



**THE IMPORTANCE OF THE EXERCISE OF CORPORATE COMMUNICATION IN A
MARKETING APPROACH DIRECTED TOWARDS ITS STAFF (INTERNAL MARKETING).
LITERATUREREVIEW**

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SUMMARY

The sustainability of any organization depends on the collaboration of the individuals who constitute it; this collaboration is based on the exchange of necessary information for the accomplishment of the tasks assigned to each one. Therefore, the importance of internal communication that ensures and manages, primarily, the flow of information within the organization arises. It is in this sense that the objective of this article is to present a literature review concerning internal communication and its integration into internal marketing through a bibliographic analysis of the books and research dedicated to this topic.

We conclude that it is important to integrate internal communication into an internal marketing approach. The latter, in turn, aims to generate the main fuel required for a company's performance. In this case, employees' satisfaction. Without neglecting the role of managerial communication and the development of an employer brand

Key words : corporate communication, marketing approach, marketing, internal marketing, personnel.

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INTRODUCTION

Any organization whether for profit or non-profit, carries out its activity in an environment that it must know, especially, in which it must be known; thusly, the need to communicate with the latter (Adary, Libaert, Mas, & Westphalen, 2015). However, these organizations face many communication challenges due to the diversity of information from their direct and indirect competitors.

Differentiation is important, in a competitive environment, However, with technological progress, all companies are able to offer the same quality of products or services, and in the same price zone as those offered by its direct competitors. As a result, differentiating factors are less common and companies are constantly resourceful in order to stand out themselves from others. Indeed, the sustainability of any organization depends on the collaboration of all the individuals who constitute it; Thus the importance of internal communication, which primarily ensures and manages the information flow within the organization. Therefore, it is necessary to attract, mobilize, motivate and retain its employees through internal communication, but also through the integration of the latter into the internal marketing of its company.

The aim of this article is to present a literature review concerning internal communication and its integration into internal marketing and trying to contribute to the literature enrichment in this field, which is rather neglected by researchers, compared to external communication and traditional marketing (Adary, Libaert, Mas, & Westphalen, 2015). In order to achieve this goal, we have tried to answer the following problem:

How important is internal communication in an internal marketing approach?

In order to answer this question, we have carried out a bibliographical analysis allowing us to link internal communication and internal marketing, which are part of the company's human resources management strategy. In which we organize this article in three main parts: definition of concepts, presentation of the marketing and strategic approach of internal communication and presentation of the managerial integration of internal communication to internal marketing.

2. DEFINITION OF CONCEPTS

In this part we have attempted to present a definition of internal marketing, internal communication, the effects of internal marketing, as well as its phases.

2.1 INTERNAL COMMUNICATION

According to Michon, internal communication is, at the same time, an integral dimension of management and also a lever of the latter. The author affirms that the easiest definition of this concept is summarized in *"the set of principles and practices that allow the exchange of messages, ideas and values among members of the same organization"* (1994, p. 01). *The difficulty in defining this concept lies within the fact that it is "a difficult art that demands a long-term policy at the same time as specific ad hoc actions and immediate responses adjusted to circumstances"* (Dobiecki, 1996, p. 123) meaning that internal communication is not only about techniques to use, but also about the ability of individuals to anticipate, practice and adjust them.

In addition, internal communication can be defined through the analysis of its various missions, which are *"to organize, manage and direct human resources and interactive relationships within the organization"*. (Parrini-Alemanno, 2003, p.01). This definition highlights its principal recipient which is the staff of the communicating enterprise. Moreover, Malaval and Décaudin (2009, p. 502) consider it to be *"a marketing communication where the object to be sold is the company and the potential customer is the staff"*.

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However, it is necessary to point out that the internal communication is not a one-way communication from the enterprise to its employees, but in two ways where the latter produces, disseminates information, listens to and collects messages and information that emanate from the latter; it is *"part of a social perspective, meeting the expectations of information - as irresistible as it is legitimate - of employees"* (Adary, Libaert, Mas, & Westphalen, 2015, p. 138).

2.2 DEFINITION OF INTERNAL MARKETING

Internal marketing is *"a set of methods and techniques that, when implemented in a given order, will enable the company to further increase its level of performance in the interest of both its customers and its own employees"* (Levionnois, 1987, p. 28). This definition means that the satisfaction of the company's customers, through that of its employees, is the main objective of internal marketing, even if Levionnois (1987) considers the commitment to internal marketing as an end in itself, and not as an intermediate in achieving its objectives. According to Bellaouaied and Gam (2011), the internal marketing literature review can be categorized into three categories:

- The literature considers it as a means of satisfaction of the company's employees through communication with them;
- The literature defining it as a means of creating employee behavior directed towards customer satisfaction;
- And literature considers it's being integrated into the management of the company's human resources.

However, the concept of internal marketing is often used in the literature dealing with service marketing which has the specificity of putting the employee in a direct contact with the customer. Hence, its importance, given that the employee is, at the same time, the commercial and producer of the service to be consumed immediately. It is in this sense that Kotler, Keller and Manceau (2015, p. 453) consider it to be the fact that *"The company must train and motivate all its employees to serve customers well."*

Based on the marketing approach, internal marketing is differentiated by the target to be conquered corresponding to all the company's employees and by the product to be sold, corresponding to the company itself and its management (Levionnois, 1987), including:

- Its identity and images;
- Its development plans and projects;
- Its organization and modes of operation;
- The richness of its activities;
- Its possibilities for enrichment;
- Its working conditions;
- Its climate and atmosphere;
- The quality of its environment;
- Its products and services, etc.

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2.3 THE EFFECTS OF INTERNAL MARKETING

Since it is aimed at employees, internal marketing generates three psychological effects (Levionnois, 1987): the security of the employee, its valuation and identification, as shown in Figure 1.

➤ **securing the employee**

The employee is secured through internal marketing, by the fact of feeling listened to. The company before acting, must go through the study of its internal market, in order to take into consideration their needs and expectations, as well as the factors of their satisfaction and motivation.

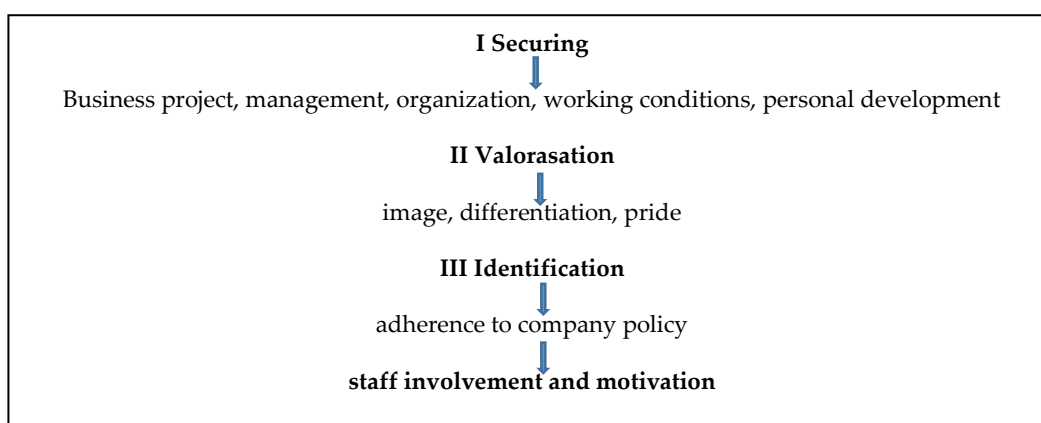
➤ **valuing the employee**

Through the implication and participation of employees in the company's projects, the valorization of the results and objectives achieved means a valorization of people who participated, improving the personal image of employees and the internal image of the company.

➤ **identification of the employee**

The improvement of the internal image of the company, of the way its employees perceive it, promotes their organizational identification and their adherence to its policy.

Figure 1: The Impact of Internal Marketing on Employees



Source: realized from Levionnois (1987)

2.4 THE PHASES OF INTERNAL MARKETING

The implementation of internal marketing requires the company to be integrated into marketing management, defined as *"the art and science of choosing your target markets and then attracting, retaining and developing a customer base by creating, providing and communicating superior value to your customers"* (Kotler, Keller, & Manceau, 2015, p. 05). It requires both internal and external marketing (Levionnois, 1987).

Internal marketing is based on knowledge and understanding of the external and internal market, in order to match the business project, to flow towards an action plan; entailing to be communicated to customers, as well as to its employees. These, in turn, serve as a means of collecting information about the company's customers.

Indeed, the internal marketing approach involves three steps: knowledge and understanding of the internal market, matching, as well as planning and general mobilization.

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➤ **knowledge and understanding of its internal market:**the marketing approach requires the company to consider its employees as an internal market to be conquered. Above all, you must listen, know and understand the needs and expectations of your employee, in terms of working conditions, motivation factors, working climate, personal and professional ambition, etc. This listening cannot take place without the installation of devices within the framework of internal communication (Levionnois, 1987).Indeed, these arrangements can be flexible, through the use of existing indicators, the use of flash surveys or the organization of informal collection networks; or structured through the use of the internal climate barometer and qualitative surveys (Beal &Lestocart, 2003). However, for a large company, it is not a question of meeting and listening to all of its employees, but of segmenting its market according to strategically defined criteria (hierarchical level, responsibility, year of experience, etc.);

➤ **Adequacy setting:** as a result of the knowledge of its internal market, the company must match the information collected with its internal reality, its environment and its prospects. Levionnois (1987) proposes the installation of three disciplines. The first corresponds to the existence of a fundamental frame of reference as identity factor, it must be communicated to all employees in order to have an idea of the broad outlines of the business project (its vocation, its aims and purposes, its ethics, as well as structural data). While, the second discipline proposed by the author is that of the use of participatory management which consists of *“motivating and involving each employee of the company in the daily exercise of the following six disciplines:*

- *know and understand the internal and external facts of the company;*
- *for see tendencies and developments;*
- *set and respect the company’s development objectives and goals;*
- *seek and contribute to obtaining adequate means;*
- *organize and participate in actions;*
- *implement and apply monitoring and control systems”* (Levionnois, 1987, p. 70).

Finally, the last discipline corresponds to the prediction of a mix of internal marketing is composed, according to Levionnois (1987), of five variables: the market (knowledge of information concerning employees), the product (the company and its management), the price (the efforts of employees),distribution (circulation of information about the company and its policy), communication (internal communication actions). However, the internal marketing mix model proposed by Piercy & Morgan (1991) and illustrated in Table 1, is based on the external marketing mix, retaining its four variables (product, price, distribution, communication) and excluding the market variable. Knowing that product, price, distribution and communication policy can only be defined on the basis of knowledge of its target. The authors consider knowledge of its market as a prerequisite for defining its internal marketing mix.

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Table 1: The Internal Marketing Mix

Product	Price	place	promotion
-the company's policy; -its values ; -the attitudes and behaviours to have in order to realize its objectives.	-the commitment and involvement of employees in the achievement of objectives; -their efforts to change attitude and behaviour.	The channels used in the transmission of different information: -the values of the company; - its policy; -its objectives -its perspectives	-oral communication; -direct communication; -media communication. -coherence between external and internal communication.

Source : realized from Levionnois (1987) ; Piercy & Morgan (1991)

➤ **Action Plan:** Once the internal market is analyzed and the needs and expectations of employees are matched with the variables of the internal marketing mix, it is a question of mobilizing them around the action plan by communicating the usefulness of each of these to them.

3. THE MARKETING AND STRATEGIC APPROACH TO INTERNAL COMMUNICATION

The purpose of this section is to highlight internal communication from an internal marketing perspective, but also from a strategic one.

3.1 THE MARKETING APPROACH TO INTERNAL COMMUNICATION

Internal communication is considered to be the perceived element of internal marketing (Piercy & Morgan, 1991). However, its effectiveness *"suppose, then, a marketing approach which starts from the knowledge of expectations and which leads to a presentation and a valorization of the possible offer, corresponding to these expectations best"* (d'Humières, 1994, p. 125). The information to be communicated to employees, resulting from the social policy (Human Resources Department) and the corporate image policy (Communication Department) must be considered on the basis of the data relating to its internal audience and the elements that influence the personal interests of employees, as well as the collective values of all employees such as: competition, the labour market and their social expectations.

Indeed, any internal communication policy must be preceded by a knowledge of its internal market and followed by a measure of its internal climate (d'Humières, 1994); The latter is indicative of the effectiveness of internal communication. That is to say disseminated information, their animation and their impact on the internal image of the company; it is measured through an internal climate barometer (established by the Communication and Human Resources Department) providing a regular measure of employee satisfaction, concerns and opinions with respect to their employer. The measurement of the internal climate not only promotes greater knowledge of its internal market, but also the measurement of the impact of the internal communication policy and its adjustment, if necessary.

The marketing approach to internal communication therefore lies in the fact that it is directed towards meeting the needs and expectations of employees, in order to create, strengthen or modify the internal image of the company in the objective to improve their performance at work.

Nevertheless, the company must be able to deal with three issues (d'Humières, 1994): ensuring the timeliness of information, ensuring consistency between information disseminated internally and

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information disseminated externally, and create a hierarchical involvement that provides the leadership necessary for the flow of information and employee buy-in.

3.2 THE STRATEGIC APPROACH TO INTERNAL COMMUNICATION

The strategic approach to internal communication is to make it converge with external communication, since the former must serve the latter (Demont-Lugol, Kempf, Rapidel, & Scibetta, 2006). Moreover, the stages of the development of the internal communication strategy are identical to those of the external, with the exception of its tools related to its specificities, such as Demont-Lugol, Kempf, Rapidel and Scibetta (2006) evoke them:

- its nature and the nature of its target: the internal image being the main objective of the internal communication (d'Humières, 1994). It is the result of the actions and management of the (voluntary) company as well as the (inherited) history of the company. This means that the tasks of internal communication must be carried out daily and must be updated, particularly since the target aimed at by the latter is the staff of the communicating undertaking who risk obtaining information informally, but who consider them to be more credible;
- its perception: the perception of internal communication by its target audience is linked to the capacity of information and, above all, their animation to attract its attention. Information may go unnoticed as employees are concerned about ensuring their responsibilities and carrying out the daily tasks to be performed;
- its purpose: the adherence of the staff and, above all, of the hierarchy to the need to disseminate information is paramount, knowing that it is the main intermediary in its broadcast, but also its receiver. There is always a risk that an element of the hierarchy will block information at its level in order to preserve its power as a manager;
- its action: since internal communication aims to improve the way employees perceive their company, its effects can only be felt in the long term. This means that the company must be able to plan actions continuously and in line with the change in its internal environment;
- its constraints: the constraints related to internal communication can be presented by the different elements mentioned above (nature of internal communication and its target, its perception, its purpose and its actions), it is for this reason, that the strategic approach is to be favored in the internal communication process.

As a part of the presentation of the strategic approach to internal communication, it is necessary to present the steps of the internal communication strategy, as well as the control of the latter.

4. STEPS IN THE INTERNAL COMMUNICATIONS STRATEGY

With reference to the literature dealing with the stages of the strategic plan of internal communication (Demont-Lugol & al, 2006; Malaval & Décaudin, 2009), we propose a ten-step plan presented in Table 2. The first is to analyse its external and internal environment in order to collect the information needed to conduct a diagnosis exposing the opportunities and threats of the environment external to the company, and its strengths and weaknesses in the face of the latter. Subsequently, the company goes on to define the problems to be solved, as well as, the objectives to be achieved. In order to decide on the internal image it wishes to create, strengthen or modify. The internal communication strategy corresponds to the definition of the

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employees involved, the objectives to be achieved and the choice of the message to be communicated. That's to say, it is important to choose and define the tools and devices to be used, so that they are relevant to the elements mentioned above. On the other hand, one of the difficulties of any communication operation is related to the budget allocated to it, which forces the company to choose a communication mix according to the result/cost ratio.

Finally, it remains necessary to test the internal communication strategy before it is implemented in order to measure its consistency with the expectations and needs of the target, as well as, with the overall communication of the company.

Table 2: Steps in the Internal and External Communications Strategy

Steps	External communication	Internal communication interne
Analysis	Analysis: -Marketing plan: product, price, distribution; -the attitude and behavior of the consumer; -environment: competition, market; -of the previous communication.	Analysis: -of the existing: audit, who says what? in what context? with which effects? -relating to: ➤ operational information; ➤ motivating information; ➤ socialclimatebarometer and internal image
Diagnostic	Synthesis: -strengths/weaknesses; -threats/opportunities.	synthesis: -strengths/weaknesses; -threats/opportunities.
objectives to be achieved	Objectives: -developing awareness; -build an image; -generate interest; -build customer loyalty...	Objectives: -ensure the flow of information; -developing bottom-up information; -build an employer image; -motivate and engage employees.
Positioning	Decide: the image of the products or services and the desired company.	Decide: of the desired internal image
Communications strategy	Objectives: -make known; -to make people love; -act. Targets: -customers/consumers; -influencers/prescribers; -opinion agitator/information relay; -distributor/sales force...	Objectives: -inform; -federate; -motivate. Targets: -all employees; -one or employee segments

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	choice of message: -information concerning the product; -promises ; -innovation...	choice of message: -information about the company, its actions and its prospects; -promises ; -values...
Strategy of means	Tools: -pure communication techniques (advertising/media, event communication, direct communication, etc.); -communication vehicle techniques (packaging, visual and sensory identity)	Tool: -oral communication ; -media communication; -direct communication.
devices	Ensure: -coherence between the objectives to be achieved, the necessary resources, opportunities and threats; -consistency between the needs and desires of customers and the messages disseminated; -synergy between the different tools chosen (external communication mix).	Ensure: -consistency between internal and external communication; -consistency between the messages broadcast and the needs and expectations of employees; -coherence between communication tools (internal communication mix)
Budget	Decide: -the external communication mix according to the budgetary constraint; -the external communication mix according to the result/cost ratio.	Decide: -the internal communication mix according to the budgetary constraint; -the internal communication mix according to the result/cost ratio..
Pre-test	Test: with a small number of customers.	Test: with a small number of customers.
Coherence measure	Coherence: between the company's different communications.	Coherence: between the company's different communications.

Source : realized from Demont-Lugol& al (2006) ; Malaval&Décaudin(2009)

5. INTERNAL COMMUNICATIONS STRATEGY CONTROL

As with any action requiring an investment on the part of the company, the internal communication must be profitable. That is to say, the results obtained must correspond to the objectives assigned to it. However, it is a matter of defining the criteria to be controlled, as well as the levels of control, before, during and/or after the release of the information (Demont-Lugol, Kempf, Rapidel, & Scibetta, 2006).

5.1 THE EVALUATION OF CRITERIA

Before monitoring the impact of a communication strategy in general and of internal communication in particular, the criteria on which it will be based should first be defined. Dumont-Lugol, Kempf, Rapidel, and Scibetta (2006) identify six: attention, memorization, understanding, enjoyment, adherence, and behaviour.

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- attention: nowadays, with the development of social networks, employees- just like any individual- are faced with a significant amount of information in all areas, sometimes exceeding their reception capabilities. For this reason, their employer, the sender of the message, must ensure that the latter is “*seen / read / heard*” (Demont-Lugol, Kempf, Rapidel, &Scibetta, 2006, p. 385)., and gives importance to the media of its diffusion as well as to its animation on which the value of the attention of the receiver depends. As a result, it is necessary to assess the “physical elements (poster placement, press ad format) and creative elements (colour selection, presence of a famous actor, image “*shock*” (Demont-Lugol, Kempf, Rapidel, &Scibetta, 2006, p. 385). Measuring the attention of the target in relation to the broadcast message is an essential step in conducting evaluations based on other criteria;
- memorization: after measuring the level of attention of the target to the message, it is advisable to proceed to the assessment of the trace that the target left in the mind of the target. There is no need for further assessments if employees do not remember the message or being the recipient. It is a question of measuring their memorization of the information disseminated;
- understanding: the evaluation of the recipients' understanding of the message corresponds to the evaluation of its perception. The issuing company must compare these perceptions with its objective through the dissemination of information; the main difficulty lies in the fact that these perceptions differ from one person to another according to their personal characteristics, such as their beliefs and values;
- approval: according to Demont-Lugol, Kempf, Rapidel and Scibetta (2006), the approval of the target audience for communication is one of the criteria taken into consideration when controlling the effects of any communication action. However, its effectiveness does not necessarily depend on it; the same authors explain that *«original and funny advertising can please without convincing, and conversely, some campaigns considered as flat or banal can generate excellent commercial results»* (p.385). This means, in the case of internal communication, that employees may be in agreement with an internal communication action, and, at the same time, not be influenced by it, especially if its purpose is in interaction with their personal interests;
- adhesion: unlike the evaluation of the target's acceptance of the message, the evaluation of its acceptance is an essential element that demonstrates the effectiveness of the information and its dissemination. Moreover, membership is one of the objectives of a communication action to be achieved before influencing the attitude and behavior of the recipient (Adary, Libaert, Mas, &Westphalen, 2015);
- the behavior: internal communication is seen as a performance lever (Beal &Lestocart, 2003); its purpose is the influence of employees' behavior, so that they get involved in their work. However, it is a question of assessing the effect of the latter on the behavior of employees,

5.2. LEVELS OF CONTROL

The control of the actions of internal communication, like all other communications, is exercised before and after the broadcast of the messages. It is a question of pre-tests and post-tests. while isolating it from other factors that may be involved:

- pre-tests: the pre-test of a communication action is a study of its relevance to a small number of people representative of the target (Demont-Lugol, Kempf, Rapidel, &Scibetta, 2006). According to Malaval and Décaudin (2009), it verifies the following:

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- understanding and adherence to a concept, a message;
- identical understanding by all segments of the target population;
- quality of technical aspects: legibility (of an advertisement, a poster, visuals, etc.);
- risk of misinterpretation or misappropriation.

However, these pre-tests may result in additional costs for the company, especially if the result is negative and the company needs to review its strategy.

➤ Post-tests

These tests can be used during and/or at the end of the communication action. In the first case, they make it possible to verify the implementation of the communication strategy. While in the second, they make it possible to assess its effect on the attitudes and behaviours of the target (Demont-Lugol& al, 2006; Malaval and Décaudin, 2009). The internal survey (a tool for measuring the effectiveness of employee communication policy) and the internal climate barometer (a tool for regularly measuring employees' opinions about their employer) are forms of post-tests that compare the results of the internal communication strategy with the objectives assigned to it (Malaval&Décaudin, 2009).

Indeed, post-tests make it possible to take stock of the effectiveness of the communication strategy in order to predict the actions to be taken in the future. But, it is difficult to go back, in case the result is negative.

6. THE MANAGERIAL INTEGRATION OF INTERNAL COMMUNICATION WITH INTERNAL MARKETING

Internal communication being integrated into internal marketing cannot be effective without the participation of managers in its animation and without the development and exploitation of the employer brand registered in the framework of human resources marketing.

6.1 THE ROLE OF MANAGERIAL COMMUNICATION IN INTERNAL COMMUNICATION

The quality and effectiveness of internal communication management is essentially based on the commitment and involvement of management or managers, since those who communicate poorly represent a major obstacle to internal communication (Adary, Libaert, Mas, &Westphalen, 2015).

Indeed, managerial communication is imposed by the strategic and marketing approach of internal communication, by the fact that it is *“a communication carried out directly by managers, in order to mobilize their employees in the service of the economic and social performance of their company [...] they must promote the appropriation of strategic decisions and facilitate their operational implementation”* (Adary, Libaert, Mas, &Westphalen, 2015, p. 192). The position of intermediaries at the disposal of managers confers on them a main mission, that of giving meaning to the messages broadcast concerning the decisions and actions of the company, as well as, of reducing the distance between the company and its employees. However, this mission remains difficult to accomplish on the ground knowing that managers are, above all, employees concerned by internal communication. Like all employees, the difficulty lies in how to convince them. In this sense, Adary, Libaert, Mas &Westphalen (2015) set out the conditions without which managerial communication fails.

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The success of managerial communication in the performance of its mission is conditioned by the fact of considering it as a communication to, as a whole, having an influence on the performance of employees and, therefore, from the company. Therefore, it is imperative to motivate managers in their mission by highlighting their role as the company's primary communicator and its credibility, thus favoring them as the first recipients of information. It also makes no sense for employees to be able to obtain information from other sources without going through their main contact. This may discourage managers and affect their credibility.

However, the manager must, above all, consider the leaders who are at the forefront of the managerial line as an example to follow, in order to be convinced of the messages to broadcast and to succeed in convincing the employees. This cannot be achieved without taking into account the culture and values of the company, as well as, the characteristics of its managers which are information provided by the Human Resources Department to be in collaboration with the managerial communication. This also makes it possible to define the responsibilities and tasks of each manager. The latter must have structured and organized tools and arrangements to facilitate their mission. These tools must also be monitored and advised by the Internal Communication Directorate, which produces the information, in order to assess its impact. The company must not ignore the social aspects as well and must be able to create an environment conducive to dialogue and group work.

6.2 THE EMPLOYER BRAND AND HUMAN RESOURCES MARKETING

The employer brand corresponds to *"the set of branding issues with respect to the target of potential salaried or employees [...]the employer brand is the set of brand characteristics applied to human resources. It is expressed through its identity, internal image and reputation"* (Malaval, Décaudin, & Devianne, 2016, pp. 323-324), it is considered one of the tools of HR marketing (Brillet & Gavaille, 2017).

Indeed, the integration of the concept of brand in the management of human resources is due to the fact of highlighting the concept of customer in their marketing, whether internal (current employee) or external (potential employee). Therefore, in reference to Brillet and Gavaille (2017), human resources marketing corresponds to the various tools developed and deployed to attract and retain human resources. The authors also identify two dimensions to HR marketing:

"-an external one, which concerns all actions aimed at individuals likely to join the company, shareholders and other stakeholders. This approach often favors communication and advertising actions that strengthen the image of the employer brand and the identity of the organization;

-the other internal, which is mainly for staff. It promotes HR management actions, tools, practices and processes that strengthen the employer/employee relationship, attractiveness and loyalty. These actions can also strengthen employees' sense of belonging, motivation, satisfaction, involvement or commitment." (p. 40).

The development of the employer brand concept within a company offers its employees a number of advantages (Brillet & Gavaille, 2017):

- functional advantages: given that the person concerned to attract and retain by the employer brand is the employee (current or potential), the company develops, enriches and highlights the different tasks to be performed for each position; it also ensures that there is an advancement and development for each employee;

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- Economic benefits: compensation for employees is based on assigned duties and responsibilities;
- psychological benefits: because of the promotion of the employee and giving them the quality of customer, as well as, the work done by the company to improve their internal image and reputation, the employee is proud to belong to him, identifies with it and develops a sense of belonging and involvement in the workplace.

The importance of internal communication in the development of the employer brand and HR marketing lies in the fact that it relies, essentially, on the dissemination and animation of information, according to which the company manages to create, change or strengthen its identity, internal image, reputation and employer brand. Which means that we can consider internal communication as a lever of the employer brand and an HR marketing tool.

7. CONCLUSION

Since internal communication is the art and how to use a set of tools by the company to produce information and disseminate it internally, it also requires the planning of a hierarchical animation in order to create, modify or strengthen its internal image without neglecting to listen to the expectations and concerns of those concerned. In this case, its employees. These components of internal communication explain its dual role as a broadcaster and also as a collector of information through which the company must identify what is likely to influence its internal image; given that this is the main objective of internal communication (d'Humières, 1994), in order to act in line with the expectations of its employees. As such, we conclude that it is important to integrate internal communication into an internal marketing approach. The latter, in turn, aims to generate the main fuel required for a company's performance. In this case, employee's satisfaction. This, without neglecting, the role of managerial communication and the development of an employer brand.

Finally, this research is only a first step in identifying the elements of integration of internal communication with an internal marketing approach, requiring empirical research to have more data on the subject. In particular, on the internal environment of Algerian companies.

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