

The Importance of Marketing in achieving institutional success in government departments in Algeria

أهمية التسويق في تحقيق النجاح المؤسسي بالإدارات العمومية بالجزائر

Dr. Shady Ibrahim Shehada¹, Dr. Aicha Gasmi²

¹ Faculty of Politics and Economics, Suez University, Cairo, Egypt, shady.hash@eco.suezuni.edu.eg.

² Faculty of Economic, Commercial, and Management Sciences, University of Chahid Hamma Lakhdar, Algeria, gasmi-aicha@univ-eloued.dz.

Received on:26/02/2024

Accepted on:25/09/2024

published on: 29/10/2024

Abstract:

Marketing is an administrative means through which all customers' needs are provided in the present and expected future using a variety of activities. Hence, the researchers in this study target the importance of marketing in public administrations and its role in improving their services in Algeria. By conducting personal interviews for the study sample, which included 115 individuals, the study concluded that the marketing practice in Algerian public administrations is almost non-existent due to the centralization of decisions. The marketing culture is fragile in the municipalities under the study sample, which requires the fulfillment of a set of structural conditions Legal and legislative application of marketing in local public administrations in Algeria.

Keys words: Marketing, public administration, Algeria.

JEL classification codes: M31; D73; H83

ملخص:

يُعتبر التسويق وسيلة إدارية يتم من خلالها توفير كافة حاجات العملاء في الوقت الحالي والمتوقعة مستقبلاً باستخدام مجموعة من النشاطات المتنوعة، لذلك يستهدف الباحثان في هذه الدراسة أهمية التسويق بالإدارات العمومية ودوره في تحسين خدماتها في الجزائر، وقد اعتمد الباحثان في منهجية الدراسة على المنهج الوصفي التحليلي والإستبيان من خلال عمل مقابلات شخصية لعينة الدراسة والتي شملت 115 مفردة، وقد توصلت الدراسة إلى أن الممارسة التسويقية في الإدارات العمومية الجزائرية تكاد تكون منعدمة بسبب مركزية القرارات، كما أن الثقافة التسويقية ضعيفة جداً في البلديات محل عينة الدراسة، وهو ما يتطلب تحقيق مجموعة من الشروط الهيكلية والقانونية والتشريعية لتطبيق التسويق في الإدارات العمومية المحلية بالجزائر.

الكلمات المفتاحية: التسويق، الإدارة العمومية، الجزائر.

تصنيف JEL: M31، D73، H83.

Corresponding author: Aicha Gasmi, e-mail: gasmi.aicha@mail.com

1-Introduction

The issue of public administration has become one of the important topics at present, due to the important role that these departments play in government organizations, as attention has now turned in many studies to the pattern of its management in an attempt to find the best way that enables its effective and efficient management to allow the optimal use of resources, whether material or human.

The importance an effective management system allows for harmony between the actual reality and the underlying goals, as it works to highlight marketing as a good management tool for these organizations as it is the scientific method currently prevailing in most organizations in developed countries, especially public ones that are witnessing constant and continuous development. The biggest focus now is on the tools and techniques of marketing programs, knowing the obstacles that delay their application in these organizations in developing countries, and making sufficient efforts to study the problems of the sector from a marketing perspective.

Despite the growth of the application of marketing tools and ideas to the public sector, and with the development and spread of public marketing, the problems and needs of the public sector constitute a complex concept of marketing and will lead to the development and increase of efforts. The answer here lies not in simple solutions based on symbolic benefits, but rather the solution stems from the most effective public policy in which marketing concepts are used. Based on the above, and in light of the problems experienced by Algerian public organizations, the problem of the study revolves around the following question:

How important is marketing in public administrations in Algeria?

The study is based on a basic premise: marketing may contribute to improving the services of public administrations in Algeria.

The study aims to know the nature of marketing and try to apply it in public organizations to solve many of its management problems, to reach a specific concept of how to run public organizations as a result of the development that is still taking place to improve their performance through considering marketing as the dominant scientific method today and in force in many developed countries and an effective method of development. Therefore, adopting it in public organizations of an administrative nature is a necessity.

The importance of the study is due to how to predict the demand for future needs to optimally determine the necessary energies and facilities, which contributes to satisfying the desires of different groups and trying to provide public services to beneficiaries at the right time, place, and quality.

The study methodology depends on the descriptive analytical approach by addressing the information and studies related to the research topic. It is appropriate to the nature of the topic because it relies on collecting and processing facts and data to reach results and generalizations on the research

topic. The questionnaire will also be relied upon through conducting personal interviews for the study sample, which included 115 individuals.

Literature and previous studies

We find the study (**Mir 2019**), aimed to study the prospects of convergence between the concept of public marketing and the concept of public administration by shedding light on the public population sector in Algeria and the extent to which it relies on the marketing mix in offering its products. The study concluded that the convergence between public marketing and public administration contributed to the advancement of the public sector, and also contributed to a breakthrough in the pattern of public administration in terms of producing public services and products, and a significant change in the attitudes of consumers of public services and products and their sense of satisfaction. The marketing mix contributed to improving the image of the public sector in Algeria, and the stability of real estate prices in Algeria. The researcher recommended the need to segment markets as a tool to reach all segments of Algerian society, and the public administration's attention to marketing and considering it as an extension of the application of its strategies in promoting the public utilities it accomplishes.

In a study (**Bouslama & Ben Khelil, 2015**), which dealt with the benefits and limitations of applying marketing in the Tunisian public sector, the two researchers sought to understand the characteristics of marketing in the public sector in an attempt to find out the perceptions of the respondents about the most important marketing activities represented in 4P (service, promotion, pricing, distribution). To achieve the purposes of the study, the two researchers relied on the questionnaire through a survey of executives and consultants in various public administrations. The two researchers conducted interviews with these consultants and executives to find out their position on marketing and present its most important benefits, as well as the most important restrictions that stand in the way of its application in the public sector. The study concluded that the managers and consultants of the departments in the study sample expressed their positive attitude towards the application of marketing in public administration, as they consider it a vital outlet for the modernization of public administration.

The results also showed that the managers and consultants of the departments in the study sample do not know marketing well and do not pay attention to it, but only consider it a way to link relations and communicate with citizens. They also believe that the elements of the marketing mix are difficult to apply in the public sector, especially regarding price and distribution due to their relationship with the testators, and that communication techniques are not applied in the institutions of the study sample except about advertising only against some social ills and the definition of some services.

The study (**Abiodun, 2014**) Enhancing the effectiveness of non-profit organizations through marketing: An empirical study in Nigeria showed that the work of the non-profit organization is mainly to maintain the much-needed

services that are not usually provided by the for-profit sector and have a mission in addition to satisfying customers to achieve them. This can only be achieved if operators understand the principles and logic of marketing and apply them in their activities as practiced by for-profit organizations. The study used a cross-sectional survey to examine the extent to which some selected NPOs understand, appreciate, and apply marketing in their operations. The study found that NPOs have not yet moved from a mindset of organizational centralization to guiding customers in the pursuit of their mission goals. The study recommended that NPOs allocate a unit or department to deal with marketing-related functions in their organizations and that these tasks must be carried out by officially trained marketers.

The study (**Barbu, 2012**) also dealt with the benefit of marketing and implementation with public service institutions, a qualitative study on the Romanian market, as it showed that the main role of public services, which is to meet the various needs of civil society, will contribute to increasing national development if implemented efficiently and continuously. Marketing can be considered a way to achieve these social and economic functions in the field of public services through the awareness of Romanian public service providers of the marketing benefit and the extent to which marketing activities are implemented within public service institutions. The study used a qualitative survey conducted on thirty-two public service providers and included groups consisting of government, social, and cultural service institutions on the one hand, and industrial and commercial public service institutions on the other. The study found that although marketing is important to most respondents, it is not widely implemented in the field of public services, as it faces financial and organizational obstacles, in addition to the lack of vision of some managers.

A study (**Ticlău & Others, 2010**), targeted public marketing as a strategic element of public administration: an empirical study in the province of Cluj on the existence of basic marketing conditions in the local public administration in Romania, where a general picture of the concept of marketing, its development and characteristics, the challenges posed by the special circumstances of the public sector and some of the basic conditions necessary for the adoption of public marketing as an administrative component of any public organization was compiled. The study concluded that the institutions analyzed are far from providing a required framework to encourage and ultimately adopt public marketing as a regular and necessary activity for any modern public institution.

The study (**Matei & Anghelescu 2010**) was concerned with the Keynesian proof of marketing policies in local development, as it focused on the basic economic issues of local development. In this context, the basic components of public service marketing that are relevant to local development were identified: such as price, revenue/expenditure multiplier, respectively, and export multiplier. These elements express ratios between resources and outcomes and their balance is based on the Keynesian model in an open economy. The study

found that local authorities should establish and develop their local units to monitor community services for public utilities while developing strategies that accelerate the development of the general community through local units to monitor community services for public utilities.

The study (**Kaplan & Haenlein, 2009**) dealt with showing the convergence between marketing and public administration. The two researchers tried to understand the reason for the lack of clarity of marketing in public administration. To achieve the purposes of the study, the researcher relied on interviews with senior officials in public organizations in various countries. The number of officials interviewed was 5 individuals. The study concluded that it is necessary to establish marketing for the public sector, taking into account the characteristics of this sector to strengthen it and increase its effectiveness, and to achieve reconciliation between public administration and marketing to achieve the desired goals. Pricing is the most important dimension of marketing in the private sector, but it does not play an important role in public administration. The dimension of communication and media as well as the dimension of distribution are very important dimensions for citizens.

The research gap between the current study and previous studies

All previous literature is considered reference studies, especially as it contributes mostly to the analysis of the relationship between marketing and public administration, and it has been focused on Tunisia, Algeria, Romania, and Nigeria. This study focuses on the importance of marketing in public administrations and its role in improving their services in Algeria, and that the period of the study is relatively recent compared to previous studies, and it expresses a new addition to studies in this field.

Theme 1: Theoretical Framework for Public Service

Public administration is one of the most important public bodies in terms of receiving the numbers of citizens daily, and it has been associated in the minds of the citizens with many problems, including inefficiency in the provision of services, as it shows a great inability to provide them, even though the state has taken many measures, including the rehabilitation of these organizations and the establishment of new branches, the easing of the required procedures and documents or the extension of their validity, the expansion of the authority to sign and issue some documents, the training of agents, and the use of information and communication technologies.

First: The Concept of Public Service

Public administration means organizations that provide public (governmental) services and has been defined as Organizations that carry out an activity of an administrative nature and are taken by the state and local regional groups as a means of managing these organizations enjoy legal personality and are subject in their activities to public law (**Labad, 2011**). In this aspect, the researchers address the concept of public service and its classifications as follows: -

1- Definition of public service

The function of the state developed during the nineteenth century and the beginning of the twentieth century and its effects appeared on the public service, as the functions of the state at that stage were clear and accurate, which led to a change in the perception of the public service. The public service has come to be viewed from two points of view: the implementation point of view, which is the public options, and the other point of view is its cultural dimensions about the objectives it targets **(Bartoli, 2005)**.

Some define them as activities that have a specific time and one of the things that represent social solidarity, and therefore they must be organized and monitored by the government **(Horgues, 2007)**. The public service expresses the monopoly of the state and expresses the public benefit as a basic goal of the public service. The main goal of government activity by the existence of institutions providing the public service is the public benefit. Wherever there is a public need, it generates public service. According to Digi, the state is not known for its monopoly of means by force, but for being the architect of social solidarity and public service, which is the basis and limits of government authority.

Some see public service as every activity in which the government has the responsibility to perform or monitor because the performance of this activity is necessary for the establishment and development of social solidarity, which by its nature can only be fully performed through the intervention of the government forces. The doctrine for which this legal concept was established remained the reference doctrine, as it gives the state a central position and therefore it is only for the national or local public authority to decide whether a particular activity meets the standard of public service, as the authority carries out and monitors it **(Riffa, 2009)**.

As for the definition of public service in Algerian legislation: It can be said that there is no clear definition of public service, but the legislator only referred to it through his exposure to various legal texts according to the type of service provided by the state. Whether these services are economic, such as those provided by public organizations for electricity, gas, and water, or services of an administrative nature, such as those provided by municipalities, or such as social and cultural services represented in health and education.

The definition of public service in Algeria is derived from French law due to historical considerations. Because the French law did not specify a specific definition of the public service, the Algerian legislator also did not specify a specific definition of the public service. According to French law, public service has been defined as that which is traditionally considered a technical service provided in general, by a public organization as a response to a public need, and its provision requires that those who manage it respect the principles of equality, continuity, and adaptation to achieve the public good **(Marzik, 2015)**.

2- Public Service Classifications

The public service has been classified into four categories, namely the commodity or service provided (collective, individual), the type of consumption (compulsory or optional), and the method of obtaining it (in return or free of charge), as well as the method of financing it (through taxes or with revenues received from users). These classifications of the public service can be presented from an economic perspective through the following table: -

Table (1)
Classification of public services from an economic perspective

Depending on the good or service provided		By Consumption	By Acquisition	By Funding
Telephone electricity Water - Gas	Individual goods and services	Optional Consumption	Paid services	Funded with income received from citizens
non-profit-making transport, public service School Restaurants Municipal Pools				Mixed financing
Museums			Free ones.	Tax-financing
Schools - Vaccination				
national defense light, lamp ROAD SIGNING	Collective services and goods	Compulsory depreciation		

Source: Riffa, Sharifa. (2009), op. Cit., P. 15.

The previous table indicates the opposite of what is common in that there is no strong correlation between public service and collective options in the Samuelsen concept, as public services go far beyond this concept, they also regulate collective consumption choices, which are limited to some users (individual goods and services).

At the top and bottom of the table, there are two simple types of public service, each of which represents opposite characteristics. Below, there are non-marketed services represented in the research options, and obtaining them is free. Their production is financed by public funds collected by taxes. As for their other feature, their use is imposed on everyone, for example: road lighting, traffic lights, and national defense.

We also find market public services related to individual options, and their consumption is optional and the right to receive them covers the total cost of the service provided. Examples include telephone networks, and the state may decide to make access to some individual services free of charge. It may be about automatic entry to the school, entry to museums, or the use of a dual public road. These services are usually provided free of charge. If the school is open to all children who have reached the age of education or if the museum receives visitors for free, this is to implement a policy of non-marginalization. On the other hand, the state can decide to partially support the individual options

in return, as is the case with public transport, where the revenues from the sale of tickets are only partially covered by the cost of the service provided, and the same is the case for some school restaurants or municipal swimming pools that are subsidized.

As for Algerian legislation, the diversity of state activity imposes the existence of many types of services, and the student of Algerian legislation, especially starting from 1988, notes the great development of the method of classifications that occurred to it. However, public services can be classified into four basic categories as follows:

- Administrative public services (of an administrative nature).
- Public services of an industrial and commercial nature.
- Public services of a scientific and technological nature.
- Public services of a scientific, cultural, and professional nature.

This assessment is enshrined in Article 2 of Presidential Decree 02-250 on the Regulation of Public Deals and is also enshrined in Article 2 of the aforementioned Order 06-03 on the Basic Law of the Public Service, and Article 2 of Presidential Decree 10-236 amending and supplementing of 7 October on the Regulation of Public Deals (**Boudiaf, 2015**).

The second axis: The theoretical framework of the concept of public service marketing

At the beginning of the twentieth century, the roots of marketing as a distinct field of study helped to solve a set of problems faced by commercial companies, and the public sector suffered from many problems, which led to citizen discontent. Therefore, the use of marketing in public administrations as a dimension that helps to solve problems, and an administrative means and a bank of theories and principles. Therefore, the comprehensive thought of marketing must be developed and applied by the government to benefit from it and develop solutions to its problems. Recently, the rules of marketing in the public sector have evolved with attention to productivity to realize the needs of the citizen as a government consumer and then meet them as efficiently as possible (**Abu Nabga, 2005**).

First: The Concept of Public Service Marketing

The subject of the application of marketing in public administration has been raised by a group of researchers, as more than 70 years have passed since the existence of the Journal of Marketing. There are only five articles that include and address the characteristics of public marketing. The first attempt at marketing public administration was made by Jacques Antoine (1972) in his book " Power and Opinion ", then public marketing was mainly addressed at the end of the 1970s and the beginning of the 1980s. (**Kaplan & Haenlein, 2009**), hence the researchers are trying to present a general definition of public service marketing and clarify the marketing mix of public service.

1. Definition of Public Service Marketing

Public service marketing is a complex process compared to marketing in private service due to the difficulty of collecting and counting information. This affects the knowledge and identification of the needs of beneficiary citizens. The process of patience of opinions is one of the most important techniques used in marketing. Marketing is not the only treatment, but it constitutes a conscious and accurate dimension of public services. It can also have a positive impact on raising their efficiency and effectiveness. Adopting a sound concept of public marketing would pose a challenge. Political and social processes must be consistent with marketing thinking so that interest in marketing is created in the public sector (Abu Nabga, 2005).

In this context, two main differences can be highlighted between marketing and public administration:

- Marketing is based on the relationship of the customer (customer), which aims to treat him individually, that is, each customer separately, while public administration aims to treat every citizen in the same way, (Alford, 2002).
- The public administration must deal according to the public policy of the state. It belongs to larger forces that enact laws, legislation, and work plans. The public administration is not the one that makes the final decision, while marketing has an independent status that is often not affected by political decisions. It contributes to the application of theories and making final decisions. Of course, in this context, we can say that through these two points, the public administration must serve the maximum number of citizens in an equal way. Equality between citizens does not contradict marketing (Kaplan & Haenlein, 2009). The difference between marketing and public and private services can be presented as follows:

Table (2)
The difference between marketing public services and marketing services in private

Description	Service in the private sector	Service in the public sector
Option type	Individual choice resulting from the market	Group Option Resulting from state policy
Type of need	Need for order and price	The need for resources
Work Type	Special work related to those concerned only	Public work open to all
Quality of Equality	Equality of market segments	Equal in needs
Quality of research	Customer Satisfaction Search	Seeking justice for all individuals
Quality of Governance	Customer's Judgment	Ruling on Citizenship
Quality of the tool	Competition as a Market Tool	Collective process as a policy tool

Source: Prepared by the two researchers based on the previous information and the following & reference: (Bouslama & Ben Khelil, 2015).

From the above, it can be said that public administration is characterized by a set of characteristics that distinguish it from other private organizations. Its main task is to satisfy public needs with a collective choice, in which the needs of all citizens are equal to achieve social justice, unlike private organizations,

whose most important goals are to achieve material profit through the choice of the market by the principle of supply and demand and the search for customer satisfaction. However, these characteristics make the public organization vulnerable to a range of obstacles, including the intensity of capital and the problems of corruption, bribery, and bureaucracy. The internal organization of these organizations is designed by the ministries, as well as the issuance of their regulations and decisions.

However, some thinkers believe that the role of the state can only be done within the framework of a new view of governance that is far from random governance, and thus can achieve development in its various dimensions, develop the democratic contribution, and create an atmosphere of national solidarity between its various segments, and this can only be done by introducing the marketing method as a new system and a scientific pattern based on the freedom of the **citizen (Ghazzal, 2013)**.

Some researchers have tried to focus on the changes that have unified the objectives of both marketing and public administration, as they have unified their objectives, strategy, and an important part of their principles. Two main dimensions that have contributed to this approach can be mentioned: **(Mir, 2019)**.

- Introducing the concept of governance to public administration, created new elements and techniques in governance and also contributed to changing the prevailing pattern of governance over time, which changed its objectives and strategies.
- Moving from marketing based on completing the sales deal and not thinking after the commercial deal to marketing based on creating a permanent and continuous relationship between the organization and the customer.

Public administrations must adopt a marketing concept of their own by establishing exchanges with the targeted citizens, so that both the organization and the citizen reach their desired goals and objectives, in other words, achieving satisfaction for both parties, when providing, promoting, and distributing a service to achieve a public benefit. Hence, marketing can be as a management approach in public administration, especially with the emergence of governance as one of the alternatives for reforming and developing the public service.

Modern public management allows the creation of what is called non-profit marketing or public sector marketing, which is the result of the growth of administrative management, and since marketing is currently thinking of the logic of the long-term relationship or what is known as relational marketing and not only the transformation that suits the traditional public service, the dimensions of the relationship represented in trust and commitment play an important role in public marketing and are considered concepts compatible with

public management, and in the following table we explain the difference between marketing and public management.

Table (3)

Difference between Marketing and Public Management	
Marketing	General management
Processing customers one-on-one	Treat citizens equally
Marketing function adapted to theories of	The management function is conditioned by a strong and necessary link
Final decision maker	Not the last decision-maker
Bracketed with the surrounding environment	Linked to decisions

Source: Prepared by the two researchers based on (Ghazzal, 2013).

The difference in management between marketing and public management implies that the first treats customers one by one, while the second assumes the treatment of citizens in an equal manner, as well as the function of public administration is adapted to a strong and necessary link that it must have with the policy of this fait accompli, as public administration is not the final decision maker, and conversely, marketing is required to move towards various theories and discipline so that they are useful to final decision makers, **(Ghazzal, 2013)**.

On the definition of public service marketing, Kotler defined marketing as "the process that enables organizations to create value for customers and build strong relationships with them to obtain value in return" **(Kotler & Armstrong, 2015)**, while marketing in the public sector was defined as "the sum of activities that involve the production, provision or distribution of public products or services to their citizens, individuals or public or private organizations, the purpose of which is to achieve satisfaction, citizenship, social peace and social justice in the distribution of wealth " **(Mir, 2019)**.

Western countries have to activate marketing in public administrations because the first goal of marketing is to satisfy the citizens. Naturally, the attempt to satisfy him is to apply the concepts that have been adopted in private organizations. The new public administration also attaches great importance to him as a customer who wants to pay attention to his needs and expectations. From this point of view, many researchers have tried to define public service marketing as "the sum of the processes that determine the existing relations between the various components of the administration, through which it is possible to plan, organize, implement and monitor activities that lead to the development of a set of services that achieve the public interest" **(Nedelea, 2006)**. The specificity of this marketing comes from the specificity of the public service, as it can be said that giving a clear concept of marketing in the public sector takes into account the characteristics of the public service, taking into account the basic principles of marketing **(Laing, 2003)**.

As for the steps of marketing public services, they are no different from the steps of marketing services in private business organizations, which we mention below **(Merah, 2001)**:

Title: The Importance of Marketing in Public Administrations ...

- Studying consumer behavior by examining opinions and studying satisfaction.
- Determine the future status of the organization by developing a strategy and this is done by defining its tasks and values.
- Develop strategic decisions according to the marketing mix approach and implement the selected decisions on the ground.

Hence, we can say that marketing in public administrative organizations in developed countries has taken important steps, as we find it based on the following points (**Merah, 2001**):

- Studying the needs of users of public facilities.
- Searching for ways to raise the quality of public services.
- Support and strengthen external communication.
- Organizing the relationship of the public organization with its employees and ensuring their good reception and meeting their needs.

In light of the circumstances in which public administrations are known for their poor management and their lack of connection to the market in terms of quantity, quality, and unfairness in their distribution and utilization, there is an urgent need to apply marketing in its modern concept and to develop correct development strategies in which the marketing mechanism is used as one of the mechanisms of the free market and competition, which is not limited to use in the fields of profitability. The use of market mechanisms in public administration will help to overcome some of the inherent failures, as the fundamental problem lies in motivating public sector workers and in the difficulty of monitoring and controlling performance to introduce change in public administration (**Lambin & Moerloose, 2016**).

2. Public Service Marketing Mix

The marketing mix of the public service is represented in the following elements: -

- **Product:** Kotler and his colleagues proposed tools related to product dimensions related to diversity, quality, design, qualities, marks, packaging, services, and guarantees. While their application in the public sector poses some problems (**Kaplan & Haenlein, 2009**).
- **Pricing:** Public service pricing is one of the main issues that have received and continue to receive the attention of many writers. The interest in the subject of pricing is not limited to the theoretical framework but extends to include marketing policies for public administration. The search for the factors and variables that had to be taken into account when designing any price policy has also increased. Interest in studying and analyzing the different pricing methods to choose from and preferences between them in line with the unique characteristics and characteristics of the public services sector, and at the same time allows to achieve the greatest amount of pricing policy objectives. (**Othman, 2000**) However, it is preferable to price the service rather than

provide it for free if the beneficiaries represent a small percentage of citizens and can pay for it.

- **Promotion:** It is the marketing function related to informing, persuading, and influencing the purchasing decision of the consumer, as it is an important part of the influential and motivating marketing mix for the public service. Promotion is a very important part because it is through it that the consumer is informed and persuaded of new services.
- **Distribution:** It is the sum of all the tasks that are concerned with the goal of making the product and service available to the target consumers, and then the distribution is due to the various delivery paths to customers, this dimension is very important, especially if the customer is unable to reach the service offered by the public administration easily (**Ben Khelil, 2015 & Bouslama**).

The third axis: Field study

The previous presentation is a descriptive analysis of the study. In this aspect, we learn about the field side of the study by interviewing a sample represented by the heads of the popular councils, their deputies, and the heads of the departments, where 115 of them were interviewed and a set of questions were asked about marketing. This sample was chosen randomly and according to the reception conditions, where we were able to meet 9 heads of popular councils, and 30 deputies, in addition to 76 heads of department and his deputy.

1. Method and tools

The questionnaire and the personal interview were relied on by asking a set of questions to the study sample. The answers were as follows:

1- Responses of those responsible for their knowledge of the term marketing

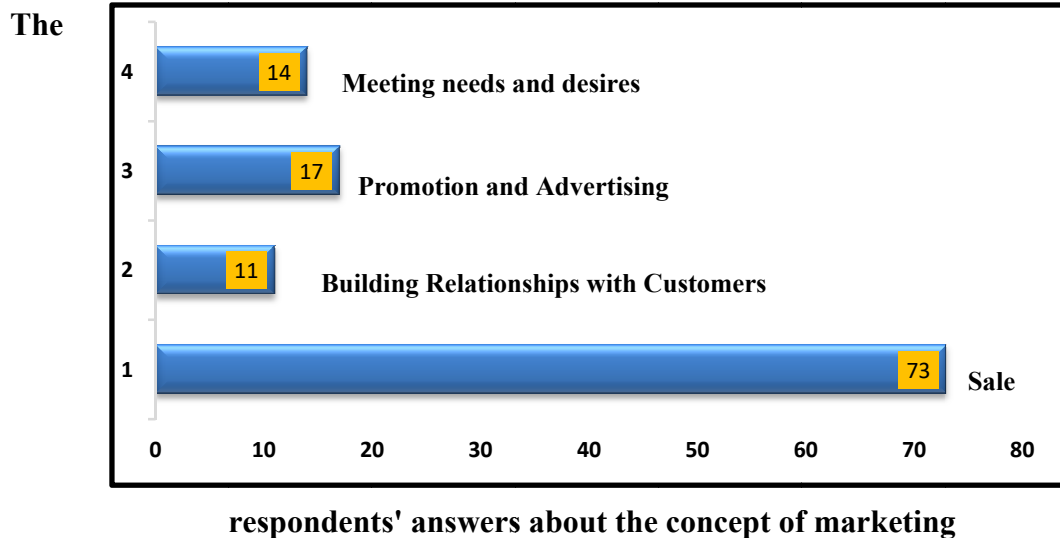
To identify the extent to which municipal officials in the study sample know the term marketing, we found through our interrogation that most of them do not know, what the term marketing means.

2- Responses by those responsible for a range of definitions of the term marketing

To define the term marketing, the second question was asked, which expresses giving a set of definitions to the term marketing with a set of options represented in that marketing is selling, advertising, and promotion, a way to build relationships with customers, or is it a way to meet the desires and needs of customers. Most of the **73** respondents expressed that the definition of marketing is selling, while **11** of them expressed that marketing is building relationships with customers, while **17** of the officials defined marketing as advertising, while the remaining **14** defined marketing as meeting needs and desires, and the following figure shows the proportions represented for each answer:

Figure

(1):



Source: Prepared by the two researchers based on Excel 2013 based on interview data.

Through the previous figure, we conclude that there is confusion in the concept of marketing and between some terms that can be considered marketing activities by officials, as it becomes clear that there are no ideas for the term in the municipalities of the study sample, and this is one of the obstacles that negatively affect the introduction of marketing in public administrations in general.

3- Responses of those responsible for the importance of marketing in public administration

To know the position of officials on marketing in municipalities, the sample of the study was asked a question related to the importance of marketing in public administration after we provided a clear and detailed definition of marketing. The question concerns after you know the definition of the concept of marketing, do you think it is important for public administration?

The answers were as follows: -

- The largest percentage of answers was that there was no importance of marketing in public administration because it belongs to a formal non-profit sector and their number is estimated at **62** individuals.
- While only **13** of them answered that marketing is not important for public administration.
- The remaining **40** individuals expressed their positive attitude towards the importance of marketing in public administration and considered it a new and good way to modernize public administration.

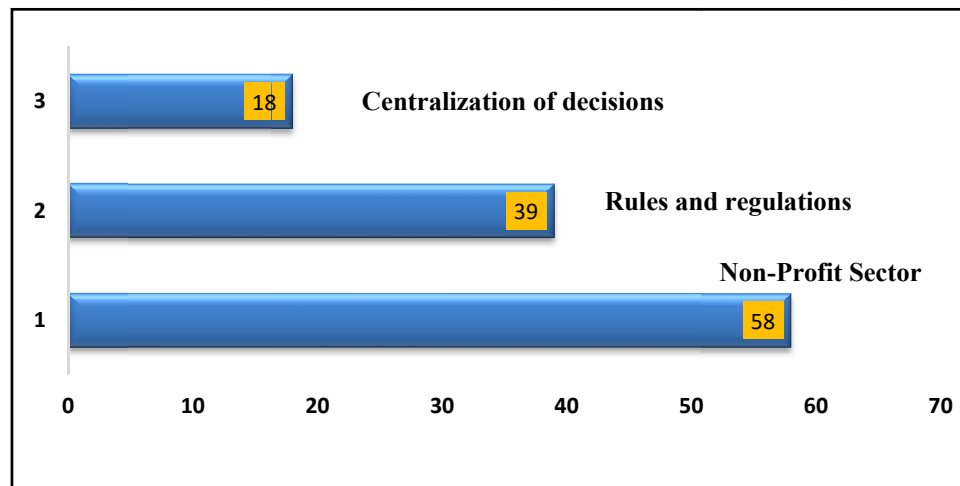
Through the answers of those responsible for the importance of marketing, it can be said that the problem of the prevailing culture among officials is the lack of importance of marketing in public administration. Deep efforts are needed to change this prevailing culture and change their convictions about the importance

of marketing in public administration. Therefore, a method must be presented that allows encouraging and adopting marketing as an activity and necessary. A good application of modern public management methods would lead to knowing the orientation of citizens and their requirements. Activating marketing research also allows the flow of information and reliance on it in developing a marketing strategy, expanding the role of its implementation, and achieving high-quality service.

4- Responses of those responsible for the most important obstacles to the application of marketing in public administrations

- Most of the answers of the **58** officials showed that the most important obstacle to marketing in public administration is that this sector is a social sector, that is, it is a non-profit sector.
- Some of the **39** individuals answered that the most important obstacle is the abundance of laws and legislation governing the public service.
- The remaining **18** individuals answered that the main obstacle to not integrating marketing is the centralization of decisions, as decisions are issued by the responsible authority represented in the guardian ministry, and the following figure shows this:

Figure (2): The respondents' answers about the most important obstacles to marketing in public administrations



Source: Prepared by the two researchers based on Excel 2013 based on interview data.

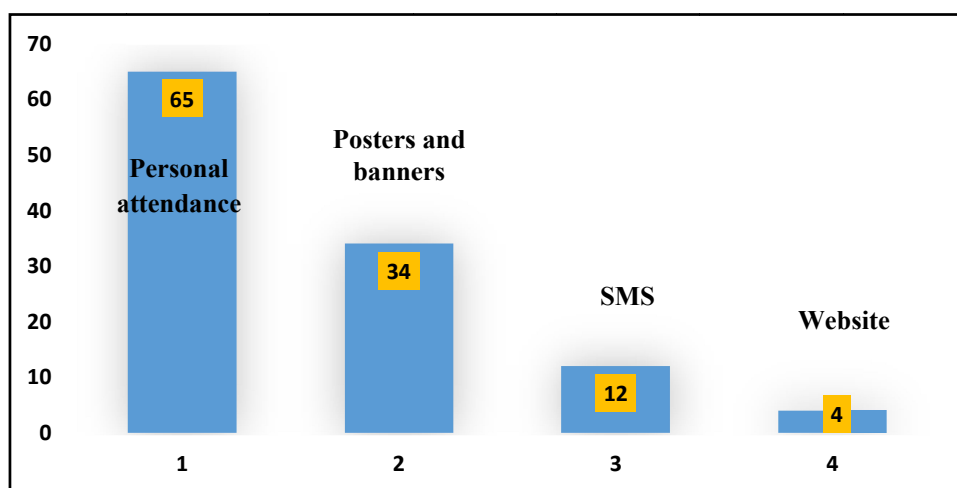
What can be explained by the data in Figure No. (2) is that the most important obstacles that officials see as hindering the application of marketing in public administrations are that the sector is social and not for profit, which makes it difficult to innovate in providing the service as it should be. The second obstacle comes in the abundance of laws and legislation governing the public service, followed by the third obstacle, the centralization of decisions.

5- Answers of those responsible for the most important means of communication used

- Most of the officials answered that the means of communication used in the departments of the study sample are the posters, estimated at **34** items,

and 65 items of officials indicated that the communication is through the personal presence of the citizen, while **12** individuals of the sample expressed that the communication is done through SMS, while only **4** items expressed that the communication is through websites, and the following figure shows the most important means of communication used in the departments of the study sample.

Figure (3): The most important means of communication used in public administration



Source: Prepared by the two researchers relying on Excel 2013 based on the interview data.

It is clear that, according to what we informed the respondents, the main reason for contact is to allocate the notification of the arrival of the identity card, biometric passport, or some administrative documents. Communication is also to address some complaints submitted by citizens or to publicize a campaign, especially about electoral events, that is, modern communication technologies such as e-mail, social networking sites, or the launch of services through websites are not applied in the municipalities of the study sample except by a very small percentage.

6- Responses of those responsible for handling complaints submitted by citizens

- Most of the officials, estimated at **98** individuals, replied that citizens submit complaints because of their education to improve communication with citizens and listen to them, although citizens submit their complaints in person because there is a special day to receive citizens. Most officials also responded that addressing complaints requires a lot of effort, especially if it comes to something difficult to address. To address citizens' complaints, there must be an effective communication policy. Therefore, we suggest moving to communication through the website. It is the digital gateway that connects the citizen, his administration, and all parties in the external environment. Municipalities generally need, as a first step to the success of communication, that their website displays the true picture of the nature of their work and includes everything that helps

the citizen to reach him and what he wants easily, in addition to displaying all the services provided, focusing and explaining the procedures and processes followed, to meet their needs and requirements to facilitate work, reduce time and reduce pressure on employees, so that citizens can direct any inquiry or complaint by sending a message to e-mail to serve customers and address this message quickly to ensure good service.

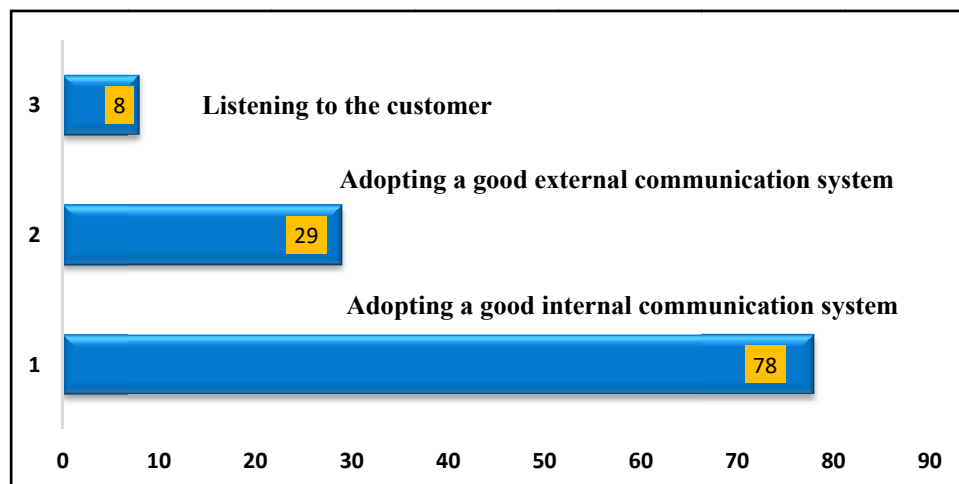
7- Responses of those responsible for service delivery processes

- Most officials stated that the process of providing the service is carried out by the dictates of the laws and legislation stipulated, as they cannot make a specific decision to take a new distribution channel or others or to give a new process, but must refer to the senior leadership represented by the ministry or the state, and this is an obstacle to providing the service and its development and lack of effectiveness, especially since one of the most important elements of quality assurance is to improve the process of providing it. We suggest improving the quality of operations, improving their procedures, and trying to create new distribution outlets, especially in light of the application of electronic management, which gives room for improving operations and facilitating the distribution process, in addition to trying to adapt legislation, regulations, and procedures to the requirements of the surrounding environment without compromising the legitimacy of the state and thus gaining citizen satisfaction.

8- Responses of those responsible for the nature of customer orientation (citizen)

- Most of the **78** officials answered the need to go towards the citizen by adopting internal communication, and unlike the rest, they answered that the pivotal role of the need to go towards the citizen is to achieve external communication, which **29**, while the rest answered that listening to the customer and listening to his problems and what he asks for is the best solution to achieve his needs and desires. The following figure shows the values of the answers:

Figure (4): Client Orientation in Public Administration



Source: Prepared by the two researchers based on Excel 2013 based on interview data.

Public organizations must strive to respond effectively to the current environmental transformations, because the actual reality has a set of difficulties as a result of the established routine procedures, which can in no way be overcome and overcome, and the method of work and management is the same in various municipalities, despite the efforts made by the authority to improve it, but it has not been effective as a result of continuous change at the level of senior leaders. The reason is also due to the ineffectiveness of internal and external communication, as the relationship with customers is not only transient, but it is a permanent and eternal relationship, and here lies the essential role of internal and external communication.

2. Answer the remaining questions and summarize them in the following:

The sample members expressed that marketing is an important function of public services and must be carried out on a large scale in public organizations. The sample members concluded that the marketing activity in the departments of the study sample is only information campaigns for citizens. They stressed that a special organizational structure must be established for the public administration that has a lot of flexibility to keep pace with marketing. Marketing enables citizens to know the services provided to them so that the recruitment of specialized employees in public service marketing achieves effectiveness. The researchers believe that it is necessary to try to achieve reconciliation between public administration and marketing and to find private marketing that keeps pace with public services, taking into account the characteristics of this sector to increase its effectiveness, and to achieve the desired goals, in addition to improving the conditions of employees and their training to be better able to deal with citizens and provide the service, which benefits in raising the level of service provided and providing it easily and conveniently.

Conclusion

The role of the state and public administrations in the promotion of public service is only within the framework of a new outlook. The management is far from random and we can thus achieve development in its various dimensions and develop the democratic contribution. This is only possible by introducing the marketing method as a new system and a scientific pattern based on the freedom of the citizens. The quality of the service provided by public administrations has made us address the research in the field of marketing, to use some of the characteristics related to it in proportion to the peculiarities of public services, and here it is possible to benefit from the marketing literature in the field of public service. It is known that public services are characterized by peculiarities related to their freedom and monopoly by certain sectors.

The application of public marketing in public administrations does not require a specific new marketing mode, but it is about adopting another view of the marketing method to be well suited in the public institutions sector. In

another way, public administration must be inspired by the private sector and be closer to marketing applications.

- distributing the results and recommendations of the study;

The results of the study are as follows:

- The study showed that marketing practice exists, but there is no sense in practicing it, as the opinions of the respondents differed about the definition of marketing. Some know it as the art of persuading services, and some know it as a means of communication between the organization and the outside world. We see that it is present in most of the decrees and regulatory laws enacted by the state. We also concluded that the difficulty of introducing marketing in the sector is its character, that is, it is not for profit, and this is difficult to apply according to the vision of officials, which necessitated its lack of importance and knowledge as a term because most decisions are central.
- It is noticeable through our questioning that the marketing culture in the municipalities, the sample of the study, is weak through the answers of officials, and it is likely that the weakness of the marketing culture is due to the regulations, legislation, and laws imposed by the central authority, which hinders the introduction of the concept of marketing in these organizations.
- The officials' knowledge of marketing and its activities is very narrow, as the study found that the organizations of the study sample lack a good understanding of the term marketing, due to the existence of many usual works and complexities in addition to the many procedures and waiting lines, which complicates the process of using marketing and achieving excellence in providing the best service promptly.
- Marketing faces many obstacles to its implementation, as most officials in the municipalities of the Wilayat of Ouargla **59%** do not consider marketing a useful tool because it is considered a social and non-profit sector, which is one of the most important obstacles related to the introduction of marketing in public administrations in general. There are still no decisions regarding overcoming this dilemma at the level of the Algerian state.
- Public communication in the various municipalities of Algeria in general, and not only in the province of Ouargla because it is only a sample of the total of those municipalities, needs a large and in-depth study to reach the qualities of citizens to predict their response in the public market, which is useful in dividing it into sectors by studying the personality and behavior patterns of citizens to reach good designs for the public service that meet the needs and desires of the citizen in the presence of electronic technologies, as communication is personal only to address many issues by **90%** and the problem of improving communication remains despite

the legislation that confirms its improvement of communication in the local administration.

- The application of marketing in the local public administration in the Algerian environment requires the fulfillment of a set of conditions, especially the structural legal and legislative conditions, especially about the process of providing and developing the service, where laws and legislation are suspended, which local officials cannot take any decision on a new distribution channel or develop or design a new service. This constitutes an obstacle to providing the service and a lack of its effectiveness, especially as it does not give room for improving operations and facilitating the distribution process. Attempting to adapt legislation, regulations, and procedures in line with the requirements of the surrounding environment without compromising the legitimacy of the state remains a useful requirement in improving service operations and gaining citizen satisfaction.

Recommendations

The researchers believe that the officials of public organizations should take a set of measures for the success of marketing in them, represented in:

1. Appropriateness of the prevailing cultural climate in the organization in line with the principles and behaviors on which the marketing orientation is based, this cultural context helps managers to see the opportunities and threats that shifts in the external environment bring.
2. Introducing the principle of competition between various administrative interests.
3. The openness of administrative interests to citizens and proximity to them, as is the case for clients of private organizations.
4. Seriously consider the requirements and needs of citizens and ensure that they are met appropriately, in the appropriate place, and at the appropriate time.
5. Communicating with citizens and confirming their joy in serving you, in a way that preserves their dignity and increases their loyalty to state organizations.
6. Predicting problems and trying to prevent them, not managing them from the perspective of addressing problems after they occur.
7. Adopt market mechanics as an alternative to traditional techniques and bureaucratic practices.
8. Paying attention to public service providers (public officials), because they are one of the most important requirements for improving performance and achieving the objectives of public sector organizations.

References

- Abu Abdul Aziz (2005), “**Marketing Specialized Services: An Applied Approach**”, 1st Edition, Dar Al Warraq for Publishing and Distribution.
- Boudiaf, Ammar. (2015), “***Explanation of the Municipality Law***”, 1st Edition, Jusoor for Publishing and Distribution, Algeria.
- Riffa, Sharifa. (2009), “ *Towards the integration of the concept of performance in public institutions towards a modern public management in developing countries*”, **Unpublished Ph.D. thesis**, University of Algiers, Algeria.
- Osman, Saeed Abdulaziz. (2000), “***Readings in the Economics of Services and Public Enterprises***”, University House, Cairo, Egypt.
- Labad, Nasser. (2011), “***Basic in Administrative Law***”, 1st Edition, Dar Al-Mujaddid for Publishing and Distribution.
- Merah, Salima. (2001), ‘*Modern Governance and Algerian Public Administration*’, **Unpublished Master Thesis**, University of Algiers, Algeria.
- Marziq, Adnan. (2015), “***General Management between Classical Trends and Modern Trends***”, 1st Edition, Jusoor for Publishing and Distribution, Algeria.
- Mir, Ahmed. (2019), ‘*A study of the convergence between the concepts of public marketing and public management: The case of the public utility - the public housing sector in Algeria*’, **Journal of Development and Applied Economics**, University of Messila, 2 (4), 173- 185.
- Ben Khelil, Haykel & Bouslama, Néji. (2015), “*The Relationship between the Loyalty Program Quality and the Consumer Loyalty Behavior*”, **6th International Research Meeting in Business and Management**, 1-20.
- Abiodun, W. Alasiri, (2014), “*An Investigation into the Application of Marketing Tools to Religious Organisations Service Delivery: A Study of Pentecostal Churches in Nigeria*”, **International Journal Of Business And Management Invention**, 2 (1), 104-117.
- Kablan, Andras. & Haenlein, Michael. (2009) “*Rapprochement entre le marketing et l'administration publique*”, **revue française du marketing**, 224, 49-66.
- Bartoli, Annie. (2005), “***Le Management Dans Les Organisations Publiques***”, ^{2nd}, ed Dunod, Paris, France.

Title: The Importance of Marketing in Public Administrations ...

- Horgues-Debat, Jean. (2007), "*Service public et au public: de quoi parle-t-on? - Définition et classement de termes et des concepts*", Association pour le Développement en réseau des Territoires et des Services, France.
- Alford, Jone. (2002), "*Defining the client in the public sector: A social-exchange perspective*", Public Administration Review, 62 (3), 337-346.
- Ghazzal, Abdelmoujib. (2013), "*Le marketing dans les administrations publiques marocaines*", facteur de développement socio-économique, LE 05/06/2013. on line http://archives.lesechos.fr/archives/cercle/2013/06/05/cercle_73879.
- Kotler, Philip. & Armstrong, Gary. (2015), "*Principles of marketing*", Pearson Education Limited, 15th, London, United Kingdom.
- Nedelea, Alexandru. (2006), "*Marketing În Administrația Publi*", Universitatea Ștefan cel Mare" Suceava, Management & Marketing Review, 101- 119.
- Laing, Angus. (2003), "*Marketing in the public sector: Towards a typology of public services*", Sage Publications, Vol 3, Issue 4, PP: 427-445.
- Lambin, Jean-Jacques. & Moerloose, Chantal de. (2016), "*Marketing stratégique et opérationnel*" , 9th, Paris, Dunod, France.
- Iclău, Tudor. Mora, Cristina. Igănaș, Andrei. Bacali, Laura. (2010), "*Public Marketing As A Strategic Component of Public Management: A Pilot Study in Cluj County on the Existence of Basic Marketing Conditions in the Local Public Administration in Romania*", Transylvanian Review of Administrative Sciences, 31e, 147-167.
- Matei, Lucica. & Angheliescu, Stoica. (2010), "*Keynesian substantiation of the marketing policies in local*", National School of Political Studies and Public Administration (NSPSPA), MPRA Paper, 24725, 286-299.
- Barbu, Andreea Mihaela. (2012), "*Marketing utility and implementation with public services organizations a qualitative study on Romanian market*", The Romanian Economic Journal, 46, 25- 40.

Appendices

Questionnaire Form

Interview Questions with Municipal Interests Officers:

Municipality:.....

Current job: Interest:

Other previous jobs if any:

1. What is your definition of marketing?

.....
.....

2. Marketing is:

Selling..... Promotion and advertising..... Satisfying the desires of customers.....
Building a relationship with customers.....

3. After knowing the definition of the concept of marketing, do you think that it is important for public organizations and has benefits that benefit them:.....

4. Is marketing important in public administration?

Important:... unimportant:.... A modern way of running public administration:.....

5. What are the most important obstacles to marketing in public administration?

It is a social sector:..... Centralization of decisions:..... Lots of laws and legislations:.....

6. What means of communication are used in the organization?

Personal attendance:..... Posters and banners:..... SMS:..... Website:.....

7. How is the process of providing the required service?

.....

8. How is the client-oriented?

By adopting good internal communication:..... Adopting good external communication:..... Listening to the customer:.....

9. The reason for the lack of justice in dealing with complaints submitted by citizens?

Poor internal communication:..... Poor external communication:.....

10. The most important things that you would like to add to improve the service to citizens? Example Marketing Professionals