

Competition management within the requirements and total quality A comparative analysis of Algerian and Tunisian private clinic

Medini Atmane¹ / Doctorant Département de sciences de gestion Faculté des SECG/Jijel (Algérie) laboratory: Financial, accounting, collection and insurance, University of Souk Ahras, a.medini@univ-jijel.dz

Nedjimi Aissa / Département de sciences de gestion Faculté des : SECG/Jijel (Algérie): a.nedjimi@univ-jijel.dz

Received: 26/04/2022

Accepted: 13/12/2022

Published: 31/12/2021

Abstract:

Competition management in business organizations is linked to quality standards within its comprehensive dimensions, as the study aimed to identify the reasons for the decline in the competitiveness of private clinics in Algeria in favor of Tunisia, which is attracting many Algerians preferring its services. An analysis of the dimensions of quality was adopted within a comparative descriptive approach between two private clinics represented in The Nour Clinic in Tunisia and Al-Rimal in Algeria. The study concluded that the positive employment of the dimension of service and operations, focus on the customer, and the dependence of decisions on facts reflect the ability of the Nour Clinic in Tunisia to link the material and immaterial dimensions within an integrated and highly competitive performance process.

Keywords: Management, organization, competitiveness, total quality, clinics.

Jel Classification Codes : M10; M15 ; P47; A19 ; O20 .

Resume:

La gestion de la concurrence dans les organisations professionnelles est désormais liée aux normes de qualité dans ses dimensions globales, puisque l'étude visait à identifier les raisons de la baisse de la compétitivité des cliniques privées en Algérie au profit de la Tunisie, qui attire de nombreux Algériens préférant ses services. L'analyse des dimensions de la qualité a été adoptée dans le cadre d'une approche descriptive comparative entre deux cliniques privées représentées à La Clinique Nour en Tunisie et Al-Rimal en Algérie. L'étude a conclu que l'emploi positif de la dimension du service et des opérations, l'accent mis sur le client, et la dépendance des décisions aux faits témoignent de la capacité de la Clinique Nour en Tunisie à lier les dimensions matérielles et immatérielles au sein d'un processus de performance intégré et hautement compétitif.

Mots clés: Management, organisation, compétitivité, qualité totale, cliniques.

Jel Classification Codes : M10; M15 ; P47; A19 ; O20 .

¹. Medini Atmane , atmanatman5002@gmail.com

1. Introduction

Coordination of business according to its requirements is one of the most important entrances to competition management and creativity. As the mental perceptions around the organization have become one of the most prominent classification criteria and evaluation of the various stakeholders and individuals. In addition to being a partial explanation of the importance of continuous employment of quality standards in business management, which would raise performance standards to match international standards. However what distinguishes developing countries is the phased and operational dispersion in the administrative industry, which is evident through their chronic inability to emulate a pattern of competition based on coordination and a structure of arrangements that unify the goals and control the starting points. The problem of declining performance does not stop at the absence of management tools, but rather at the failure to work on linking it with modern approaches. Rather, what distinguishes it is the reliance on the stereotypical methods of public relations management health institutions in Tunisia have attracted millions of Algerians who prefer their services despite the absence of a financial justification for private clinics that do not suffer from a scarcity of resources, but rather because they do not realize the importance of developing their business within approaches that transfer pivotal performance to the client.

1.1 Study problem:

Large segments of Algerians have positive perceptions of the nature of health services provided at the level of private clinics in Tunisia. In our paper, asked about the reason for the competitiveness of Tunisian clinics. Is it due to physical dimensions or is it related to dimensions related to the ability to manage business within the requirements of comprehensive quality and continuous improvement .So we ask what extent is the management of competition within the requirements of total quality a reason for the competitiveness of Tunisian private clinics at the expense of Algerian clinics?

▪ Study hypotheses

The study aims to analyze the reasons for the decline in the competitiveness of the private health sector in Algeria. based on the hypothesis .

✓ First hypothesis

H1: There are differences between health services in Algeria and Tunisia that can be attributed to the overall quality (support and commitment of managers, focus on the customer, continuous improvement, employee participation, dependence of decisions on facts).

✓ Second hypothesis

H1: There are differences between health services that can be attributed to the comprehensive quality (support and commitment of managers, focus on the customer, continuous improvement, employee participation, dependence of decisions on facts).

1.2 Importance of the study

the study important concerned to analyze the decline in the competitiveness of a vital sector:

- ✓ The extent the level of the competitiveness of the private health sector in Algeria is related to its material and immaterial dimensions .
- ✓ the importance of the coordination function in administrative work and what it can constitute of functional value and a source of competitive advantage.

1.3 Objectives of Study:

Services are characterized by being a product that is directly related to the service provider. This requires of service provider to possess of marketing management skills and the art of building public relations. Which will lead to a more important role for individuals and processes within a marketing activity. Therefore, the objectives of the study lie in the following points :

- ✓ Comparing the levels of coordination and commitment of those in charge of business management in Tunisian and Algerian clinics related to quality .
- ✓ Comparing the levels of commitment to the quality of Tunisian and Algerian private clinics From the customer's point of view.
- ✓ Linking the levels of commitment of Algerian and Tunisian clinics to the levels of awareness of those in charge of them of the importance, which explain the reasons for competitive advantage and decline,

1.4 hypotheses of Study:

H1: The Levels of commitment to the application of comprehensive quality for service clinics are equivalent, and respond to the theoretical conditions in the management of modern competition.

H1: The levels of perception among Algerian service recipients of the competitiveness and quality of health services provided in private clinics in Tunisia constitute a fundamental difference that establishes their preference over health services for private clinics in Algeria.

1.5. Previous studies

- ✓ (Mele 2007) Study *entitled the joint relationship between total quality management and marketing*, in objective to analyze the relationship between marketing as an art practiced at the level of organizations and the philosophy of total quality by Edward Deming, which the study concluded that total quality standards are an important entry point to achieving long-term marketing goals. Marketing dimensions .
- ✓ (Rachid Mayer James David Long 2011) Study *Marketing and Comparative Total Quality Management and Performance and Exploring the Gap*, aimed at identifying the links between marketing and total quality management in terms of the conceptual and applied approach, witch concluded that marketing managers do not focus on those approaches, content with the impact of material elements, excluding Various modern approaches to the strategic plans of organizations.

2. Competition management and organizational innovation

Entrances to organizational creativity are formed to understand the foundations of management and its applications in business organizations because of their connection to levels of coordination, in addition to being explaining the various tributaries that constitute the dimensions of strategic construction. The management that is related to the ability to generate and transfer knowledge and then circulate it within a time and

spatial map enables the organization to possess a portfolio of competencies that meet the requirements of competition according to its conditions and through self-strategies away from the state of reactions in addition to being an individual entrance to organizational creativity, affected by the size of incentives and the type of relationships within the organization Roger links creativity with openness to experience, internal focus on evaluation, and then with the ability to manipulate elements and concepts (Al-Saeeda, 2014, p. 33).

2.1.Competition management and its relationship to schools of management

The relationship of organization with clients in the classical and neo-classical school is linked to a linear perception. Within solid structures and approaches in the relationship of management with the human resource of the organization. It is a perception supported with the conditions of supply and demand at the time. However, the update that coincided with the publication of the research of the pioneers of the school of human relations, which revealed that production capacity is not related to physiological factors only. The assessment of production on its impact is based on the synthesis between various material and intangible assets. It acknowledged the existence of deeper levels of behavioral analysis, as it is a material capable of formation and growth. The organization can work on its development, which contributes to the creation of value and its uniqueness. To highlight the impact of the concept of coordination, in turn, the essence of the administrative process. (Hassan Al-Shamma, 2020, p. 42.).

2.2 .Competition management and marketing activity

The theoretical linkage of the dimensions of marketing activity constitutes an essential component of the choice of dealing with the customer and his loyalty. From the customer's point of view, successful performance is related to the organization's ability to fulfill necessary and improving commitments. So any level of isolation between the marketing dimensions of the organization with the requirements of the customer will be a cause of failure of the marketing mission. Therefore, linking marketing activity with classic determinants that link it to, price, promotion and distribution is not in line with the justifications and requirements of openness that were presented to it. Rather, it should take how to make the interpretation of the value resulting from the marketing mix governed by its effects that reflect the sum of the acquired values(economic value and the social value of the customer), symbolized by (SAVE) represented in S (Solution) and refer to the solution that he is watching The customer is from the product and did not find it in other competing products... A (.Access) it symbolizes the processes associated with the organization's ability to reach the customer and overcome all obstacles, time and space. V (Value) stands for any value, and refers to the uncommon value that will make the organization admire. E (Education) stands for learnability. It is implicit not only related to the institution, but also includes the rest of the partners who represent the different circles of stakeholders, embodied in the cumulative benefit loops (Maaïke, 2017).

3. Competition management and performance standards

Business that lacks significant levels of coordination is a reason to good performance is an indicator of the success of the organization and its adherence to quality standards and competitive conditions. Reflecting a positive process in the organization and coordination of its work..

3.1.. Competition management and the dimensions of total quality(QTM)

The Quality Institute defined total quality as: a comprehensive applied approach aimed at achieving the needs or expectations of the customer (Wahla, 2011, p. 55). The organization's energies are based on continuous improvements for all operations, functions, and above all the different stages of work, as quality and public relations are effectively achieving the desires and expectations of customers" (Wahla, p. 55). The core function of management, which is related to several principles, is related to:

□ **Manager Support and Commitment:** Applying Total Quality Management, with the aim of developing the organization's vision, spreading its culture and achieving its goals (Sobhi, 2014, pp.: 44 -45)

□ **Focusing on the customer:** by that we mean understanding and anticipating needs in advance and then fulfilling them in order to gain his loyalty (Nuseirat, 2014, p: 412).

□ **Continuous improvement:** It is intended to achieve complete perfection, by working to update operations without stopping (Nile, 2010., p: 16)

□ **Participation of workers:** It is intended to give the opportunity for workers at their various levels to express their opinions and present their suggestions, which will notify them of their importance within the organization, which will arrange for them stronger details of belonging that embody the depth of their loyalty to graduate work in a form that embodies close integration and joint coordination (Abdulaziz, 2009, p.: 132) .

□ **Dependence of decisions on facts:** Total Quality Management is based on the assumption that all information is in possession of all its details and in a timely manner. :77).

3.2.. Business Administration and Balanced Performance Requirements:

Performance is defined as that holistic activity of the organization that reflects its ability to adapt to its environment within the conditions and requirements of competition. linked to Kaplan's theory, which explained the success of performance through its link to several evaluation criteria . The aspect of financial performance, which reflects comprehensiveness in performance, in turn requires high levels of coordination in business management (Brai, 2014, p. 145).

3.3. The marketing mix of the health service

Health services are fundamentally different from other types of services, as they deal with sensitive segments of society that see their entitlement to having more space for attention and care. Therefore, for-profit health institutions cannot be stripped of these humanitarian requirements and deal with the logic of profit and profitability only, without taking into account other values. The service marketing mix is characterized by additional dimensions related to the nature of the product as well as the nature of the social segments that are dealt with. Where it has been defined as: "Any act or performance that one party can achieve to another party and whose essence is

intangible, and does not result in any ownership and that its production may or may not be linked to physical production” (Béatrice B and Rou, 2033), It shares with other types of service that it is characterized by several characteristics, including intangibility, inseparability, and heterogeneity (Al-Amri, 2009), p. 20

□ **Service:** It is defined as everything that is provided at the level of health organizations with the aim of raising the health level of the citizen, or preventing diseases, so the health service may be a curative service, as it can be a preventive or curative service, and it is those that include the pharmaceutical industry and its requirements (Haroush 2017, pp.: 33-34). Which falls under the name of the service, i.e. the real value for which the patient was transferred, in addition to what can be described as an additional product, i.e. evaluating the remote consultation or follow-up of the patient after the first visit and its inconvenience... (Abd al-Rahman Idris and al-Din Muhammad al-Mursi, 1999, p.: 223)

□ **Price:** It is defined as the amount that the recipient of the service pays and corresponding to the amount of benefits that he will receive and obtain (Bawagna, 2003), p. 17.

□ **Distribution:** The distribution is related to the extent of the benefit resulting from it, as the geographical spread of the service constitutes. Where it is defined based on its spatial and temporal benefits (Obeidat and Dababneh, 2006, p.: 74).

□ **promotion:** It is a factor that represents the extent to which organizations are able to communicate with the public for the purpose of health education.. (Burkan, The Role of Public Relations in Tourism Promotion, 2015, p. 298). It is a persuasive activity based on direct or indirect contact with the target audience (Al Bakri, 2005, p. 240).

□ **Operations** :which is the most important element in health organization, to respond to various concerns, which would establish a positive mental image about the clinic and its services. It is represented in punctuality, speed of response, style of communication with patients, exceeding routine work and giving priority to the human characteristic (Al-Amri, p.: 116.)

□ **Individuals:** It is defined as the entity that provides the service, whose behavior reflects the culture of positive communication that establishes a competitive service. It requires the service provider to possess as, having communication skills, sensitivity towards patients, Flexibility in dealing, decent appearance (Zidane, 2005, p.: 279.)

▪ **Physical Evidence:** It is considered among the physical factors that have an impact on attracting customers, (Horush, 2017, pp.: 33-34).

4.3..competitiveness of the Tunisian health sector

In a statement issued by the Algerian ambassador issued in November 2017, he stated that the volume of cash circulation between Algeria and Tunisia for the same year amounted to 840 million dollars, and other reports were reported by the Akhbar Tounes newspaper that 2.5 million Algerian tourists visited Tunisia for the year 2016, and that 40% of them were registered as coming in The framework of medical tourism. These are statements that were confirmed by the Director of the Tunisian National Tourist Office, and that they plan to bring 3 million Algerian tourists in the next year. It increased by \$420 million for the two years (2016-2017) (Al-Araby Al-Jadeed, 2018).

These statements show the extent of the decline in the competitiveness of the Algerian economic sectors in favor of Tunisia, which is a problem with two levels, one level related to the extent of the state's ability through its opening directions to preserve its strategic institutions. Then a second level relates to understanding the reasons why the Algerian individual prefers Tunisian clinics. Is this due to the material capabilities and human competencies or to factors that have the ability to manage competition within the quality requirements and strategic competitive approaches (Anbaa Tounes, 2018).

4. Applied study

Within this part of the study, we will adopt a structure based on the analysis of material and immaterial dimensions. In the first part, we will present the results of the comparative analysis between the various structures of the health sector in Algeria and Tunisia through what is available from the two countries monitored from the approved publications.

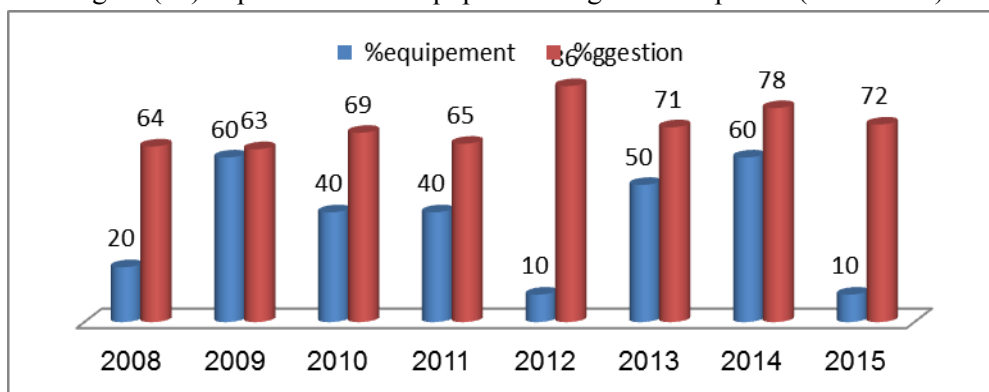
4.1 Competitiveness of Tunisian health services and its relationship to financial factors

To answer the first level of the problem, which is related to examining the extent to which the competitiveness of the health sector declines between Algeria and Tunisia is related, it is necessary to analyze the various material and immaterial dimensions in order to identify the various considerations that would explain the Algerian individual's preference for treatment in clinics specific to Tunisia.

The evolution of the health sector budget in Algeria

The envelopes allocated in the state's general budgets for the economic sectors and the public service are among the most important quantitative parameters that explain the extent of interest in various sectors.

Figure (01): Operational and equipment budget for the period (2008-2015)



Source: Prepared by the researchers based on World Bank data for the health sector equipment budget over the years

The above table shows the increase in government spending on the health sector in general, which raises the hypothesis of the negative impact of material factors on the health sector, and that the preference of Algerians lies in other factors,

4.2. Comparison between the structure of the health sector in Algeria and Tunisia:

The structure of the health sector in Tunisia is distributed within the map that explains the size of the state's capabilities and its strategic directions that meet the various public and investment needs. The following table provides a comparison between the two countries (Algeria and Tunisia) in what can be considered as an

introduction to understanding. Or weighting the competitiveness of the physical dimension

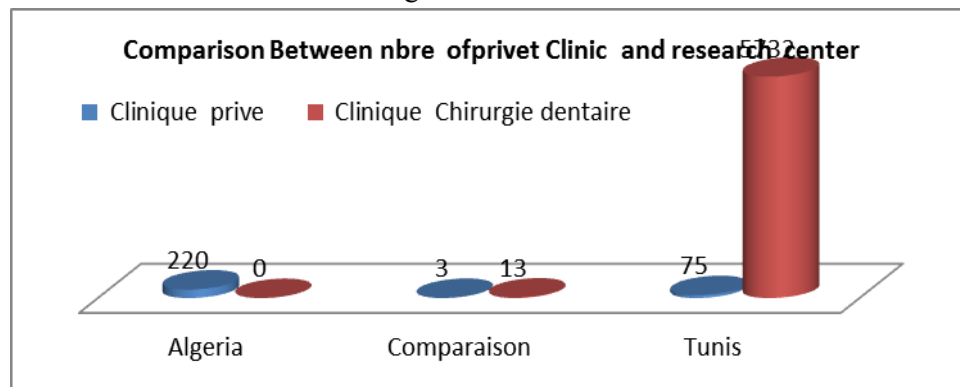
Table (01) shows the distribution of the financial capabilities of the health sector between the two countries, Algeria and Tunisia

country	Clinique Chirurgie dentaire	Clinique prive	Centres des recherche	Centre filtrage	Clinique Opératoire	Médecin
Algeria	7741	220	132	18	84096	5928
Tunis	5732	75	-	-	5732	1808
Comparaison	13	3	-	-	14	3

Source: Prepared by the researchers based on the annual statistical bulletin of Tunisia, the National Institute of Statistics, No. 52, December 2010.

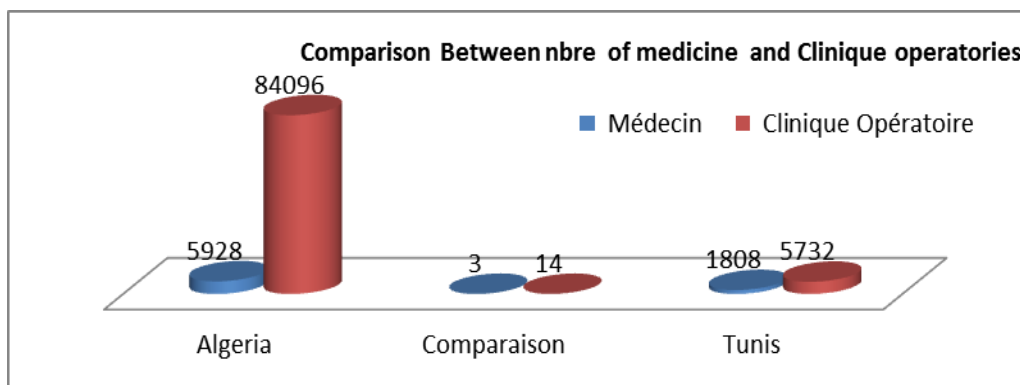
The number of private clinics in Algeria is three times that of Tunisia, while surgical clinics constitute a larger proportion.

Figure (02) comparison between the number of private clinics and research centers between Algeria and Tunisia



Source: Prepared by the researchers based on Excelle

Figure (03) comparison between the number of doctors and surgical clinics between Algeria and Tunisia



Source: Prepared by the researchers based on Excelle

Comparing the number of private clinics and research centers between Algeria and Tunisia makes Algeria more potential based on comparison criteria. It can be said from the available data that the decline in the competitiveness of the private health sector in Algeria cannot be attributed to material factors. Which will prompt us to search for its non-material causes by analyzing a sample of the views of the studied society to search for reasons for the decline in the competitiveness of the private and public health sector in Algeria, relying on the analysis of comprehensive quality standards and their potential impact on the decision to deal with the

research sample.

Non-physical dimensional analysis

The fall of the hypothesis of the association of preference for health services in Tunisia with the research sample and its connection with material factors assumes an analysis based on examining the impact of non-material dimensions related to the ability of Tunisian clinics to apply comprehensive quality standards, which are based in essence on modern approaches that make the customer the focus of the production process. We will divide the research sample into two main parts. The first category represents service providers (doctors and nurses from Algeria and Tunisia) and service recipients (patients or their families from Algeria). To form a basis for comparison aimed at identifying the levels of employment of comprehensive health service quality standards as an entrance aimed at marketing an image of the clinic. As for the second comparison, it aims to identify the gaps between the service recipient and the service provider on both sides.

■ population and sample

The study population consists of health service providers and recipients between Algeria and Tunisia. The study consists of two main samples, which are divided into two parts:

- a first sample representing the service providers, - a second sample representing the service recipient,

These two samples are also divided into:

- A sample of service providers in Tunisia - A sample of service providers in Algeria -
A sample of service recipients from Algeria - A sample of service recipients in Tunisia,

The questionnaire was used to examine the opinions of a sample of patients or their families about the nature of the health services provided. Where a questionnaire was distributed to service providers to include three categories (administrators, doctors, and nurses) as they are the ones who prepare and initiate the provision of the service. The sample number was 100, representing the Nour Clinic in Tunisia. As for the Rimal Clinic in the Valley, which represents a sample from the private health sector in Algeria, the sample number was 73 While identifying the ability of these organizations to achieve their vision and implement their mission within the total quality management approach will require an investigation of the opinion of the service recipients from the Algerians within dimensions related to service marketing (service, price, distribution, promotion, physical evidence, operations individuals), where these dimensions constitute A practical ability to embody the approach within its theoretical conditions and requirements. The questionnaire submitted to the service recipients included 69 items.

The descriptive approach was based on analysis as a tool to answer the problem of the study. It was also relied on two types of data in order to identify the difference between the material capabilities, which can theoretically be relied upon in explaining the reasons for the preference and the decline in the competitiveness of the private health sector in Algeria.

.4.4 Descriptive analysis of the psychometric dimensions of the study

■ Stability factor related to the health service provider

The internal consistency coefficient of the phrases reached a good rate of 86.5 percent,

which indicates the possibility of adopting its constructs and analyzing its phrases.

▪ hypothesis study

The first hypothesis is concerned with measuring the levels of commitment to the application of total quality standards among health service providers between Algeria and Tunisia. Where we will have to analyze the answers of health service providers in Algerian and Tunisian private clinics. To understand the levels of commitment from both sides to the requirements and standards of total quality (support and commitment of senior management, focus on the customer, continuous improvement, employee participation and the reliability of decisions on facts) that establishes a competitive advantage and defines the gap between the parties (health service providers and service recipients).

4.5 Analysis of the dimensions of total quality for service providers:

The analysis of total quality dimensions for service, which is the focus of the first hypothesis, aims to give an initial picture about the organizational standards between both institutions. The employee's behavior within the organization reflects the organizational culture that the employee adheres to within his environment. Its outputs will be relied on to build a perception about the importance of the dimension for both parties in managing the relationship with customers, the source of value within the following first hypothesis:

.4.3 Analysis of support and commitment of the managers

The dimension "Support and Commitment of Managers" is concerned with analyzing the extent to which management adheres to material and immaterial quality standards. Where it is a foundation that explains the comparison between the nature of health services provided by both sides, in a way that answers the first hypothesis.

Table (02) shows an analysis after the commitment of the senior management

itemes	Nore			Rimal		
	μ	δ	Range	μ	δ	Range
X1	3.74	.556	1	2.16	.215	3
X2	3.52	.433	3	2.01	.321	4
X3	3.64	.211	2	2.65	.687	2
X4	3.24	.966	4	3.08	.478	1
X_total	3.98	.712		2.475	.548	

Source: Prepared by the researcher based on Spss 25

The philosophy of support and commitment of managers is based on organization's vision and spread its culture to achieve its goals. Therefore, the dimension axes were interested in revealing the extent of the administration's commitment to providing quality requirements through the provision of health services in their material and immaterial dimensions, such as providing appropriate working conditions, equipment and means of transportation, in addition to other determinants such as developing workers through training programs such as managing the difference that can appear between employees, opened the way to deal with errors with a kind of flexibility, as the

results reflected a positive trend in all its terms for the Nour Clinic in Tunisia, while the answers of the sample were relatively average and recorded a negative trend in some of its dimensions, such as the question about development programs for competencies. This would limit the ability of health organizations to develop their approach to dealing with emerging requirements and psychological approaches that are associated with the philosophy of health marketing.

▪ **Analysis of support and commitment of the managers**

The dimension of "customer focus" is concerned with analyzing the extent of the administration's commitment to quality standards through the centrality of the customer in its services and what it can constitute a fundamental dimension that establishes the building of loyalty and preference for him, as it is a foundation that explains the comparison between the nature of health services provided by both sides, in a way that answers the hypothesis. the third.

Table (03) shows analysis after focusing on the customer

itemes	Nore			Rimal		
	μ	δ	Range	μ	δ	Range
X1	3.047	.212	3	1.91	.878	4
X2	3.047	.324	3	2.22	1.089	1
X3	4.123	.654	1	2.01	1.053	3
X4	4.059	.249	2	2.15	1.106	2
X_total	3.569	.415		1.91	.878	

Source: Prepared by the researcher based on Spss 25

The objective of after including the dimension of focus on the customer, is to have a sufficient awareness of the ability of health organizations to determine the needs and expectations of the customer in advance and then carry out the appropriate activities and procedures to meet them in order to achieve advanced levels of satisfaction. Where the dimension questions included axes related to the extent, interest of private health organizations in both countries in meeting needs and anticipating expectations with new and appropriate offers for patients or their families, such as allowing patients to freely express their concerns, searching for the most appropriate ways to serve the patient, inclusion of digital services if it comes to inquiries Or reservations, etc... . To gain customer loyalty. Where the overall average of the dimension for the Al Nour clinic in Tunisia was positive, and the rest of the far ones recorded the same direction. While all the dimension axes for the Al-Rimal clinic in Algeria recorded a negative trend.

▪ **Analysis of continuous improvement**

The dimension of "continuous improvement" is concerned with analyzing the extent of the administration's commitment to work to achieve complete perfection, by working to modernize the processes without which it can be established to build loyalty and preference for it, as it is a foundation that explains the comparison between the nature of health services provided by both sides, in a way that answers the hypothesis. the second.

Table (04) shows analysis after continuous improvement

itemes	Nore			Rimal		
	μ	δ	Range	μ	δ	Range
X1	3.014	.231	2	2.08	1.1017	4
X2	2.854	.521	3	2.59	1.122	2
X3	2.698	.587	4	2.57	1.160	3
X4	4.01	.698	1	2.66	1.126	1
X_total	3.166	.587		2.4764	.81422	

Source: Prepared by the researcher based on Spss 25

Continuous improvement is intended to achieve complete perfection by business organizations by working to update operations within the theoretical justifications that constitute one of the important entrances to organizational creativity. Where the interest revolved around knowing the extent to which clinics are directed to ensure continuous updating in their work, which is employee-centered within, such as allowing employees to continue their higher studies, receiving complaints and including them in the management agenda, opening the way for opinions from various administrative levels. Where the results came to reflect an overall average trend at Al-Noor Clinic in Tunisia, which reflects a decline in a dimension considered one of the most important dimensions of total quality management, while the same dimension recorded total and partial regressive values.

Analysis after the participation of workers

participation of employees ,is concerned with analyzing the extent of the administration's commitment to work to give the opportunity to the employees of their different levels the opportunity to express their opinions and present their suggestions, which would make them aware of their importance within the organization, which will give them a sense of belonging and loyalty, which will motivate the work out in a way that embodies close integration and joint coordination, as It is a foundation that explains the comparison between the nature of health services provided by both sides, in a way that answers the fourth hypothesis.

Table (05) shows an analysis after the participation of workers

itemes	Nore			Rimal		
	μ	δ	Range	μ	δ	Range
X1	2.457	.245.	4	2.51	1.295	3
X2	2.598	.258	2	2.64	1.234	2
X3	3.021	.124	1	2.23	1.208	4
X4	2.589	.2601	3	2.76	1.259	1
X_total	2.666	.571		2.5008	1.048	

Source : Prepared by the researcher based on Spss 25

Participation of employees is giving the opportunity to all employees of all levels to express their opinions and submit their suggestions to make them feel important within the organization, which will make them feel belonging and motivate them to integrate to reach with them levels that embody their loyalty so that their performance is characterized by coordination within the team spirit. It is a chronic problem in the third world countries that are still betting on superior decisions and classic management models that reflect inflexible behavioral and psychological approaches. Where the Al Nour clinic in Tunisia recorded a total average of 2.66, a value that did not rise to it

because it was a marketing attraction factor that preserves its internal and external gains, with the exception of the third dimension, which was concerned with examining the ability of the senior management to provide greater areas for dealing with errors. As for the Algerian sand clinic, it has crossed the types The three clinics reported below average decline in all dimensions.

□ *Analysis of dependence of decisions*

The dimension of "dependence of decisions on facts" is concerned with analyzing the extent to which the administration is able to work on possessing all the information in all its details and in a timely manner in order to eliminate building on speculations and uncertain assumptions, as it is a foundation that explains the comparison between the nature of health services provided by both sides, in a way that answers the fifth hypothesis.

Table (06) shows an analysis of the dependence of decisions on facts

	nore		rimale		
	μ	δ	μ	δ	
X1	4.125	.214	2.62	1.213	negative
X2	3.954	.325	2.59	1.019	negative
X3	3.324	.887	2.31	1.019	negative
x4	4.011	.987	2.23	1.015	negative

Source: Prepared by the researcher based on Spss 25

Information systems provide the ability to organize and arrange all the information needed by the organization, in addition to its ability to store, transmit and circulate it. It is a feature that has been linked to and provided by modern communication technologies. It is now possible to obtain any information related to the work of the organization at the time it desires without major complications, eliminating previous behaviors that depended on speculation and guesswork in making decisions. Where the comparison of the two clinics puts us in front of two different levels, a positive trend in the Nour clinic in Tunisia formed a total mean of the dimension of 3.833, while the survey of the opinions of administrators, doctors and nurses at the Rimal clinic in Algeria reflected a different trend, in which the total mean of the dimension was recorded at only 2.439, which partly reflects the absence of levels of linkage between Episodes of addition and development in Edward Deming's approach to the sand clinic in Algeria.

5. Resut discussing

The comparative measurement according of total quality service providers between clinics specific to Algeria and Tunisia reflected results confirming the primacy of Tunisia clinic represented by Al Noor Clinic in its awareness of the importance of employing modernization and development standards related to the philosophy of QTM, through its critiria, and in turn recorded a decline in the dimension of improvement. As for the sand clinic in Algeria, after the support of the senior managers, it was a kind of positivity, but it was not enough to describe its health services as positive, This result can be built upon to understand the reasons for the decline of its competitors in favor of

Tunisian clinics that Received wide acceptance among the segments of Algerian society.

Analysis of the dimensions of total quality for service providers:

If the objective of analyzing the dimensions of the marketing mix for health services is to examine the levels of awareness among the sample of the importance and competitiveness of the services provided in the Nour Clinic in Tunisia, in terms of being an entry point for understanding the ability of Tunisian clinics to employ the comprehensive quality standards covered by the study. This comparison (between service providers on the one hand and its recipients) will form a link that embodies the ability of business organizations to mark their work with the objective conditions of competition within the total quality management approach.

□ study of the physical dimensions of service marketing for service

service, price, distribution and promotion explain the physical dimensions that it may share with other organizations. However, the service nature of the health sector, which is fundamentally different from other productive sectors, will result in other determinants related to the service product's relationship directly with its recipients Which can be termed non-physical dimensions such as individuals and processes.

Table(07)Physical dimension of 4P4s

	Rimale(algeria)		Nore (tunis)		
	μ	δ	μ	δ	
Service	2.3116	.08255	1.50	.0000	
price	2.9217	.09315	2.66	.3333	
place	2.7355	.09286	2.255	.500	
promotion	3.2049	.08446	2.777	.1111	

Source: Prepared by the researcher based on Spss 25

▪ **Service:** The service was recorded as the first dimension of the marketing mix, and as it expresses everything that is provided at the level of health organizations with the aim of raising the health level of the citizen, and it also includes prevention services on average compared to 2.3116 for the provided in the Nour clinic in Tunisia compared to 1.50 in the Rimal clinic in Algeria, Within the standard deviation formed a consensus among the sample members with its type and value. Therefore, the significance of the results according to those values is explained by the recipients of the health service in Algeria who sees a decline in the type of health services provided that does not represent a commitment to quality standards. Where their middle did not exceed 1.50 within a five-ranked scale.

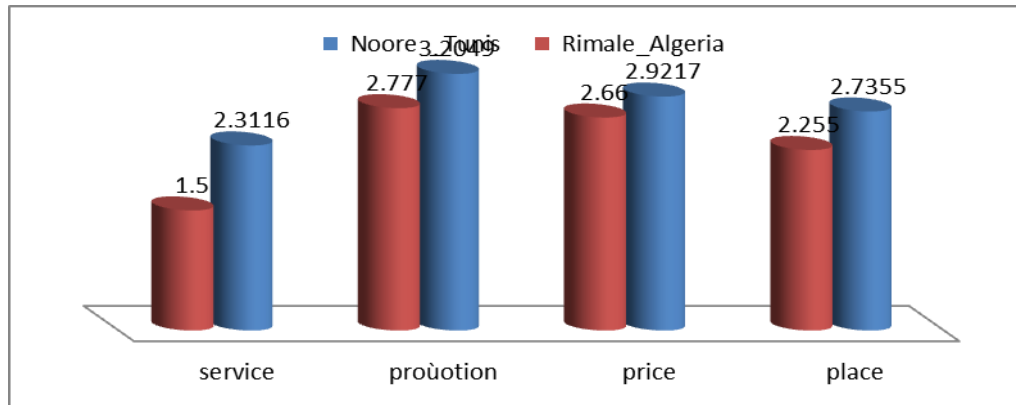
▪ **Price** :The price did not make a big difference in the opinion of the studied sample between what is determined by the Al-Nour clinic or the Rimal clinic as a price for the services it provides.

▪ **Distribution** :The result of the promotion element converged with the price element, as its members did not see a fundamental difference that could be adopted as a competitive determinant between both clinics.

□ **Promotion:** The ability of Tunisian institutions to promote their services scored an

average of 3,204, which is a superior increase according to the opinion of the sample compared to the Algerian sand clinic.

Figure (04) Distribution of physical dimensions between the two clinics according to service recipients.



leSource: Prepared by the researcher based on Excel

Impact factor of physical dimensions in health marketing in both clinics

The adoption of the impact factor The statistical interpretation of the outcomes of the study of rketing mix is the physical dimensions (service, price, distribution, promotion) of the service ma related to two factors that explain the partial importance of the dimensions of those dimensions. They also constitute an activation of the theory of competition management according to its modern approaches

Table(08)ficance of the physical dimensions of theStatistical signi (12)

Table (08) Staetical signification of physical dimession of service between clinics

	(Eta)		Sig
	Eta Squared	Eta	
serice	.297	.066	.033
price	.073	.005	.550
place	.137	.019	.261
promotion	.135	.135	.268

Source: Prepared by the researcher based on Spss 25

□ **Impact** Factor: The service is considered the most important factor in determining the options in the view of the recipients of the service.

It was also significant in order to confirm its statistical importance to the sample and its impact on determining and arranging options for Algerian patients to deal with Tunisian clinics without other physical dimensions.

□Analyzing the intangible dimensions of service marketing for service

non-physical dimensions Include, processes, individuals and physical evidence. Its importance is reflected in the fact that it embodies the ability of clinics to manage competition within their awareness of modern management approaches by employing philosophical dimensions in business management. The integration between the goals of Hebrew requires support and the commitment of senior management, which would raise efficiency and circulate it within the organization. To possess high communication skills.

Table (13) Statistical significance of the physical dimensions of the service marketing mix between the two clinics

	Rimale(algeria)		Nore (tunis)		
	μ	σ	μ	σ	
processe	3.462	.918	2.333	.577	
indeveduals	3.447	.721	2.333	.577	
ev dencephysical	3.187	.7015	3.444	.384	

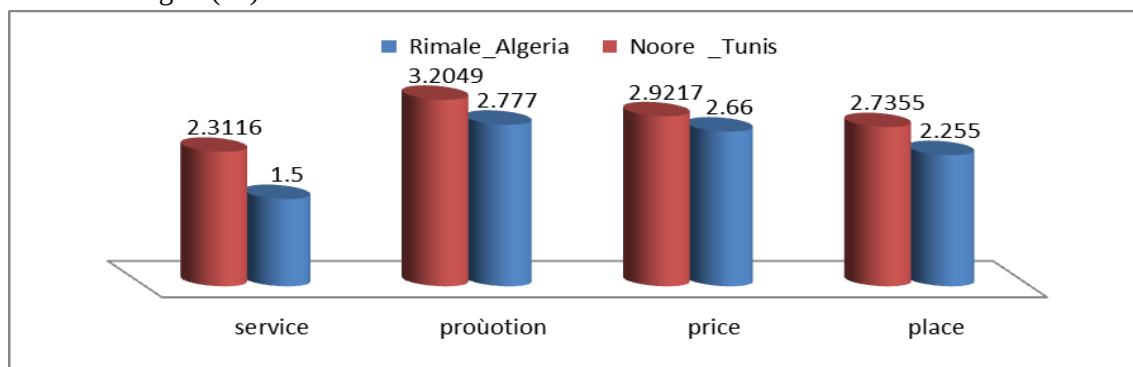
Prepared by the researcher based on Spss :Source,25

□ **Operations** :It is defined as, the way in which the service is managed within the health organization, such as the conditions of reception and response to various concerns and others... As what was recorded in an average of 3.462 compared to 2.33 for the sand clinic indicates a preference among the members of the research sample. whose behavior reflects the culture of positive communication that establishes a competitive service

□ **individuals** :It is the entity that initiates service provision and whose behavior reflects the culture of positive communication that establishes a competitive service, where the number of individuals scored an average of 3.447 among Algerian customers (patients or their families) compared to 2.33, and if it is interpreted as reflecting its behaviors Mama With a culture of positive communication that establishes a competitive service. If it was recorded, it explains the decline in the competitiveness of the sector based on the importance of the number of individuals between the Nour Clinic in Tunisia and the Rimal Clinic in Algeria.

▪ **Physical evidence**: The record evidence, which includes the physical elements that have an impact on attracting clients, and includes equipment, buildings, etc... averaged in favor of Al-Rimal Clinic with 3.444 as Average compared to 3.187 for Al-Noor in Tunisia Clinic ,with a lower standard deviation, which is a part that works to devote the same orientation. The preference for treatment by the Algerians is not based on material considerations, but is linked to another that has to do with the way of dealing and good communication falls within the ability of the clinic to manage competition within the philosophical conditions of modern management

Figure(05)Distribution of theimmaterial dimension between the two cinics.



Source: prepared byreasaercher based onexcelle

□ **impact factor of non-physical dimensions in health marketing in both clinics**

Statistical interpretation The non-physical dimensions (processes, people, physical evidence) are related to two factors that explain the partial importance of their

dimensions.

□ **Impact Factor:** The form of individuals is the most influential factor in determining options in the view of the recipient of the service, followed by operations and then the material evidence. Which indicates the presence of a positive impact due to the levels of organization and arrangement in business management

□ **Statistical significance:** what was recorded by the physical evidence reflected a distinction in favor of the sand clinic in Algeria, which is related to the effect of equipment, buildings and others on attracting clients, which cancels the link between the preference of Algerians for health services in Tunisian clinics based on these factors.

❖ Interpretation of the result of the second hypothesis

the levels The aim of analyzing and studying the second hypothesis, was to determine of awareness of the research sample (patients or their families who are Algerians) in the foundations on which the preference for health services in order to understand Tunisia is based through analyzing the dimensions of the marketing mix in the eyes of customers, where it was resorted to dividing the dimensions according to their nature, material -s (service, price, distribution, promotion) and nonTo material dimension dimensions (operations, individuals, physical evidence). As the results showed that customers do not see in the physical dimensions other than service a fundamental in perceptions or directs their choices, as indicated by the difference that determines the recorded circles in this regard. However, the service element, which explains everything provided by the clinic with the aim of promoting health and caring for the patient, -difference and a moral significance. The analysis of non recorded a fundamental physical dimensions (operations, individuals and physical evidence) was also addressed, where the operations recorded the most important impact then individuals in of the research sample, while the material evidence determining The preference options did not constitute a fundamental importance. Reflected the decline of materialistic approaches in explaining the competitive strength of organizations to give way to .manage communication between stakeholders approaches related to the ability to

6. Conclusion

The radical transformations that were established due to the rapid transformations in the environment of the economic organization imposed the necessity of adopting different approaches in the world of management and marketing. The customer has become a partner in the opinion and the output of the product and not just a point of consumption, transforming the process of public relations management from a secondary job to a primary job, where the aim is to establish positive perceptions about the organization to ensure customer loyalty. The behavior or the decision to buy has become more sensitive to the various emotional and cognitive perceptions about the organization and the type of its services. It is a partial not only related to the organization's relationship with customers, but also related to the type of its relationship with employees and workers within a general concept that explains the ability to strategically manage the human resource in order to benefit from explicit and implicit competencies and then generalize them within the organization. Total productivity in the era of globalization is no longer a static concept linked to material factors, but rather to others that have to do with the ability to uniqueness and insolvency, which in turn established different behavioral approaches to the relationship of the organization with the public based on the commitment and commitment of senior management, customer

centrality, continuous improvement, employee participation and the dependence of decisions on the facts. Where the results of the study supported the need to adopt new approaches in the relationship of private clinics in Algeria with its public, based on the philosophy of total quality that establishes a productivity linking material and intangible factors within a perception that requires continuous improvement and full support between different levels. The competitiveness of the Tunisian private clinics - which was represented in the Al-Nour clinic in Tunisia as a model - in which the service, operations and individuals dimension formed its most important elements at all. To confirm the chances of their existence, the Algerian clinics will have to focus on these dimensions and work on their development.

7. References:

1. Doyer Maaïke. (30 10, 2017). New S.A.V.E. Marketing Frameworks Developed from 4P'S Marketing Mix. Retrieved date 24 11, 2021, from <https://oktob.io/posts/10485>.
2. Rahima Hawaliv. (2010). The application of total quality - an analytical study of the attitudes of doctors and patients. PhD thesis in management sciences, 77. Faculty of Economics, Commercial and Management Sciences, University of Abi Bakr, Belkaid, Tlemcen.
3. Abdullah Al Arab Abdul Aziz. (2009). Total quality in hospital management. Kingdom of Saudi Arabia: King Abdullah University, p. 132.
4. Ibrahim Muhammad Obeidat, and Jamil Samir Dababneh. (2006). Health and pharmaceutical marketing. Jordan: Wael Publishing House.
5. The names of the volcano. (2015). The role of public relations in tourism promotion. Journal of the New Economy (01), p. 298.
6. Aisha and God. (2011). The importance of health service quality in achieving customer satisfaction - with a case study of the public hospital institution of Ain Taya -. A note that falls within the requirements for obtaining a master's degree in marketing, 55. University of Algiers 3 Faculty of Economics and Management Sciences - Department of Commercial Sciences -.
7. 7. Khalil, M., Al-Shemagh (2020) Principles of Management with a Focus on Business Management, Volume Two, Amman, Jordan, Dar Al Masirah, p.: 234
8. The New Arab. (2018). Retrieved from www.alaraby.co.uk.
9. Tunisia News. (20 11, 2018). Retrieved from www.kapitalis.com.
10. Tawfiq Farid Nuseirat. (2014). Hospital management. Amman, Jordan: Dar Al-Maysara for Publishing and Distribution, Amman.
11. Thabeth Abd al-Rahman Idris, and Jamal al-Din Muhammad al-Mursi. (1999). To market the sin (Volume One). Amman: Al-Wareq Publishing Corporation.
12. Hadi Bray. (02 01, 2014). The balanced scorecard and its relationship to banking marketing activities. Journal of Economics and Development, p. 145.
13. Nouredine Haroush. (2017). Health Administration - A comparative study between the Algerian and Jordanian health systems. Algeria: Dar Al-Umma for printing, publishing and distribution, Algeria.
14. Abdel Mahdi Bawagneh. (2003). Hospitals and Health Services Administration - Health Legislation and Medical Responsibility. Jordan: Al-Hamid Publishing House.
15. Fahd Hamid Abdullah Al-Saeedh. (14 04, 2014). The impact of human resource management strategies on organizational creativity. Thesis for Completion of the Requirements for a Doctor of Philosophy in Management, 33. International Islamic Science University.
16. Mohamed Zeidan. (2005). Service marketing in the banking sector - the case of the Bank for Agriculture and Rural Development -. PhD thesis, 279. University of Algiers, Faculty of Economics, Commercial and Management Sciences.
17. Najat Al-Amri. (2009). Marketing of health services. Supplementary note to obtain a master's degree.
18. Wafaa Sobhi. (2014). The application of total quality management to improve the performance of employees - a field study on private Algerian hospitals. Sharjah Magazine (11) pp. 44-45.



19. Wafaa Atallah Karadsheh Nile. (2010). Achieving total quality management using accreditation standards at Queen Rania Al Abdullah Hospital for Children in Jordan. Master's Thesis in Business Administration, Department of Business Administration, 16. Middle East University.