

The role of internal marketing in achieving internal client satisfaction –The case of Constantine2 university

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Abstract:

This study aimed to identify the role of internal marketing in achieving internal client satisfaction. To this end, we conducted a field study at the University of Constantine 2, where we observed the current state of internal marketing and employee satisfaction. We also examined the relationship between these concepts using a questionnaire distributed to a sample of the staff.

The results revealed a weak application of internal marketing at this university and an average level, that tend to be weak of the job satisfaction among its employees. Furthermore, the findings demonstrated a relatively strong and significant relationship between internal marketing and internal client satisfaction.

Keywords: Internal marketing; Job satisfaction; Internal client; Higher education; Algerian university.

Jel Classification Codes : M31, M50, M540.

ملخص:

هدفت هذه الدراسة إلى معرفة دور التسويق الداخلي في تحقيق رضا الزبون الداخلي. ومن أجل تحقيق ذلك؛ قمنا بدراسة ميدانية بجامعة قسنطينة 2، أين تم الوقوف على واقع التسويق الداخلي ورضا موظفي هذه الجامعة، وكذا دراسة العلاقة بين هذين المفهومين من خلال إعداد استبيان تم توزيعه على عينة من الموظفين الإداريين. لقد تبين من خلال النتائج المتوصل إليها ضعف تطبيق التسويق الداخلي في هذه الجامعة، بالإضافة إلى المستوى المتوسط الذي يميل إلى الضعف للرضا لدى موظفيها، كما أشارت النتائج إلى وجود علاقة قوية نسبيًا وذات دلالة معنوية بين التسويق الداخلي ورضا الزبون الداخلي.

الكلمات المفتاحية: التسويق الداخلي؛ الرضا الوظيفي؛ الزبون الداخلي؛ التعليم العالي؛ الجامعة الجزائرية.

تصنيف JEL : M31، M50، M540.

I. Introduction:

The interest in internal client satisfaction within modern approaches to managing individuals is largely due to the fact that service provision, particularly in the field of higher education, is closely related to the quality of the services, facilities, and ease of interactions provided.

Therefore, paying attention to individuals, retaining, and motivating them has become the most important element, rather it is the basis and purpose when it comes to higher education, particularly in Algeria, where service delivery is free. Consequently, there is a need to achieve an acceptable level of satisfaction among the members of the academic institution to ensure the continuous provision of high-quality treatment and services (whether educational, administrative, advisory, or otherwise).

This importance should motivate university institutions to adopt internal marketing practices to achieve the satisfaction of their workers and employees, especially those in administration and various university departments, as they are the cornerstone of service provision to the entire university community. Therefore, through this research paper, we aim to study the role of internal marketing in achieving internal client satisfaction (among administrative employees) at the Constantine 2 University Institution by addressing the following questions:

- To what extent is internal marketing implemented at Constantine 2 University?
- What is the level of employee satisfaction at Constantine 2 University?
- To what extent does internal marketing contribute to employee satisfaction at Constantine 2 University?

I.1 Study hypotheses:

To address the study questions, the following hypotheses were formulated:

- Constantine 2 University effectively relies on the internal marketing practices.
- The employees of Constantine 2 University exhibit a high level of job satisfaction.
- Internal marketing significantly and positively contributes to the satisfaction of employees at Constantine 2 University.

I.2 Objectives of the study:

This study aims to achieve a primary objective: to highlight the veritable reality of the relationship between internal marketing and employee satisfaction at Constantine 2 University, through the following:

- Study and analyze the concepts of internal marketing and employee satisfaction (job satisfaction), exploring the contributions of theorists, researchers, and authors in the fields of management and marketing.
- Analyze the actual implementation of internal marketing and internal client satisfaction (job satisfaction), and determine the nature of the relationship between these two concepts within the academic institution studied.

I.3 Study methodology:

In preparing this study, we adopted both deductive and inductive approaches. The deductive method is deemed appropriate for elucidating facts and introducing various concepts pertinent to the subject matter, while the inductive approach proved effective in exploring new phenomena, generating hypotheses, understanding and analyzing the complex relationship between the two variables of the study within specific contexts.

I.4 Structure of the study:

According to the methodology adopted, the study is structured into three main elements. The first element focused on understanding internal marketing, while the second element explored concepts related to job satisfaction. In the third and final element, we analyzed the actual implementation of internal marketing and job satisfaction among employees of Constantine 2 University, aiming to determine the nature of the relationship between these concepts, thereby addressing the study's questions and hypotheses. Finally, we proposed practical recommendations aimed at improving the implementation of internal marketing and enhancing employee satisfaction within the institution.

I.5 Previous studies:

We present here three previous studies that are related to or support our research, as follows:

I.5.1 The study by Nuha Hassan Elmubasher Eltayib (2023), entitled: The effect of internal marketing determinants on employee satisfaction.

The researcher aimed through this study to examine the impact of internal marketing on employee satisfaction. It was conducted across employees at various administrative levels within the banking sector in Sudan. The study focused on identifying the effects of independent variables—such as in-house training, hiring, rewards, internal communication, salaries, and motivation—on the dependent variable, employee satisfaction. The findings reveal that organizational culture has the strongest impact on employee satisfaction, ranking first among all the variables studied.

I.5.2 The study by Rutuja and her colleagues (2022); entitled: Impact of internal marketing on employee job satisfaction.

The aim of this study was to identify the impact of internal marketing on employee satisfaction within an organization. The findings indicate that most employees believe effective communication enhances satisfaction in the workplace. The study also reveals a moderately positive correlation between internal marketing and job satisfaction. To further improve satisfaction, it is recommended that the organization prioritize flexibility in work schedules and personal life balance. Additionally, the organization should implement activities to boost employee satisfaction and effectively communicate its goals to all employees.

I.5.3 The study by Khin Marlar Maung (2020), entitled: Internal marketing, job satisfaction and employee commitment of hotel industry in Mandalay, Myanmar.

This study aimed to examine the role of internal marketing practices and their impact on job satisfaction and employee commitment. It investigates key aspects of internal marketing, including training and development, motivation and rewards, employee empowerment, and internal communication, to determine their effects on job satisfaction and employee commitment. The findings reveal that internal marketing practices have significant direct effects on employees' job satisfaction and indirect effects on their commitment. Furthermore, job satisfaction significantly influences employee commitment directly. Notably, job satisfaction fully mediates the relationship between internal marketing practices and employee commitment, indicating that without job satisfaction, internal marketing practices alone cannot foster employee commitment.

After reviewing these studies and other research, we were able to develop a comprehensive understanding of how internal marketing influences job satisfaction. On one hand, this allowed us to structure our study effectively, and on the other hand, it provided valuable insights for designing the questionnaire to be used in this research. What sets our study apart from previous ones is its focus on human resources as the central element of the internal marketing process. Additionally, to the best of our knowledge, this is the first study to utilize two well-known questionnaires—Money and Foreman for internal marketing, and the Minnesota Satisfaction Questionnaire for job satisfaction—and apply them to university staff.

II. Internal marketing:

Internal marketing integrates elements of human resource management, total quality management, empowerment, and organizational communication into a holistic management process. This approach ensures that all employees understand the organization's mission and business while receiving adequate motivation and support to enhance job satisfaction. Ultimately, it aims for employees to not only find satisfaction in their jobs but also develop a sense of mastery and love for their work.

II.1 Definition of internal marketing:

Potential definitions of internal marketing are practically endless; we will provide only a very small sample of the definitions that have sprung up in the academic literature. What I consider to be the basic definition is enunciated by Berry and Parasuraman, who and with a number of colleagues have carried out some of the most innovative research on service quality, these two researchers state: “Internal marketing is attracting, developing, motivating, and retaining qualified employees through job-products that satisfy their needs. Internal marketing is the philosophy of treating employees as customers, and is the strategy of shaping job-products to fit human needs” (Ahmed & Rafiq, 2002, p. 5). Although this definition is compact, it says quite a lot, and says it in

unmistakable terms of focusing on employees and their needs. But it sounds less like marketing and more like something out of a text on human resources management (Cahill, 1996, p. 3).

Within the same context of the previous idea of *philosophy*, internal marketing was also defined as: “A philosophy for managing staff and a systematic way of developing and strengthening a service culture” (Bellaouaied, 2010, p. 10).

In these two definitions, we see the logic of customer orientation among the individuals providing services, as it clearly indicates that the objective of internal marketing is to instill and disseminate a culture of service delivery among the members of the organization.

In order to facilitate a good understanding of the concept of internal marketing, we would like to present the idea presented by the writer Bélisle, where she states that the concept of internal marketing is simple, it's just getting your employees to love your brand and your mission so much that they will have no trouble convincing your customers to love it too! In fact, the goal of internal marketing becomes to make your employees “Employees” with a capital E whose passion for their work will push the boundaries of client service (Bélisle, 2006, p. 1).

Based on the concepts presented and recognizing that a university, as a public institution, exists to achieve specific objectives through its community (the university family), and considering the noble service it provides and the value derived from its entrusted work, we understand that the primary concern of all members of the university community should be education (the acquisition of knowledge). Therefore, when defining internal marketing in an academic institution, we can consider the staff of the institution (comprising employees, professors, and students) as its customer base. In this context, universities should prioritize understanding and meeting the needs, attitudes, and values of their staff to the fullest extent possible. Thus, internal marketing in an academic institution involves "caring for internal clients (employees, professors, and students) through the effective implementation of tools and techniques such as recruitment, training, motivation, empowerment, involvement, communication, and education. This approach aims to address the needs, desires, and aspirations of this client base while fostering integration and harmony among all members of the university community".

According to this concept, any academic institution comprises interconnected units of activity, where each individual (employee, professor, student) receives products and services from those preceding him while simultaneously fulfilling the needs of those following him. The underlying assumption is that each individual strives to deliver optimal service (internal service quality), ultimately contributing to the highest quality of educational service. An essential consideration is that the strength of any chain depends on its weakest link. Therefore, academic institutions are compelled to identify and strengthen these weak points to maintain the overall strength and cohesion of the whole chain (the institution).

II.2 Objectives of internal marketing:

Internal marketing aims to cultivate positive actions and interactions that enhance and refine the quality of services provided, leveraging the institution's most crucial asset: its human resources. Successful institutions excel in both external and internal marketing. Quality services hinge on the willingness of employees to deliver them. Therefore, implementing internal marketing is essential for the success of external marketing efforts. Consequently, internal marketing can contribute to achieving various goals, as indicated by numerous studies. Despite its diverse objectives, internal marketing typically aims to accomplish specific goals, including:

- Ensure that each employee receives adequate motivation and encouragement to align with a quality-oriented perspective (Saadia, 2000, p. 354);
- Develop skills and enhance human resource management, particularly in service delivery (Bohnenberger, Schmidt, Damacena, & Batle-Lorente, 2019, p. 9);
- Identify and address the individual needs of employees as both individuals and service providers (González Santa Cruz, Moreira Mero, Llor Alcívar, & Hidalgo Fernández, 2020, p. 2);
- Foster, develop, and maintain positive relationships between employees and their direct superiors, as well as between employees and the institution as a whole (Yi, Chob, & Amenuvora, 2023, pp. 9-10);
- Internal marketing aims to influence attitudes and behaviors by promoting the concept of client service to employees, encouraging them to internalize a suitable set of values. This can

lead to a stronger commitment to client service and the cultivation of desirable corporate values that form the foundation of the organization's identity (Varey, 1995, pp. 42, 43);

- Foster an internal atmosphere that promotes client-consciousness and a sales-minded approach among employees, aiming to deliver the best service possible (Broadly-Preston & Steel, 2002, p. 298).

II.3 How internal marketing works?:

To create inspired and motivated employees who perform well and deliver on your brand promise, you should ask the following question: What are the ways to ignite your employees' passion? (Drake, Gulman, & Roberts, 2005, pp. 16-24) identified four 'E' factors that are crucial:

➤ **Engage:** Involve your employees by integrating them into your company's story. Invite them to contribute to defining the company's vision and provide them with a clear and precise roadmap for achieving it. Additionally, foster a sense of belonging within a larger family where every member plays a crucial role in contributing to the ecosystem.

➤ **Enable:** Companies can do right by their employees by creating a supportive environment along with tools and direction. You've already engaged them, showing them a vision of an ideal company. Now help them understand that they have the power to make that vision a reality (Drake, Gulman, & Roberts, 2005, p. 19). However, achieving this isn't about imposing rigid procedures; guidelines should serve as guidance rather than strict laws. Additionally, prioritize training through workshops, seminars, on-the-job learning, or individual coaching sessions. Create a pleasant work environment that fosters trust and respect, maintaining an optimistic outlook and encouraging moments of enjoyment at work. Recognize the value of spontaneously congratulating employees publicly, which carries more weight than private acknowledgments during performance evaluations. Conversely, avoid criticizing or coaching employees in public (Bélisle, 2006, p. 1).

➤ **Empower:** Great companies provide the autonomy and platform for employees to do what it takes to do their jobs well. These companies encourage "out of the box" thinking and individual problem solving. Employees are empowered to make the right decisions, especially when they directly serve the customer. Give people permission to make mistakes. Let them know what outcome you want, but avoid telling them how to get there. As long as the result is what you want, allow employees the flexibility to do it their way.

➤ **Ensure:** Ensuring success involves measuring outcomes and offering clear direction. It also entails holding everyone accountable and providing suitable rewards and recognition for performance. Rather than fearing potential setbacks, focus on guiding employees toward specific objectives. Success should be rewarded, and failure should be seen as an opportunity for learning and improvement. Instead of reprimanding or punishing, consider revisiting objectives or scheduling consultative training sessions to enhance efficiency and effectiveness.

Employees who aren't engaged, enabled, empowered and ensured at their organization will eventually realize that they can find better opportunities elsewhere. This can be advantageous if your company is the one attracting top talent, but detrimental if you are the one losing them. The departure of a talented employee not only results in the loss of skills but also incurs significant financial costs. The expense of employee turnover is considerable.

III. Job Satisfaction:

Job satisfaction has been extensively researched due to its significant influence on organizational behavior and its profound impact on individuals' personal and professional lives. This element has been prioritized to gain deeper insights into its concept and implications.

III.1 The definition of job satisfaction:

Since its introduction in the 1930s, studies on job satisfaction have proliferated. This concept was notably perceived to be closely linked, on one hand, to the prevention of conflicts and strikes, and on the other hand, to productivity and individual performance (Tavani, Monaco, & Collange, 2017, p. 78). Some specifically chosen studies confirm that job satisfaction, as a concept, entails different meanings for different individual employees. Being one of the important facets covered under human resource management, job satisfaction can be grouped with numerous features (nature of work, supervision, fringe benefits, contingent rewards, operating procedures and co-workers) that complete a job profile (Pavitra, Gupta, & Surajit, 2019, p. 875). In a similar vein, job satisfaction is regarded as part of a broader conceptual framework known as work-related attitudes (job attitudes), which encompasses other concepts such as organizational commitment.

Job attitudes can be defined as the individuals' evaluations make about their work, expressing their feelings and beliefs regarding it (Tavani, Monaco, & Collange, 2017, p. 77).

Conversely, many researchers emphasize that job satisfaction is much more than attitude explaining ones' internal state, either quantitatively or qualitatively. In this sense, some researchers related positive approach toward work with job satisfaction, and negative approach toward work with job dissatisfaction. Job satisfaction is seen as a crucial key ingredient to achieve recognition, compensation and promotion to embrace a feeling of fulfillment. According to this perspective, job satisfaction is defined as the extent of appropriateness or inappropriateness from employees' perspective to express their work-related opinions, and this is when there is a fit between job characteristics and employees' desires and wants (Pavitra, Gupta, & Surajit, 2019, p. 875).

Indeed, various definitions and models of job satisfaction have been proposed, sometimes leading to contradictions. However, there is consensus that job satisfaction is the outcome of an individual's evaluation of his work, encompassing both the work itself and the associated experiences. This evaluation results in a positive or negative emotional response towards his job. Job satisfaction thus comprises two components: cognitive (evaluation) and affective (emotional response towards work). Recently, job satisfaction has been defined as "a set of cognitive and affective reactions to the work situation," or more simply as an evaluative state indicating satisfaction with one's work through positive feeling (Tavani, Monaco, & Collange, 2017, p. 77). Accordingly, job satisfaction (internal client satisfaction) results from how individuals perceive their job as a whole or its various aspects. The level of satisfaction is determined by whether these perceptions align with the individual's values and goals within the organization.

III.2 Studying and measuring job satisfaction:

The satisfaction construct has traditionally been conceptualized and measured along a unidimensional continuum, ranging from positive (very satisfied) to negative (very dissatisfied). However, this conception is evolving towards a multidimensional framework, where service evaluation is based on a variety of attributes. Some dimensions are considered more crucial than others in influencing overall satisfaction (Moutte, 2010, p. 6).

Since the term "work" encompasses various aspects such as salary, daily tasks, employer, and direct supervisor, job satisfaction can be considered through two different approaches:

- By examining overall job satisfaction.
- By focusing on the different aspects of this satisfaction.

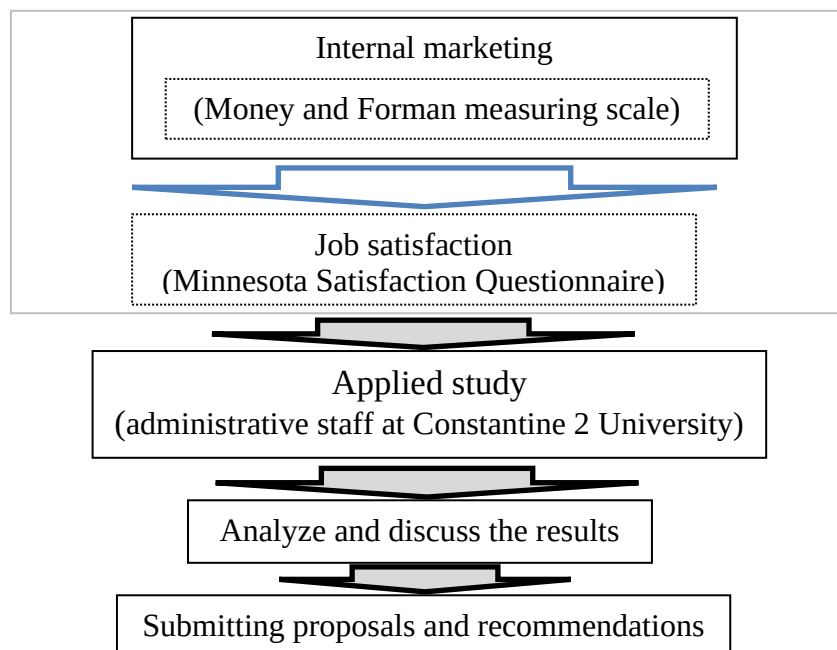
The first approach is typically used to assess the overall level of job satisfaction among organization members and to create an overall satisfaction map. The second approach focuses on identifying specific facets of work that contribute to individuals' satisfaction or dissatisfaction with their job roles (in their works) (Tavani, Monaco, & Collange, 2017, p. 77).

In line with these ideas, some researchers argue that employing a multidimensional measurement of satisfaction is more pertinent. According to Spector (1997), a dimensional approach to satisfaction provides a more nuanced perspective compared to a global assessment, as employees may have distinct feelings about various aspects of their work (Moutte, 2010, p. 8).

In the context of measuring job satisfaction, it is noteworthy that the most widely recognized and utilized scale in modern research is the "Minnesota Satisfaction Questionnaire." Some researchers have identified five main dimensions within this scale. According to these authors, the first dimension reflects intrinsic satisfaction, the second pertains to the working climate and atmosphere, the third evaluates social relations needs, the fourth concerns advancement and remuneration, and the fifth encompasses items related to the employee's moral values (Moutte, 2010, p. 9). Consequently, this is the scale we will employ in our study on employee satisfaction at Constantine 2 University.

IV. Applied study: Construct measures and data collection

This section aims to clarify the methodology adopted for conducting the applied study, including the design and measurement methods of the questionnaire, the stages involved in its development and distribution procedures, and the analysis of results obtained to address the study questions. The following figure represents the proposed model for this study:

Figure n°01: The model of the study

Source: Prepared by the researcher.

IV.1 Preparing the questionnaire:

Through a review of the scientific literature on internal marketing and job satisfaction concepts, we developed the items and expressions of the questionnaire to align with the study's objectives. The questionnaire incorporated two measurement tools: one focused on internal marketing and the other on job satisfaction. Each questionnaire consisted of three integrated parts following an introductory section that defined the study's purpose and its originator. These parts are outlined below:

IV.1.1 Internal marketing section:

The Money and Forman scale was employed, encompassing statements that collectively cover all essential aspects indicative of an organization effectively utilizing internal marketing. These aspects include communication, training and development, performance measurement methods, rewards, motivation, and encouragement (Ewing & Caruana, 1999, p. 26).

IV.1.2 Job satisfaction section:

The scale includes 10 statements that represent the well-known "Minnesota Satisfaction Questionnaire," widely adopted in most studies to measure job satisfaction in its abbreviated form.

IV.1.3 Personal information section:

It includes general information aimed at identifying the demographic characteristics of employees, such as gender, age, educational level, and the nature and duration of their employment.

It is important to note that we used a five-point Likert scale to measure both internal marketing and job satisfaction. The table number 01 presents the scale adopted:

Table n° 01: The five-point Likert scale used.

The point	01	02	03	04	05
Internal marketing	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Job satisfaction	Not satisfied at all	Not satisfied	Neutral	Satisfied	Very satisfied

Source: Prepared by the researcher.

We clarify here, that during the data analysis, we classified the sample responses' mean values as follows:

- ✓ (from 1 to 1,8) very weak;
- ✓ (from 1,81 to 2,6) weak;
- ✓ (from 2,61 to 3,4) medium;
- ✓ (from 3,41 to 4,2) high;
- ✓ (from 4,21 to 5) very high.

IV.2 Validity and reliability of the tool:

To ensure the apparent validity of the data collection tool, it was reviewed by a group of specialist professors. Initial tests of apparent validity prompted adjustments to the questionnaire's questions and wording to enhance clarity and relevance based on the professors' feedback. Following data collection, the stability of the tool (self-validity) for both parts was assessed by calculating the Cronbach's Alpha coefficient for internal consistency, yielding 0.963 for the first part (internal marketing) and 0.864 for the second part (job satisfaction). These coefficients significantly exceed the minimum acceptable level of 0.60 commonly used in such studies, indicating excellent reliability.

IV.3 Population and sample of the study:

The applied study lasted for at least two months and targeted all administrative staff. Based on the latest statistics, the total number of employees in this category is 637. Considering the homogeneity of the population, we selected a simple random sample to ensure fair representation. To determine the sample size, we used Herbert Larkin's equation as follows:

$$n = \frac{P(1 - P)}{\left(\frac{SE}{t}\right) + \left(\frac{P(1-P)}{N}\right)}$$

N: Study population size;

t: Standard score corresponding to a significance level of 0,95 (it's equal to 1,96);

SE: Error rate = 0,05;

P: Availability rate of property and neutrality (it's equal to 0,5)

n: The minimum representative of the study population.

According to this equation, the minimum representative sample size for the study population was calculated as 10 questionnaires ($n = 1.84$). Based on this result, a total of 70 questionnaires were distributed among administrative staff from various colleges at Constantine 2 University, with 60 completed questionnaires collected, all of which were analyzable.

IV.4 Results analysis:

We used SPSS version 26 to analyze the results, specifically focusing on administrative employees and excluding teachers (as mentioned earlier).

It is worth noting that a range of statistical tools was employed to analyze the questionnaire data. These included the arithmetic mean to classify the responses of the study sample, the standard deviation to assess the degree of dispersion from the arithmetic mean, and the correlation coefficient to measure the strength and quality of the relationship between variables. Additionally, simple linear regression analysis was conducted to further explore these relationships.

IV.4.1 Personal data of the participants:

The results indicated the demographic profile of the sample in terms of gender, age, education level, and employment characteristics. Females comprised the largest percentage, accounting for 72% of the total respondents. This reflects the prevailing employment trend in Algerian administrations, where women often hold the majority of positions, aligning with the state's efforts to enhance women's participation in society. The age distribution showed that 93.3% of respondents were aged between 25 and 50 years, with 61.7% having attained higher education and 33.3% having completed

secondary education. In terms of job roles, respondents held positions ranging from administrative assistants to department heads. Their work experience at the academic institution ranged from one to 25 years.

IV.4.2 Analysis of internal marketing data:

The results we obtained summarize data that highlight the general trends in internal marketing and job satisfaction, focusing on key distinguishing factors and evaluating the relationship between these variables. The following table presents the employees' responses regarding internal marketing. Note that we asked employees to indicate the extent to which they agreed or disagreed with the statements.

Table n°02: Internal marketing scale

n°	State	mean	standard deviation	score
1	Constantine 2 university offers its employees a clear strategy they can believe in.	2,31	1,081	weak
2	Constantine 2 university communicate that strategy very well to employees.	2,15	1,005	weak
3	The university effectively prepares its employees for optimal performance.	2,30	1,154	weak
4	This university considers the development of knowledge and skills in employees as an investment rather than a cost.	2,10	1,036	weak
5	Knowledge and skill development of employees happens as an ongoing process in this university.	2,11	1,009	weak
6	This university teaches its employees “why they should do things” and not just “how they should do things”	2,26	1,147	weak
7	This university places a strong emphasis on effectively educating and training its employees.	2,13	1,016	weak
8	The performance measurement and rewards system at this university encourages employees to work cohesively and effectively.	2,15	1,161	weak
9	This university measures and rewards employee performance that contributes the most to its strategy.	1,98	1,065	weak
10	This university uses data collected from employees to enhance their jobs, and to develop its strategy.	2,15	1,132	weak
11	This university communicates to employees the importance of their job roles.	2,13	1,126	weak
12	This university promotes excellence in work.	2,06	1,087	weak
13	This university has the flexibility to accommodate the diverse needs of its employees.	2,13	1,156	weak
14	This university places considerable emphasis on communication with its employees.	2,06	1,039	weak
	Internal marketing section	2,14	0,899	weak

Source: SPSS outputs.

Referring to Table 02, it is evident that the evaluation score for this variable is quite low. The arithmetic mean for the internal marketing section was 2.14, with a standard deviation of 0.899, indicating a consensus among all respondents that there is a deficiency in internal marketing within this institution. This is further confirmed by the fact that all statements related to the internal marketing axis included in the questionnaire received low scores (statements n° 01 to 14).

We specifically highlight statement n° 02, concerning the university's communication with employees regarding its strategy, which received an average response of approximately 2.15 with a standard deviation of 1.005. This suggests a significant issue with the communication process regarding the university's strategy. Similarly, statement n° 14, which also addresses communication between administration and employees, received an average response of 2.06. Additionally, statement n° 05 received a low evaluation score, with a mean of 2.11 and a standard deviation of 1.009. This statement pertains to the extent of knowledge and skill development among employees at the university.

Notably, statement n° 09, which emphasizes rewarding and valuing employee effectiveness to strengthen the university's strategy, recorded the lowest arithmetic mean in the entire section at 1.98. This suggests a profound weakness in the university's efforts to value and reward employee effectiveness, with the majority of responses indicating disagreement or strong disagreement. Overall, employees' evaluations of these statements, which encompass critical aspects of internal marketing such as communication, rewards, and appreciation, reveal significant weaknesses.

IV.4.3 Analysis of job satisfaction data:

The table n° 03 presents the employees' responses regarding job satisfaction. Also note that, we asked employees to read each statement carefully then, decide how satisfied they feel about the aspect of their job described by the statement.

Table n°03: Job satisfaction scale

n°	State	mean	standard deviation	score
15	The chance to be "somebody" in the community.	3,31	1,081	Medium
16	The way my boss handles his/her workers.	3,13	1,255	Medium
17	The competence of my supervisor in making decisions.	3,23	1,332	Weak
18	The way my job provides for steady employment.	2,83	1,250	Medium
19	The chance to do things for other people.	3,51	1,214	High
20	My pay and the amount of work I do.	1,95	1,126	Weak
21	The chances for advancement on this job.	2,03	1,040	Weak
22	The working conditions.	2,65	1,338	Medium
23	The way my co-workers get along with each other.	3,06	1,176	Medium
24	The praise I get for doing a good job.	1,85	1,038	Weak
	Job satisfaction section	2,75	0,797	Medium

The source: SPSS outputs.

Regarding the job satisfaction section, it received an average score in the evaluation, with a mean of 2.75 and a standard deviation of 0.797. This suggests a consensus among respondents regarding a lack of satisfaction within this university. In more detail, and based on the results of this section, we observe that most statements related to job satisfaction received average scores, except for five statements. Statement n° 17, regarding "the competence of the direct supervisor in decision-making," received an arithmetic mean of 3.23, indicating a relatively weak evaluation score. Statement n° 20, concerning "the monthly salary compared to the importance of the work I do," had an arithmetic mean of 1.95, indicating low satisfaction in this aspect. Similarly, statement n° 21, about "available opportunities for development at work," received an arithmetic mean of 2.03, also indicating weak satisfaction in this area. Here, we revisit the connection with internal marketing

results, as all employees strongly disagreed with statement n° 12, which claims that Constantine 2 University encourages excellence at work. This aligns with their rejection of the idea of development opportunities at work. Additionally, statement n° 24, focusing on "the rewards received for job accomplishment," obtained the lowest arithmetic mean in the entire job satisfaction section, at 1.85. Responses centered around dissatisfaction, mirroring statement n° 09 in the internal marketing section, which also received the lowest arithmetic mean. This statement emphasizes valuing and rewarding employee effectiveness to enhance the university's strategy, reflecting the institution's lack of emphasis on encouraging and rewarding employees for exemplary work.

On a positive note, statement n° 19, indicating "employees helping each other," received a high evaluation score, with a mean of 3.51. This suggests a spirit of cooperation and teamwork among administrative staff, despite the university's perceived lack of support for them.

We highlight here that the primary reasons for employee dissatisfaction are largely tied to perceived injustices in workplace practices. These include unfair monitoring of attendance and tardiness, unequal distribution of workloads, which have led to a strong perception of discrimination in these areas. Another significant issue contributing to dissatisfaction is the lack of fairness and transparency in evaluating applications for internship opportunities, which employees have criticized as being entirely unfair and completely lacking transparency.

IV.4.4 Discussing the results and testing the hypotheses:

To test the hypotheses and answer the study questions, we conducted correlation and regression analyses as follows: The independent variable, internal marketing, is symbolized as (IM), and the dependent variable, job satisfaction, is symbolized as (ST).

Table n° 04: Results of the correlation between internal marketing and job satisfaction

R	R ²	R ² adjusted	Sig
0,680	0,462	0,452	0,000

Source: SPSS outputs

It is evident that there is a relatively strong positive correlation between the two variables, with a correlation coefficient of 0.680. This indicates that job satisfaction among Constantine 2 University employees is significantly influenced by the level of internal marketing. The correlation is statistically significant, as indicated by a significance coefficient of less than 0.05. Furthermore, internal marketing explains approximately 46.2% of the variation in respondents' job satisfaction levels.

Table n° 05: The analysis of regression results

Model		Unstandardized coefficients		Standardized coefficients	t	Sig
		B	Standard error	Bêta		
1	(Constant)	1,464	0,199		7,365	0,000
	Internal marketing	0,603	0,085	0,680	7,053	0,000
Dependent variable: job satisfaction						

Source: SPSS outputs

Based on the results from Table 05, where normal distribution and significant regression (non-zero) were observed, we can formulate the regression equation as follows:

$$ST = 0,603 IM + 1,464$$

Mathematically, it can be stated that for every one-unit increase in internal marketing towards the positive direction, job satisfaction among Constantine 2 University employees is expected to increase by 0.603 units. This effect underscores the positive relationship and the relatively strong influence of internal marketing on job satisfaction.

Considering this analysis and the results obtained, we can evaluate the hypotheses of this study. Regarding the first hypothesis, which posits that Constantine 2 University implements internal marketing effectively, we refute this hypothesis. It is evident that the university does not adequately implement internal marketing, especially in areas such as communication, and in developing and valuing skills and competencies. This conclusion is supported by the poor ratings received for all statements in the Internal Marketing section. Concerning the second hypothesis, which suggests that employee satisfaction at this university is very high, our findings indicate that satisfaction levels tend to be weak and dissatisfactory. However, based on the results of correlation and regression analyses, we confirm the third hypothesis. Internal marketing indeed plays a significant and crucial role in influencing job satisfaction among Constantine 2 University employees. The analyses demonstrate a statistically significant relationship between internal marketing and employee job satisfaction at this university.

IV. Conclusion:

This paper explored the relationship between internal marketing and job satisfaction, focusing on the University of Constantine 2 as the subject of the field study. The study identified the current state of internal marketing and employee satisfaction at this university. Emphasizing the internal client (the employee) and striving to enhance their commitment and satisfaction has become a priority for many institutions. Recognizing employees as the cornerstone of institutional success, particularly in higher education, highlights the importance of having satisfied employees who are passionate about their work. This aligns with the goals of internal marketing, which aims to foster excellence through employee satisfaction and engagement.

The results concerning the University of Constantine 2 affirm the hypothesis regarding the significant relationship between internal marketing and internal client satisfaction. This is clearly demonstrated by the correlation coefficient of 0.68, indicating a relatively strong and positive relationship between these variables. The moderate levels observed for both internal marketing and job satisfaction, with arithmetic means of 2.14 and 2.75 respectively, further support this finding.

It's important to note that achieving internal client satisfaction isn't solely dependent on internal marketing; other factors also influence satisfaction and affect the implementation of internal marketing itself. However, while internal marketing contributes to satisfaction to a certain extent, it is crucial to ensure its continuity and invest in enhancing employee commitment and loyalty based on the satisfaction achieved.

Having addressed our research problem and tested its hypotheses, below we present the most significant results and recommendations derived from this study.

V.1 Results of the study:

Upon examining the study plan, the following results emerge:

- Through correlation and regression analysis between internal marketing and job satisfaction, it is evident that there is a positive and relatively strong relationship between these two variables. The satisfaction level among Constantine 2 University employees is indeed influenced by the level of internal marketing they experience at work. This relationship is supported by the averages observed for both variables.
- Constantine 2 University demonstrates a weak implementation of internal marketing, particularly in communication, training and development, as well as appraisal and encouragement. These areas are crucial aspects of internal marketing and essential for prioritizing individual attention within any institution.
- The level of job satisfaction among Constantine 2 University employees was moderate and tended to be low, particularly in critical areas such as the competence of direct managers in decision-making and the adequacy of monthly salaries relative to the importance of assigned work.
- There is a lack of interest in developing the knowledge and skills of employees at this university, which can lead to a sense of stagnation, a monotonous routine, and even feelings of limited opportunities for career growth and promotion.
- Constantine 2 University shows a lack of interest in recognizing and rewarding employees for exceptional performance. Furthermore, there appears to be a tendency to discourage excellence in the workplace.

- There is a lack of communication with employees regarding the university's strategy, as well as a general lack of interest in maintaining effective communication with employees overall.
- The university demonstrates a lack of flexibility in addressing employees' needs and fails to conduct assessments or gather statistics to identify those needs.
- Employees express low satisfaction with the decision-making efficiency of their direct managers. This issue significantly impacts several critical aspects of their professional lives, particularly their satisfaction with the approach and methods used for performance evaluation.
- There is a lack of satisfaction with the rewards employees receive for performing their tasks to the best of their ability. This is unsurprising when considering the findings related to the lack of encouragement for excellence in the workplace.

V.2 Recommendations:

Considering the previous results and the detailed analysis we conducted on the topic of internal marketing and its subsequent impact on internal customer satisfaction, we put forward the following recommendations:

- Develop an annual training plan that aims to develop skills and knowledge based on employee performance evaluation, and update this plan continuously. In addition to review the system and policies governing training courses and the organization of training activities.
- Ensure fairness and integrity in the performance evaluation process, with transparency in communication regarding evaluation criteria, so that these criteria are clear and understood by all employees.
- Acknowledge employees who exceed expectations in their roles, whether through exceptional performance or meaningful contributions to university life, and publicly celebrate their achievements in newsletters or faculty meetings.
- Distribute a monthly newsletter or email update to share key decisions, financial updates, and upcoming university events, keeping employees informed and encouraging their feedback and engagement in discussions.
- Provide training programs tailored to employees' personal and professional interests, focusing on areas like modern working methodologies, digital administration tools, or leadership development.
- Promote an open-door policy among leadership to ensure employees feel comfortable sharing concerns, ideas, or feedback about their work or the university as a whole.
- Create online spaces where employees can collaborate, share resources, and exchange ideas or innovations. Utilizing e-learning platforms or developing a custom platform can enhance interdepartmental communication and promote a culture of participation.
- Host informal events like lunch gatherings, coffee breaks, or happy hours to bring faculty and staff from different departments together to socialize and share ideas.
- Conduct periodic and regular surveys to measure employee satisfaction levels and understand how to respond to their aspirations and fulfill their desires. As well as, to improve the university's work environment, benefits, and communication practices. We emphasize this point because during the distribution of the questionnaire, we clearly sensed feelings of marginalization among many employees. Some even expressed great joy and happiness upon receiving the questionnaire, seeing it as a form of interest and appreciation. Rewarding an employee does not necessarily mean rolling out the red carpet; it can be very simple and easy.
- The final recommendation, which we believe is essential, is to guide the university towards offering innovative services. The lack of facilities such as sports areas, a café, a restaurant, and beverage dispensing machines is a significant issue. This university lacks such services, which means that individuals (whether employees, professors, or students) cannot purchase even a simple bottle of water without completely leaving the campus.

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