Le rool of Internal Marketing in Organisation Case study of the Public Institution for Neighborhood Health - Aflou-

Le rôle du marketing interne dans une organisation Étude de cas de l'Institution publique de santé de proximité - Aflou-

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Abstract:

This study aimed to reveal the reality of internal marketing application in an organization by measuring the dimensions of internal marketing. The study concluded that the institution under study has applied empowerment, despite limited interest in adopting training, incentives, and internal communication dimensions.

Finally the study recommended the need to pay attention to applying the concept of internal marketing in the organization.

Keywords: *Internal marketing; training; Motivation; Internal Communication; Neighborhood Health Aflou.*

Jel Classification Codes:M310

Résumé:

Cette étude visait à révéler la réalité de l'application du marketing interne au sein d'une organisation, en mesurant ses dimensions. L'étude a conclu que l'institution étudiée avait mis en œuvre l'autonomisation, malgré un intérêt limité pour la formation, les incitations et la communication interne.

Enfin l'étude a recommandé d'accorder une attention particulière à l'application du concept de marketing interne dans l' organisation.

Mots clés : *Marketing interne ; formation ; motivation ; communication interne ; réseau de santé de quartier.*

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1. INTRODUCTION

The world is witnessing numerous transformations and changes that have significantly impacted the business world, reshapingd its features due toglobalization, the revolution in communication methods and technology, and the heightened intensity of competition at both local and international levels. This has led to a growing interest in the human element, considering it a strategic resource and a successful investment for organizations seeking to excel and differentiate themselves from competitors. This was accompanied by the emergence of contemporary administrative concepts that align with these changes. The term internal marketing is currently receiving increasing attention from researchers as afundamentalc condition for organizational survival ands continuity in a complex and uncertain economy. Internal marketing is considered one of the most important modern concepts, focusing on the importance of human resources in organizations by working to increase their loyalty and integration into the organization.

Today's organizations have been able to achieve their goals and distinction by using the term internal marketing. Just as they used to market their products to external consumers and work hard to satisfy them, they have become equally concerned with their employees as internal consumers, marketing their jobs and services to them to motivate them to be ambassadors for the brand and organizational goals. Its effectiveness contributes to the effectiveness of external marketing, and its success necessarily leads to the success and prosperity of organizations.

The importance of the current study emerges from the importance of the subject itself, which deals with the reality of the application of internal marketing, and considering it a vital and modern subject, especially since most organizations in the world have become predominantly service-oriented within a technological revolution and rapid and different inter-related changes, specifically in Algeria, which is still in the process of development. Accordingly, it requires conducting more studies to define the importance and clarify how to apply it. Based on what has been presented and on the great importance of practicing internal marketing in

organizations, especially Algerian ones, the problem of our study came in the main question as follows:

How can an internal marketing strategy be applied in organizations?

The following sub-questions fall under this problem:

- What is internal marketing?
- What is the importance of internal marketing in organizations?
- Are there differences in the opinions of study sample members regarding the implementation of the empowerment dimension by the Public Institution for Neighborhood Health, Misibih Issa, at a significance level of 0.005?
- Are there differences in the opinions of study sample members regarding the implementation of the training dimension by the Public Institution for Neighborhood Health, Misibih Issa, at a significance level of 0.005?
- Are there differences in the opinions of study sample members regarding the implementation of the incentive dimension by the Public Institution for Neighborhood Health, Misibih Issa, at a significance level of 0.005?
- Are there differences in the opinions of study sample members regarding the implementation of the internal communication dimension by the Public Institution for Neighborhood Health, Misibih Issa, at a significance level of 0.005?

In an attempt to address the problem raised and answer the sub-questions, a set of hypotheses was formulated, which will be proven or disproved through the course of the study:

- Internal marketing is considered a modern marketing method that enhances its market position.
- Internal marketing holds great strategic importance in organizations, as evident in several aspects.
- There is a discrepancy in the opinions of study sample members regarding the implementation of the empowerment dimension by the Public Institution for Neighborhood Health Aflou, at a significance level of 0.005.

●There is a discrepancy in the opinions of study sample members regarding the implementation of the training dimension by the Public Institution for Neighborhood Health Aflou, at a significance level of 0.005.

●There is a discrepancy in the opinions of study sample members regarding the implementation of the incentive dimension by the Public Institution for Neighborhood Health Aflou, at a significance level of 0.005.

●There is a discrepancy in the opinions of study sample members regarding the implementation of the internal communication dimension by the Public Institution for Neighborhood Health Aflou, at a significance level of 0.005.

2. THE THEORETICAL ASPECT

This theoretical section will address all the concepts related to internal marketing, pointing out its importance, in addition to its most important dimensions that were studied in the practical side.

2.1 INTERNAL MARKETING DEFINITION

Marketing is a fundamental function of the organization serving as a dynamic tool in achieving its goals,. It is the key to unlocking progress and the cornerstone of economic activity. Since its inception in the last century, it has gone through many stages that led to the development of its philosophy to include all reciprocal relationships that provide benefit to the organization, including employees, announcing the emergence of a new approach that contributes to the advancement of the human resources function to a strategic partner that creates value for the organization, which is "internal marketing" through which the organization can obtain individuals with high capabilities and skills capable of bearing responsibility and providing high-quality services to customers, as well as retaining them by reviewing the relationship between the employer and the employee. (COLLINS & PAYNE, 2001, p. 261) bout 34 years ago, internal marketing (IM) was first proposed as a solution to the problem of delivering consistently high service quality by Berry et al. (1976). “There is a great deal of confusion in the literature as to precisely what IM is, what it is supposed to do, how it is supposed to do it, and who is supposed to do it. (Alencar de Farias, 2010, p. 100)

The concept of inbound marketing emerged from the concept of relationship marketing, focusing on selecting the best individuals (especially those working on the front line) who have direct contact with customers, to achieve the best interaction with them. It developed when marketers in the service sector began to take organized measures to market their services to workers in the first place, based on the fact that workers in this sector perform the largest and most important part of the marketing function.

2.1.1 development of the concept of internal marketing

In general, various literatures summarize the stages of development of the concept of internal marketing in three basic stages, represented by the following: (Al-Akhdar, 2009-9010)

***The first stage involves motivating and satisfying employees**, where the organization views employees as customers and the services it provides as products. The organization must encourage its employees to strive for excellence in improving service quality and satisfying customers.

***Consumer orientation stage:** The second step in the development of the concept of internal marketing was with the contributions of "Kronross", where he pointed out the role played by front-line employees (contact workers) in managing the relationship with customers, as they are responsible for satisfying the needs and desires of customers through the process of interaction that takes place between them. Thus, he focuses on the concept of interactive marketing that provides the organization with essential marketing opportunities.

***Change management and strategy implementation stage**: In this stage, researchers consider internal marketing as a means of effective strategy implementation. Winter, in 1985, was the first to call for the potential role of internal marketing as a tool for directing individuals towards achieving the organization’s goals.

2.1.2 The concept of internal marketing

There is no unified and agreed-upon definition of inbound marketing, but there are many ideas and contributions to define this concept, the most prominent of which are the following: (Samia, 2012-2013, p. 8)

1- Berry defined internal marketing as "considering employees as internal customers and jobs as internal products, which must be designed to satisfy the desires and needs of internal customers to achieve the organization's goals." It is clear from this definition that internal marketing is based on:

- Considering employees as consumers whose needs and desires must be investigated;

- Designing jobs as products to satisfy and fulfill the needs of internal customers;

- Internal marketing works to achieve the organization's goals.

2- As defined by (Johnson and Segnour) as “the activity that creates an internal environment based on supporting and instilling the concept of customer orientation among individuals and workers”, this definition indicates the following: (Adel Boumjan, 2015, p. 7)

- The necessity of instilling the concept of customer orientation in the minds of workers;

- Providing a good work environment;

3- He also defined internal marketing as “those planned efforts based on using the marketing approach to eliminate organizational resistance to change, and to achieve cooperation and functional integration among employees towards the effective implementation of the company’s strategy and its functional strategies in a way that ultimately enables achieving consumer satisfaction through motivated and consumer-oriented employees.” (Ben Jia Nasira, 2018, p. 195)

4- Kortler also referred to internal marketing as: “The work done by an organization to train and motivate its internal customers, especially

those employees who interact directly with customers in service, to work as a team to achieve customer satisfaction and fulfillment. (Adel Boumjan, 2015, p. 286)

Finally, a comprehensive definition of internal marketing can be extracted from the set of definitions discussed previously. “Internal marketing is the process that calls for treating employees as internal customers, taking all that entails from diagnosing their needs and desires and working to satisfy them, as well as developing their capabilities and skills to improve the levels of service provided by them.”

2.2 The importance of internal marketing

The importance of internal marketing can be imagined through two aspects represented by the organization and the workers, which are as follows:

2.2.1The importance of internal marketing for the organization:

Internal marketing is an administrative method that aims to reach customers by developing and motivating the organization's members to perform their tasks to the fullest extent while communicating with customers, and applying the philosophy of management and quality in the performance of services by all members of the organization in a way that achieves quality and customer satisfaction, which is positively reflected in the performance and profitability of the organization and its stated goals. Internal marketing gains its importance for the organization based on three axes: (Ahmed Bin Muwaiza, 2021, pp. 83-84)

1-Change management: The organization may adopt major changes, such as deciding to raise the level of profits by a very large percentage (from 3% to 30%), for example, or introducing new systems, and here internal marketing plays an important role in accepting and making these changes successful.

2- Building the public image: According to Richard Norman, the organization's image is one of the basic elements among five elements (market sector, service concept, organization image, delivery system, organization culture), and the image is a media tool used by the

organization to influence (employees, employment market, customers, other stakeholders in the activity such as shareholders or other resource owners...).

3-Building the organization's strategy: Implementing any strategy requires cooperation and coordination between different individuals and functions. Internal marketing efforts work to reduce the severity of functional interference and conflict, and build the commitment required to implement that strategy in the best possible way.

2.2.2 The importance of internal marketing for employees:

The implementation of internal marketing programs and policies brings many benefits to employees within the organization, including: (Muhammad Al-Madani Al-Jarousha, 2016, p. 18)

1-Achieving employee satisfaction: The philosophy of modern management is based on the principle that customers always expect the best from the organization, and through internal marketing's view of employees as internal customers, it aims to motivate, train, and support employees and enhance internal communications, which works to reduce the intensity of conflicts between employees, which leads to satisfying their desires and contributes to achieving their satisfaction.

2-Developing and improving employee performance: Management can stimulate the desire in the individual by satisfying his motives and needs, which leads to raising the individual's productive efficiency, and internal marketing helps the organization discover these motives and needs and work to satisfy them, which makes raising performance a logical result of internal marketing operations.

3-Feeling of organizational commitment: The lack of organizational commitment among employees in any organization has disastrous results that may lead to its closure. The main thrust of the internal marketing concept is to ensure that employees feel that the organization's management cares about them and works to meet their needs. If these needs are met,

employees will feel a strong sense of organizational commitment and enthusiasm towards their organizations.

2.3 Internal Marketing Dimensions

Internal marketing is one of the essential building blocks on which institutions are built, especially service institutions, as internal marketing aims to care for and provide care for human resources within the institution, relying on several policies and procedures that work to raise the capabilities and skills of human resources and excel in their performance, and to provide the best and highest quality services. Studies have varied and differed on determining the dimensions of internal marketing, as some of them share in adopting the same dimensions and others differ, and the current study tried to reconcile the difference and similarity through the study of "Harver and others", which is: (Amal, 2016; Amal, 2016)

2.3.1Empowerment

Empowerment is a widely recognized concept in the business world, offering numerous benefits when granted to individualswithin ane organization. Initially considered a delegation of authority, its concept has since expanded. The concept of empowerment refers to the process of strengthening or enhancing, and it emerged in administrative thought as a call to abandonthe traditional model of leadership, which emphasizes guidance, in favor of a leadership that approaches values, participation, and consultation, ultimately increasing the benefits for human beings. This in turn, requires a radical change in work roles, as empowerment can be defined as the process through which workers are given a space of independence and freedom in making decisions, so that the manager shares with his subordinates what powers he has. The empowerment process includes, in addition to participating in decision-making, participating in submitting suggestions and ideas, and using knowledge and experience, in addition to encouraging individuals to take the initiative and giving them confidence to perform the work in their own way without direct interference from management, while qualifying them professionally and behaviorally to perform the work. Thus, the concept of empowerment is summarized as the

ability for the individual to be effective, and to perform important tasks (with a goal), to have independence in performing the work, experience, and the ability to influence when performing the work and achieving goals.

2.3.2Training :

The concept of training policy is that it is the means through which guidelines are provided to employees, enabling them to acquire valuable knowledge and skills, to ensure cost-effectiveness, and to maintain and develop human resources. In addition, training is considered an essential element in the organization. Before starting it, it must be planned according to the requirements of the job, skills, and strategic initiatives, and allocated according to the needs of the organization. Most leading organizations establish a special advanced management system for it based on foundations and curricula that are in line with the comprehensive quality system, and provide their services based on the opinions and consultations of experts. This is in addition to developing skills and formal and informal training, internal and external training, as its importance is confirmed in bridging the growing gap between existing specializations and the skills and specializations required to face the future, and ensuring the success of the organization after conducting a careful analysis of the gap to reduce or eliminate it if possible.

2.3.3 Incentives :

Motivating employees is a complex task because it requires understanding the psychology and mentality of individuals, and the ability to create an environment that develops their motivation and enhances the creation of effective competencies to improve personnel management, as the efficiency of individuals is based on two basic elements:

- The ability to work: This is represented by the individual's skills and abilities that he acquires through education and training, in addition to personal readiness and ability

- The desire to work: This is represented by the incentives that drive his behavior in the direction that achieves the organization's goals.

2.3.4 Internal Communications :

The internal communication dimension is the tangible and perceptible dimension among the dimensions of internal marketing and one of the decisive means for its success, as it is inconceivable that management can carry out its duties without means of communication that ensure interactive and mutual communication of information between it and the employees. Through them, sufficient and accurate information can be provided, which helps create more awareness and understanding among employees, reducing conflict between them, and making it easier to convinceincing customers and convey information to them. Among the means of internal communication are: meetings and meetings with employees, annual reports, company bulletins, direct verbal communications with employees, etc.

The following figure shows the most important dimensions that were relied upon in our study as follows:

3. APPLIED STUDY

This section of the study will apply theoretical concepts to practical applications, examining the extent to which internal marketing dimensions are implemented within the healthcare institution in Aflou. This will be achieved through the following requirements**.**

3.1 Research Methodology

A method is defined as the approach a researcher uses in their research or study of a problem to arrive at solutions or specific results. Scientific research methods allow for the various aspects and dimensions of research to be confined to stages that facilitate the study. Given the multiple classifications of methods used in research and their differences from one topic to another, the descriptive-analytical method was chosen because it is not limited to collecting and classifying data. Rather, it involves interpreting the data and understanding the characteristics of the phenomenon under study to determinet its causes, identify controlling factors, and draw conclusions. This is accomplished according to a specific research plan through the collection, organization, and analysis of data.

3.1.1 Study Tools

The study utilized a questionnaire, a tool designed to assess respondents' attitudes toward a specific topic. The questionnaire was divided into three

sections:

Section One: Includes demographic variables for the study sample, including: (ender, age, educational attainment, number of years of experience, and number of training courses.

Section Two: This section consists of the studied variable, internal marketing, with the number of items distributed across its four dimensions as follows:

- After empowerment, which included four phrases from 1 to 4.
- After training, which included four phrases from 5 to 8.
- After motivation, which included four phrases from 9 to 12.
- After internal communication, which included four phrases from 13 to 16.

Section Three: This section included six (06) statements related to internal marketing obstacles. The five-point Likert scale was used to measure the respondents' responses to the questionnaire statements, which goes back to Remis Likert, a sociologist at the University of Michigan. It is considered a psychological response scale, used primarily in questionnaires to obtain the respondent's preferences or the degree of agreement with a statement or group of statements. This scale is considered the most common.

3.1.2 Study population and Stability of the study tool

The study targeted workers at the Abdelkader Bajra Hospital in Aflou. A random sample of all data was taken and analyzed. We distributed 60 questionnaires and retrieved 59 valid questionnaires.

The study data showed that the Cronbach alpha coefficient for the total internal marketing variable was 0.818 for its dimensions, the coefficient value was equal to 0.861, and the stability coefficient for the internal marketing obstacles axis appeared at 0.697, which are good ratios that make the study tool valid and suitable for reliance.

3.1.3 General data :

Out of 60 respondents, 59.3% were females. The ages ranged about the age variable, and we find that the group between (30-40 years) is the most prevalent, with a percentage estimated at 55.9%, which means that the sample surveyed was dominated by the youth group, which enjoys activity,

experience, and the ability to perform tasks. Speaking of academic qualifications, we find that university level is the most prevalent in the sample, with a percentage estimated at 55.8%, which is consistent with the positions they hold, which require them to have a high level of education to face challenges. In terms of years of experience, we find that the category with the most years of experience, representing more than 10 years, ranked first at 28.8%. This may be due to their advanced age and the fact that they have spent years of service, which would force them to retire. Despite the small size of this category, it holds an important position as the core of the studied organization, given its extensive experience. The number of training courses reached 55.8%, ranking first. This indicates that sample members had attended between one and three training courses. However, the group that had never received training courses came in second, accounting for a significant 37.3%.

3.2 Sample Members' Attitudes Regarding the Level of Implementation of Internal Marketing Dimensions

An attempt to diagnose the reality of internal marketing and its four dimensions (empowerment, training, incentives, and internal communication). as outlined in the questionnaire. We will examine each dimension separately:

3.2.1 Sample members’ attitudes about the level of empowerment application

In diagnosing the reality of the empowerment dimension in the institution under study, the first statement, “I have some authority to make certain decisions,” came in agreement with the statement “I agree,” with an arithmetic mean of 3.54 and a standard deviation of 0.988. This corresponds to the statement “I agree” according to the adopted scale. The second statement, “I find it easy to communicate with my boss at any time,” had an arithmetic mean of 3.86 and a standard deviation of 1.008. This corresponds to the statement “I agree” according to the adopted scale. The third statement, “Providing me with sufficient authority enhances my belonging to a scientific institution,” came in third place. The arithmetic mean for this statement was 4.02, and the standard deviation was 0.707. This corresponds to the statement “I agree” according to the adopted scale. The last

statement, “I express my opinion openly to my bosses,” came in last place with an arithmetic mean of 3.95 and a standard deviation of 0.700. This is equivalent to the word “OK” according to the approved measurement scale.

3.2.2 Sample members' attitudes about the level of training application:

In diagnosing the post-training reality at the institution under study, the first statement was "I receive training courses related to the nature of my work." The arithmetic mean for this statement was 3.36, and the standard deviation was 1.01, which corresponds to the statement "neutral" according to the approved measurement scale. The second statement was "The training courses helped me continuously develop my skills and abilities." This statement had an arithmetic mean of 3.66 and a standard deviation of 1.12, which corresponds to the statement "agree" according to the approved measurement scale. This was followed by the statement "I find various equipment that helps me complete the training courses." This statement had an arithmetic mean of 3.22 and a standard deviation of 1.17, which corresponds to the statement "neutral" according to the approved measurement scale. Finally, the statement "I feel that the training process is useless and a waste of time and money" had an arithmetic mean of 2.27 and a standard deviation of 0.92, which corresponds to the statement "disagree" according to the approved measurement scale.

3.2.3 Sample members' attitudes about the level of motivation application:

In diagnosing the reality of the incentive dimension in the institution under study, the first statement that agreed with the statement "I feel that the incentive system applied in my institution achieves justice for everyone" was the arithmetic mean of this statement, which was 3.19 and a standard deviation of 1.319, which corresponds to the statement "neutral" according to the adopted measurement scale. In second place was the statement "the incentives I receive increase my loyalty to my institution"; the arithmetic mean of this statement was 3.59 and a standard deviation of 1.085, which corresponds to the statement "agree" according to the adopted measurement scale. It was followed by the statement "the incentives provided create an atmosphere of creativity, competition and cooperation", the arithmetic mean

of this statement was 3.61 and a standard deviation of 1.114, which corresponds to the statement "agree" according to the adopted measurement scale. Finally, the statement "reprimand increases my motivation" had an arithmetic mean of 2.86 and a standard deviation of 1.210, corresponding to a "neutral" rating on the adopted measurement scale.

3.2.4 Sample members' attitudes about the level of internal communication application:

In diagnosing the reality of internal communication in the institution under study, the first statement that corresponded to the statement “I can use the information system in the institution to exchange information effectively to perform my duties correctly” came with an arithmetic mean of 3.31 and a standard deviation of 1.249, which corresponds to the statement “neutral” according to the approved measurement scale. In second place was the statement “There is direct communication between me and the management to quickly solve urgent problems.” The arithmetic mean of this statement was estimated at 3.59 and a standard deviation of 1.315, which corresponds to the statement “agree” according to the approved measurement scale. It was followed by the statement “Modern means of communication help me receive information at the appropriate time.” The arithmetic mean of this statement was estimated at 3.02 and a standard deviation of 1.252, which corresponds to the statement “neutral” according to the approved measurement scale. Finally, the statement “I feel that the information I receive is not clear.” This statement came with an arithmetic mean of 3.24 and a standard deviation of 1.104, which corresponds to the statement “neutral” according to the approved measurement scale.

3.2.5 Sample members' attitudes towards internal marketing obstacles:

In diagnosing the reality of internal marketing obstacles in the institution under study, the first statement came in agreement with the spread of bureaucratic practices, while carrying out various tasks with an arithmetic mean of 3.27 and a standard deviation of 1.298, which is consistent with the statement “neutral” according to the adopted measurement scale. The second statement, “lack of administrative skills to deal well with the two employees,” had an arithmetic mean of 3.56 and a standard deviation of 1.164, which is consistent with the “agree” statement on the adopted

measurement scale. It was followed by the statement “conflicts existing between the various departments in the institution” with an arithmetic mean of 3.49 and a standard deviation of 1.073, which is consistent with the statement “agree” according to the adopted measurement. In fourth place came the statement “lack of faith in the abilities of working individuals to bear part of the powers” with an arithmetic mean of 3.71 and a standard deviation of 1.035, which is consistent with the statement “agree” according to the adopted measurement scale. Then came the statement “existence of a gap between management and working individuals in the institution” with an arithmetic mean of 3.88 and a standard deviation of 1.274, which is consistent with the statement “agree” according to the adopted measurement scale. Finally, the statement “nature of the structure” came. The inflexible organizational structure hindersr rapid adaptation within the organization, as evidenced by an arithmetic mean of 3.80 and a standard deviation of 1.200, corresponding to the “agree” statement on the approved measurement scale.

3.3 Testing the Study Hypotheses

After analyzing and interpreting the sample members' attitudes toward the study variables, the hypotheses will be tested.

3.3.1 Testing the first hypothesis

To test the validity of the first sub-hypothesis, which states: There is no discrepancy in the opinions of the study sample members regarding the implementation of the empowerment dimension by the Aflou Msibih Issa Public Neighborhood Health Institution at a significance level of 0.05, the arithmetic mean and standard deviation were calculated for the empowerment dimension, in addition to a t test. The following table illustrates this.

Table N°2: Testing the first hypothesis

	Arithmetic mean	Standard deviation	T test	Sig
Empowerment	**3.84**	**0.700**	**42.12**	**0.000**

Source(s): Table by the authors

From the table shown above, the calculated "T" value is equal to (42.12). The significance level (sig value) was 0.000,which is less than 0.05, qualifying to reject the hypothesis and indicate a variation in the opinions of the study sample members regarding the application of the Masibih Issa Public Neighborhood Health Institution's empowerment dimension. However, this does not mean that the institution under study does not apply the empowerment dimension, given the arithmetic mean equal to (3.84), which falls in the range (from 3.41 to 4.2) corresponding to the "agree" box in the adopted measurement scale.

3.3.2Testing the second hypothesis

To test the validity of the second sub-hypothesis, which states: There is no discrepancy in the opinions of the study sample members regarding the implementation of the Aflu Msibih Issa Public Neighborhood Health Institution's training program at a significance level of 0.05, the arithmetic mean and standard deviation were calculated for the training program, in addition to a t-test. The following table illustrates this.

Table N°3: Testing the second hypothesis

	Arithmetic mean	Standard deviation	T test	sig
Training	**3.12**	**0.68**	**35.17**	**0.000**

Source(s): Table by the authors

We notice from the table shown above that the calculated "T" value is equal to (35.17). The significance level (sig value) was 0.000, which is less than (0.05 qualifyinge hypothesis, meaning that there is a variation in the opinions of the study sample members regarding the application of the public institution for neighborhood health, Misibih Issa, after the training.

However, this does not mean that the institution under study does not apply the training after the training because by returning to the arithmetic mean equal to (3.12), we find that it falls in the range (from 2.61 to 3.4) corresponding to the "neutral" box in the adopted measurement scale.

3.3.3 Testing the Third Hypothesis

To test the validity of the third sub-hypothesis, which states: There is no discrepancy in the opinions of the study sample members regarding the implementation of the incentive dimension by the Aflou Msibih Issa Public Neighborhood Health Institution at a significance level of 0.05, the arithmetic mean and standard deviation were calculated for the incentive dimension, in addition to a t test.

Table N°4: Testing the third hypothesis

	Arithmetic mean	Standard deviation	T test	sig
Incentives	**3.31**	**0.89**	**28.40**	**0.000**

Source(s): Table by the authors

We notice from the table shown above that the calculated "T" value is equal to (28.40). The significance level sig value was (0.000) which is less than (0.05) and this makes us reject the hypothesis and say that there is a variation in the opinions of the study sample members about the application of the Masibih Issa Public Institution for Neighborhood Health after the incentives. However, this does not qualify us to say that the institution under study does not apply the incentives after the incentives because by returning to the arithmetic mean equal to (3.3), we find that it falls in the range (from 2.61 to 3.4) corresponding to the neutral box in the adopted measurement scale.

3.34 Testing the Fourth Hypothesis:

To test the validity of the fourth sub-hypothesis, which states: There is no discrepancy in the opinions of the study sample members regarding the implementation of the internal communication dimension by the Aflou Msibih Issa Public Neighborhood Health Institution at a significance level of 0.05, the arithmetic mean and standard deviation were calculated for the internal communication dimension, in addition to a t test. The following table illustrates this.

Table N°5: Testing the Fourth Hypothesis

	Arithmetic mean	Standard deviation	T test	sig
Intercom	3.28	0.96	26.12	0.000

Source(s): Table by the authors

We notice from the table above that the calculated "T" value is equal to (26.12). The significance level (sig value) was 0.000, which is less than 0.05, qualifying us to reject the hypothesis. This indicates a variation in the opinions of the study sample members regarding the application of the public institution for neighborhood health, Misibih Issa, specifically within the internal communication dimension. However, this does not qualify us to say that the institution under study does not apply the internal communication dimension because, by returning to the arithmetic mean equal to (3.28), we find that it falls in the range (from 2.61 to 3.4) corresponding to the neutral box in the adopted measurement scale.

4. CONCLUSION

Including search results, recommendations or suggestions:

-Internal marketing is a modern topic that represents the good care given to employees.

-The Aflou Public Neighborhood Health Institution is not clear in its application of internal marketing. This is based on employee opinions and their neutrality in the institution’s adoption of internal marketing dimensions.

-The current study concluded that there is a high degree of empowerment in the organization concerned, requiring them to be timely decision-makers and bear a portion of the responsibility. This helps them improve their provision of high-quality, distinctive services if their decisions are sound.

Based on the above conclusions, we offer the following recommendations:

- Conduct comprehensive and accurate studies on similar organizations that implement internal marketing for employees, and work to emulate them to suit their environment and benefit from them.

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