telecommunications is a joint-stock company with a capital of 50,000,000,000 DZD, which officially started its activities on January 1, 2003. It aims to be the main representative for implementing new media and communication technologies in Algeria. The general organizational structure of the company includes a headquarters in the capital, Algiers, and 50 operational units present in all provinces of the country. The operational directorate of Algeria Telecommunications in BordjBouArredj is the second level after the general directorate. It supervises the commercial agencies and consists of three subsidiary directorates: commercial, technical, and media. Each of them contains several departments, including sales force, commercial support, corporate, procurement, media, and legal affairs, among others. (Information provided by the Operational Directorate of Algeria Telecom, BordjBouArredj) The operational directorate of Algeria Telecommunications in BordjBouArredj seeks to achieve various tasks, including providing wired and wireless communication services for the transfer and exchange of voice, text messages, digital data, audio, and visual information. In addition, it aims to develop, operate and manage wired and wireless communications in both public and private sectors; and to establish, operate and manage all forms of interconnection with network operators. Moreover, it strives to increase phone service offerings and facilitate access to wired and wireless communication services for the largest number of users, especially in rural areas. Another task that the directorate works to attain is improving the quality of services provided and making them more competitive. (Information provided by the Operational Directorate of Algeria Telecom, BordjBouArredj)

3.2. Data collection tools : The data collection tools included a questionnaire as the main instrument for obtaining the necessary field information to verify the research hypotheses, supplemented by an interview with an official from the operational directorate of Algeria Telecommunications in BordjBouArredj to obtain some information related to the internal marketing dimensions adopted in the research. The questionnaire comprised two axes:

1. **Axis 1:** Includes personal data of the research sample, including gender and job nature.
2. **Axis 2:** Includes 22 phrases distributed among the dimensions of the Grönroos model, namely: Pre-launch information regarding Marketing Campaigns, Supportive Recruitment Practices, Training, Participative Management, and Employee Discretion. A 5-point Likert scale was used to distribute answer grades.

Table 1: Likert Scale Ratings

I strongly disagree	I do not agree	I am neutral	I agree	I totally agree
1	2	3	4	5

Source: SPSS Outputs

The table below illustrates the division of the Likert scale to determine the level of agreement for the sample vocabulary:

Table 2: Response Levels for the Five-Point Likert Scale.

Very high	High	Medium	Low	Very low	The level
5-4.21	4.20-3.41	3.40-2.61	2.60-1.81	1.80 -1	Arithmetic mean

Source: SPSS Outputs

In order to conduct statistical analysis of the results, we utilized SPSS 25 software, through which we employed the following statistical methods:

- Cronbach's Alpha coefficient to measure the reliability of responses to questionnaire items.
- Mean and standard deviation to ascertain the sample's orientation towards the questionnaire items.
- One-Sample T Test to test the research hypotheses.

3.3 Determining the Reliability of the Study Instrument: Among the key parameters used in testing the reliability of the study instrument is "Cronbach's Alpha," which ranges from 0 to 1. The test result was as follows:

Table 3: Reliability Test Results

Dimensions	The number of items.	Chronbach's Alpha
Pre- launch information regarding marketing campaigns	7	.868
Supportive recruitment practices	3	.895
Training	6	.808
Participative management	3	.956
Employee Discretion	3	.877
Total	22	.884

Source: SPSS Outputs

Through the table, it becomes evident that the scale exhibits a high degree of reliability, as the Cronbach's Alpha values for all stages exceed 70%, namely (.868, .895, .808, .956, .877) respectively. Moreover, the overall reliability value for the questionnaire reaches 88%, indicating a high degree of questionnaire stability.

4. Presentation and Analysis of Research Results:

4.1. Analysis of Demographic Data Related to the Research Sample:

Table 4: Demographic Data of the Research Sample

Totals	Ratios %	Frequencies	Categories	Data	Number
100%	49.1	28	Male	Sex	1
	50.9	29	Female		
100%	29.8	17	Administrative	Nature position	2
	70.2	40	Employee		

Source: SPSS Outputs

From the data in the table above, it is evident that 49.1% of the sample vocabulary is male, while the remaining percentage, 50.9%, is female, indicating very close proportions. Thus, the research sample was evenly divided between males and females. Regarding the nature of the positions, the employee category achieved the highest proportion, amounting to 70.2%, followed by the administrative category with a percentage of 29.8%.

4.2. Analysis of Sample Responses to Questionnaire Statements:

4.2.1 Pre- launch information regarding marketing campaigns dimension: To describe this dimension, arithmetic means and standard deviations were utilized to understand the sample's attitudes towards this dimension, as illustrated in the following table:

Table 5: Arithmetic Means and Standard Deviations of Sample Responses Regarding the Dimension of Pre-launch information regarding marketing campaigns.

Number	Phrase	Arithmetic Averages	Standard Deviation	Statement	Approval Level
1	Senior management provides you with all information about its organizational policies and strategies.	3.8246	.96590	4	High
2	Senior management provides you with sufficient and accurate information about the new services that you intend to promote.	3.9123	.89204	3	High
3	Senior management provides you with information about the benefits of services provided to customers	4.1228	.80335	2	High
4	Senior management provides you with the necessary information about the modifications that have occurred in its services or in the promotional campaign in a timely manner.	3.7018	1.17966	5	High
5	Senior management will provide you with accurate information about the changes it will make in the services or in the promotional campaign before implementing them.	3.3158	1.10450	7	Medium
6	You are aware of all developments related to the procedures and means of providing the service	3.5439	1.05340	6	High
7	The agency uses printed publications or other means to communicate information to workers	4.3158	.94789	1	Very high
Arithmetic average and general standard deviation		3.8195	.74697	High	

Source: SPSS Outputs

The data in the table above indicate that the overall arithmetic mean for the dimension of Pre-launch information regarding marketing campaigns is 3.8195. The arithmetic mean values for the statements of this

dimension range between 3.3158 and 4.3158, all of which are close values indicating high agreement (except for statement 5).

The results of this dimension suggest that Algeria Telecom Corporation BordjBouArreridj relies on a two-way internal communication system, providing employees with all information related to its activities and strategies while simultaneously receiving feedback. According to information provided by an official in the Operational Directorate of Algeria Telecommunications BordjBouArreridj, the institution uses various channels to communicate information to employees, including:

- Holding daily short meetings (briefings) lasting from 10 to 15 minutes to give employees guidance and update them on new offers and instructions.
- Email, through which all updates and new offers are communicated to all employees.
- An internal communication platform accessed by employees to view all events and activities across all regions.
- G-DOC platform, containing all archives of memoranda, instructions, and procedures.
- Social media applications for the institution and the official website of Algerie Telecom, providing updates and information related to the institution's activities.
- Regular meetings for employees and department heads, allowing everyone to evaluate offers and discuss feedback.

All of this is intended to build trust between both parties and foster a sense of moral participation among employees in the institution. Furthermore, each employee in the institution is familiar with and understands all tasks, duties, and procedures that he/she must perform within the limits of his/her job requirements.

2.2.4 supportive recruitment practices dimension: To describe this dimension, arithmetic means and standard deviations are used to understand the sample's attitudes towards this dimension, as illustrated in the following table:

Table (6): Arithmetic Means and Standard Deviations of Sample Responses Regarding the Dimension of Supportive Recruitment Practices.

Number	Phrase	Arithmetic Averages	Standard Deviation	Statement	Approval Level
1	The organization employs the best elements (front-line employees) who will actually interact with customers	3.2982	.98134	3	Low
2	The technical qualifications of agency employees match their job requirements.	3.3158	.98485	2	Medium
3	The behavioral qualifications of agency employees match their job requirements	3.3860	1.09796	1	Medium
Arithmetic average and general standard deviation		3.3333	.93010	Medium	

Source: SPSS Outputs

The data in the table above indicate that the overall arithmetic mean for the dimension of supportive recruitment practices is 3.3333. The arithmetic mean values for the statements of this dimension range between 3.2982 and 3.3860, all of which are close values indicating moderate agreement according to the scale adopted in the research. This implies that Algeria Telecom Corporation BordjBouArreridj does not consider the skills and capabilities of job incumbents when conducting job design, especially concerning frontline employees, as indicated by the low agreement level obtained for this statement. It is essential to note that this category of employees significantly influences the quality of service provided to customers. Therefore, they should be more customer-oriented rather than merely tasked with performing duties and responsibilities.

3.2.4 Training Dimension: To describe this dimension, arithmetic means and standard deviations are used in order to understand the sample's attitudes towards this dimension, as illustrated in the following table:

Table (7): Arithmetic Means and Standard Deviations of Sample Responses Regarding the Training Dimension

Number	Phrase	Arithmetic Averages	Standard Deviation	Statement	Approval Level
1	You have the necessary technical skills in the process of providing service to the customer.	4.2982	.70622	1	Very high
2	Possess the personal skills necessary to deal and interact with customers.	4.1053	.90008	3	High
3	You have the ability to identify customers' needs.	3.9474	.95284	4	High
4	You have the ability to provide enough information to customers to make a purchase.	4.1579	.88215	2	High
5	You are trained in the best methods and new technologies necessary to provide the service	3.5263	1.01955	6	High

	correctly				
6	You are informed of all new updates in your job field.	3.8421	.95971	5	High
Arithmetic average and general standard deviation		3.9795	.64938	High	

Source: SPSS Outputs

The data in the table above indicate that the overall arithmetic mean for the dimension of training is 3.9795. The arithmetic mean values for the statements of this dimension range between 3.5263 and 4.2982, all of which are close values indicating high agreement according to the scale adopted in the research.

The results of this dimension reflect the extent of the institution's awareness of the interactive relationships between employees and customers, particularly frontline employees, and its special emphasis on them. Therefore, it diligently works on developing employees to be aware of and knowledgeable about customer needs, as well as enhancing their skills and abilities, both technical and personal, to enable them to provide the best services and build good relationships with customers.

The training programs endorsed by the Directorate are not limited to frontline employees but extend to all employees in the institution. The institution develops an annual plan for continuous training for all employees, providing them with opportunities to improve their skills and acquire new knowledge through organizing courses related to new memoranda and procedures, as well as courses on systems and technology used. Additionally, there are training courses on customer reception, sales management, business correspondence, customer satisfaction, information systems, procedures, and promotional offers ... (Interview with an official at the Algerian Telecommunications Operations Directorate, BordjBouArreridj)

4.2.4 Participative management dimension: To describe this dimension, arithmetic means and standard deviations are used to understand the sample's attitudes towards this dimension, as illustrated in the following table:

Table (8): Arithmetic Means and Standard Deviations of Sample Responses Regarding the Dimension of Participative management

Number	Phrase	Arithmetic Averages	Standard Deviation	Statement	Approval Level
1	The agency's senior management involves you in making decisions.	2.5614	1.10223	2	Low
2	Senior management supports your participation in decision making and problem solving.	2.5439	1.03631	3	Low
3	Senior management treats your ideas and suggestions with respect and takes them into consideration.	2.6491	1.00873	1	Medium
Arithmetic average and general standard deviation		2.5848	1.00649	Low	

Source: SPSS Outputs

The data in the table above indicate that the overall arithmetic mean for the dimension of Participative management is 2.5848. The arithmetic mean values for the statements of this dimension range between 2.5439 and 2.6491, which are close values indicating low agreement according to the scale adopted in the research. The results of this dimension reflect the centrality of decision-making in the institution. Sometimes, employees are only involved in making some decisions related to work methods to achieve the set goals and motivate them for higher productivity. (Interview with an official at the Algerian Telecommunications Operations Directorate, BordjBouArreridj)

4.2.5. Employee Discretion Dimension: To describe this dimension, arithmetic means and standard deviations are used to understand the sample's attitudes towards this dimension, as illustrated in the following table:

Table (9): Arithmetic Means and Standard Deviations of Sample Responses Regarding the Dimension of Employee Discretion

Number	Phrase	Arithmetic Averages	Standard Deviation	Statement	Approval Level
1	Senior management allows front office staff the freedom to act and interact with customers.	3.0877	.89204	2	Medium
2	Senior management leaves the front office employees the autonomy to make some decisions when providing service without referring to Senior management	2.8070	.91493	3	Medium
3	The front office staff has complete freedom to do whatever is necessary to satisfy the customer	3.2105	1.11382	1	Medium
Arithmetic average and general standard deviation		3.0351	.87669	Medium	

Source: SPSS Outputs

The data in the table above indicate that the overall arithmetic mean for the dimension of employee Discretion is 3.0351. The arithmetic mean values for the statements of this dimension range between 2.8070 and 3.2105, which are close values indicating moderate agreement according to the scale adopted in the research. The results of this dimension reflect the findings of the previous dimension. Hence, frontline employees do not possess absolute freedom and independence in handling and making decisions when providing services. According to information provided by the institution's official, they are granted freedom to interact with customers within the framework of the unified business discourse adopted by the institution, through which frontline office employees are trained in various fields and specialties. This business discourse aims to ensure continuous supervision by the immediate supervisor.

4.3. Testing Research Hypotheses

4.3.1. Testing the First Hypothesis: To test the first hypothesis, we formulate the alternative hypotheses:

Ho: Algeria Telecom Corporation, BordjBouArreridj does not provide information to its employees before implementing the marketing campaign.

H1: Algeria Telecom Corporation, BordjBouArreridj provides information to its employees before implementing the marketing campaign.

To test this hypothesis, we use the One-Sample T test, the results of which are shown in the following table:

Table (10): Results of the One-Sample T Test for the Dimension of Pre- launch information regarding marketing campaigns

Datum	Standard Deviation	Arithmetic Average	T value	Sig	Hypothesis Test Result	
					Ho	H1
Pre- launch information regarding marketing campaigns dimension	.74697	3.8195	38.605	0.000	rejected	accepted

Source: SPSS Outputs

Based on the outputs of the table above, the arithmetic mean of responses to the statements comprising the attitudes of the sample towards the dimension of Pre- launch information regarding marketing campaigns was found to be 3.8195, with a standard deviation of 0.74697. This is statistically significant, as the level of significance is less than 0.000, which is also less than 0.05. Thus, it confirms the validity of the second alternative hypothesis, meaning we reject Ho and accept H1.

4.3.2. Testing the Second Hypothesis: To test the second hypothesis, we formulate the alternative hypotheses:

Ho: Algeria Telecom Corporation, BordjBouArreridj does not rely on an appropriate recruitment method.

H1: Algeria Telecom Corporation, BordjBouArreridj relies on an appropriate recruitment method. To test this hypothesis, we use the One-Sample T test, the results of which are shown in the following table:

Table (11): Results of One-Sample T Test for the Dimension of Supportive Recruitment Practices

Datum	Standard Deviation	Arithmetic Average	T value	Sig	Hypothesis Test Result	
					Ho	H1
SupportiveRecruitment Practicesdimension	.93010	3.3333	27.058	0.000	rejected	accepted

Source: SPSS Outputs

Based on the outputs of the table above, the arithmetic mean of responses to the statements comprising the attitudes of the study sample towards the dimension of supportive recruitment practices was found to be 3.3333, with a standard deviation of 0.93010. This is statistically significant, as the level of significance is less than 0.000, which is also less than 0.05. Thus, it confirms the validity of the second alternative hypothesis, meaning we reject Ho and accept H1.

4.3.3. Testing the Third Hypothesis: To test the third hypothesis, we formulate the alternative hypotheses:

Ho: Algeria Telecom Corporation, BordjBouArreridj does not provide appropriate training for its employees to perform the service.

H1: Algeria Telecom Corporation, BordjBouArreridj provides appropriate training for its employees to perform the service. To test this hypothesis, we use the One-Sample T test, the results of which are shown in the following table:

Table (12): Results of One-Sample T Test for the Dimension of Training

Datum	Standard Deviation	Arithmetic Average	T value	Sig	Hypothesis Test Result	
					Ho	H1
Trainingdimension	.64938	3.9795	46.267	0.000	rejected	accepted

Source: SPSS Outputs

Based on the outputs of the table above, the arithmetic mean of responses to the statements comprising individuals' attitudes towards the dimension of training was found to be 3.9795, with a standard deviation of 0.64938. This is statistically significant, as the level of significance is less than 0.000, which is also less than 0.05. Thus, it confirms the validity of the second alternative hypothesis, meaning we reject H_0 and accept H_1 .

4.3.4. Testing the Fourth Hypothesis: To test the fourth hypothesis, we formulate the alternative hypotheses:

H_0 : Algeria Telecom Corporation, BordjBouArreridj does not involve its employees in decision-making.

H_1 : Algeria Telecom Corporation, BordjBouArreridj involves its employees in decision-making.

To test this hypothesis, we use the One-Sample T test, the results of which are shown in the following table:

Table (13): Results of One-Sample T Test for the Dimension of Participative management

Datum	Standard Deviation	Arithmetic Average	T value	Sig	Hypothesis Test Result	
Participative management dimension	1.00649	2.5848	19.389	0.000	H_0 Rejected	H_1 accepted

Source: SPSS Outputs

Based on the outputs of the table above, the arithmetic mean of responses to the statements comprising individuals' attitudes towards the dimension of Participative management was found to be 2.5848, with a standard deviation of 1.00649. This is statistically significant, as the level of significance is less than 0.000, which is also less than 0.05. Thus, it confirms the validity of the second alternative hypothesis, meaning we reject H_0 and accept H_1 .

4.3.5. Testing the Fifth Hypothesis: To test the fifth hypothesis, we formulate the alternative hypotheses:

H_0 : Employees of Algeria Telecom Corporation, BordjBouArreridj do not have the freedom to make decisions.

H_1 : Employees of Algeria Telecom Corporation, BordjBouArreridj have the freedom to make decisions.

To test this hypothesis, we use the One-Sample T test, the results of which are shown in the following table:

Table (14): Results of One-Sample T Test for the Dimension of Employee Discretion

Datum	Standard Deviation	Arithmetic Average	T value	Sig	Hypothesis Test Result	
EmployeeDiscretion dimension	.87669	3.0351	26.137	0.000	H_0 Rejected	H_1 accepted

Source: SPSS Outputs

The outputs of the table above reveal that the arithmetic mean of individuals' responses to the statements composing the directions towards employee empowerment reached 3.0351, with a standard deviation of 0.87669. This is statistically significant because the significance level is less than (0.000) and less than (0.05), confirming the validity of the second alternative hypothesis, where we reject H_0 and accept H_1 .

6. Conclusion

Internal marketing is among the modern marketing concepts that have become essential within the marketing strategies of any organization. Its aim is to enhance the quality of service provided to customers. This can only be achieved with employees who are aware of the importance of customers, their service, and satisfaction, possessing the skills and capabilities to achieve this. Therefore, this research focused on evaluating the implementation of internal marketing within Algeria Telecom Corporation, BordjBouArreridj, selecting Gronroos' model for internal marketing. By applying the dimensions of this model to two commercial agencies in addition to the operational directorate in BordjBouArreridj and analyzing them, we arrived at the following results:

Employees' responses to the first dimension (Pre- launch information regarding marketing campaigns) and the third dimension (training) showed a high level of agreement. This reflects the institution's awareness of the importance of information and the type of training for employees, who understand their role well, in achieving the institution's goals.

- Employees' responses to the dimension of participative management showed a low level of agreement, reflecting the degree of centralization in decision-making.
- Employees' responses to the fifth dimension (employee EmployeeDiscretion) showed a moderate level of agreement. They are bound by adopting a unified commercial discourse and are subject to continuous monitoring by their immediate supervisors.

Based on the findings, we can make the following suggestions:

- Algeria Telecom Corporation, BordjBouArreridj needs to review its recruitment programs by selecting employees who align with job requirements.
- It is necessary to attract and retain the best employees rather than focusing solely on training current employees.
- There is a need to select the best competencies for front-office positions that interact well with customers, as the latter perceive the service provider as the institution itself.
- Front-line employees should be given more freedom and autonomy in making customer-related decisions, as this will affect the relationship with customers, increasing their trust and respect for the employee and, consequently, their willingness to engage with the institution again.

7. Bibliography

- Inkson, C., &Minnaert, L. (2022). *Tourism Management: An Introduction*. Sage Publications Ltd, London.
- Fuciu, M., &Dumitrescu, L. (2018). On Internal Marketing – Concept, Models, Advantages and Disadvantages. *RevistaEconomică*, 70(5).
- Kimura, T. (2017). *Internal Marketing: Another Approach to Marketing for Growth*. Routledge Taylor & Francis Group.
- Pervaiz K, A., & Rafiq, M. (2002). *Internal Marketing: Tools and Concepts for Customer-Focused Management*. Butterworth Heinemann.
- Adam, A. M. O. (2018). *The Role of Knowledge Management and Intellectual Assets in Achieving Economic Benefit for University Libraries*. Arab Group for Training and Publishing, Cairo, Egypt.
- Information provided by the Operational Directorate of Algerie Telecom, Bordjbouarreridj. (n.d.).
- Abdullah, A. A. (2016). *Marketing Management from a Customer Value Perspective*. Dar Al-Janana for Publishing and Distribution, Amman, Jordan.
- Al-Tai, H. A. N. (2016). *Strategic Tourism Marketing*. Al-Warraq Foundation for Publishing and Distribution, Amman, Jordan.
- Huari, M., Sahi, M., &Majdal, A. (2013). *Brand Identity and Importance*. Dar Kunooz Al-Ma'arifah for Publishing and Distribution, Amman, Jordan.