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Reconfiguring Internal Value Exchange in the Context of Digital Transformation: The Impact of Digital Internal Marketing on Employee Perceived Value

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Abstract :

This study investigates the associations between digital internal marketing practices and employees' perceived value within Algérie Télécom, a technology-intensive service organisation undergoing digital transformation. Drawing on internal marketing and internal value exchange perspectives, digital internal marketing is conceptualised through four dimensions: digital internal communication, digital training and development, digital empowerment, and digital motivation. Employee perceived value is modelled as a multidimensional construct comprising functional, emotional, social, developmental, and economic value.

Survey data were collected from 230 employees across eight provinces and analysed using Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), and Structural Equation Modelling (SEM) through AMOS 23. The findings reveal a differentiated pattern of associations. Digital training and development is significantly associated with all value dimensions. Digital internal communication is associated with functional, emotional, and economic value, while digital empowerment is associated with social, developmental, and economic value. Digital motivation is associated with functional, emotional, developmental, and economic value, but not with social value. Overall, the results suggest that digital internal marketing contributes to internal value exchange through distinct performance-oriented, relational, and growth-oriented pathways.

Keywords: Digital internal marketing; Employee perceived value; Digital transformation; Internal value exchange; Telecommunications sector.
JEL Classification Codes: M31; M12; O33.

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1. Introduction

Digital transformation has emerged as a major force reshaping contemporary organisations. Its influence extends beyond automation, operational efficiency, and customer-facing service improvements to include the internal processes through which employees communicate, learn, participate, receive recognition, and perceive the value they derive from organisational membership (Vial, 2019; Verhoef et al., 2021). In this context, digital technologies are not merely technical infrastructures; they also reshape internal relationships and influence the practical and psychological value exchange between organisations and their employees.

This shift has renewed the strategic relevance of internal marketing as an organisational function. Internal marketing is rooted in the premise that employees represent internal customers whose needs, experiences, and motivation influence service quality and organisational performance (Berry, 1981; Rafiq & Ahmed, 2000; Ahmed & Rafiq, 2003). As work processes become increasingly digitised, internal marketing practices are increasingly delivered through digital communication platforms, online training systems, digital empowerment tools, and technology-mediated recognition mechanisms. This development has given rise to digital internal marketing as a contemporary extension of traditional internal marketing.

Despite the considerable scholarly attention devoted to internal marketing, its digitally enabled form remains comparatively underexplored, particularly in relation to employee perceived value. Prior studies have mainly concentrated on outcomes such as job satisfaction, organisational commitment, employee engagement, or task performance (Yi et al., 2023; Brown et al., 2025). While these outcomes are important, they do not fully capture how employees evaluate the overall benefits they receive from their employment relationship. Employee perceived value offers a broader analytical framework by encompassing functional, emotional, social, developmental, and economic dimensions of organisational membership. This perspective is consistent with social exchange theory and perceived organisational support literature, both of which emphasise reciprocity, organisational investment, and employees' evaluation of received benefits (Eisenberger et al., 1986; Cropanzano & Mitchell, 2005).

To address this theoretical gap, the present study examines how four dimensions of digital internal marketing—digital internal communication, digital training and development, digital empowerment, and digital motivation—are associated with five dimensions of employee perceived value: functional, emotional, social, developmental, and economic value. The empirical investigation is situated within Algérie Télécom, a technology-intensive service organisation operating in an emerging-market environment. This context is particularly relevant because telecommunications organisations rely strongly on digital infrastructure, employee competence, internal coordination, and service responsiveness.

This study contributes to the internal marketing literature in three main ways. First, it extends traditional internal marketing research by integrating the digital transformation perspective into the analysis of internal value creation. Second, it advances employee perceived value as a multidimensional outcome that offers a more comprehensive understanding of how employees evaluate the benefits they receive from their organisations. Third, it provides empirical evidence from the telecommunications sector in an emerging-market context, thereby broadening the contextual and geographical scope of digital internal marketing research.

The remainder of this paper is organised as follows. The next section presents the theoretical background and develops the conceptual model. The third section describes the research methodology, including data collection procedures and analytical strategy. The fourth section

reports the empirical findings derived from structural equation modelling. The fifth section discusses the results in light of existing theory and previous evidence. Finally, the sixth section outlines the theoretical and managerial implications, acknowledges the study's limitations, and presents the conclusion.

1.1 Research Problem

Based on the preceding discussion, the central research question of this study is formulated as follows:

To what extent are digital internal marketing dimensions associated with the different dimensions of employees' perceived value in a digitally transforming telecommunications organisation?

More specifically, the study seeks to determine whether digital internal communication, digital training and development, digital empowerment, and digital motivation generate similar or differentiated relationships with employees' functional, emotional, social, developmental, and economic value.

1.2 Research Hypotheses

a. Main Hypothesis

H1: Digital internal marketing dimensions are positively and significantly associated with employees' perceived value dimensions.

b. Sub-Hypotheses

H2: Digital internal communication is positively and significantly associated with employees' perceived value dimensions.

H2a: Digital internal communication is positively and significantly associated with functional value.
H2b: Digital internal communication is positively and significantly associated with emotional value.
H2c: Digital internal communication is positively and significantly associated with social value.
H2d: Digital internal communication is positively and significantly associated with developmental value.
H2e: Digital internal communication is positively and significantly associated with economic value.

H3: Digital training and development is positively and significantly associated with employees' perceived value dimensions.

H3a: Digital training and development is positively and significantly associated with functional value.
H3b: Digital training and development is positively and significantly associated with emotional value.
H3c: Digital training and development is positively and significantly associated with social value.
H3d: Digital training and development is positively and significantly associated with developmental value.
H3e: Digital training and development is positively and significantly associated with economic value.

H4: Digital empowerment is positively and significantly associated with employees' perceived value dimensions.

H4a: Digital empowerment is positively and significantly associated with functional value.
H4b: Digital empowerment is positively and significantly associated with emotional value.
H4c: Digital empowerment is positively and significantly associated with social value.
H4d: Digital empowerment is positively and significantly associated with developmental value.
H4e: Digital empowerment is positively and significantly associated with economic value.

H5: Digital motivation is positively and significantly associated with employees' perceived value dimensions.

H5a: Digital motivation is positively and significantly associated with functional value.
H5b: Digital motivation is positively and significantly associated with emotional value.

H5c: Digital motivation is positively and significantly associated with social value.
H5d: Digital motivation is positively and significantly associated with developmental value.
H5e: Digital motivation is positively and significantly associated with economic value.

1.3 Research Objectives

Although internal marketing has been widely studied, its digitally enabled form remains insufficiently examined, particularly in relation to employees' perceived value. Prior research has mainly focused on job satisfaction, organisational commitment, employee engagement, or performance, while less attention has been given to how digital internal marketing practices shape employees' functional, emotional, social, developmental, and economic value.

Accordingly, this study aims to:

- develop a conceptual framework linking digital internal marketing dimensions to employees' perceived value dimensions;
- examine the relationships between digital internal communication, digital training and development, digital empowerment, digital motivation, and employees' perceived value;
- determine whether digital internal marketing practices generate similar or differentiated value pathways across functional, emotional, social, developmental, and economic value;
- provide empirical evidence from Algérie Télécom as a technology-intensive telecommunications organisation operating in an emerging-market context;
- offer theoretical and managerial implications for improving internal value creation during digital transformation.

2. Theoretical Background and Conceptual Model

2.1 Digital Internal Marketing

a. Conceptual Foundations

Internal marketing has progressively evolved into a strategic managerial philosophy that applies marketing principles within the organisation by positioning employees as internal customers and their roles as internal products. Its central purpose is to ensure organisational alignment, employee motivation, and strategic integration (Rafiq & Ahmed, 2000, p. 453; Ahmed & Rafiq, 2003, p. 1178).

With the acceleration of digital transformation, internal marketing practices have increasingly incorporated digital infrastructures and interactive technologies. This shift has led to the emergence of digital internal marketing, which relies on digital communication systems, collaborative platforms, and data-driven tools to strengthen internal alignment and value creation (Brown et al., 2025, p. 2; Verčič, 2023, p. 2; Zhao & Wang, 2026, p. 1).

Contemporary research suggests that internal marketing has moved beyond a tactical orientation and has become embedded within organisational culture as a relational and strategic process (Brown et al., 2025, p. 3; Yu et al., 2025, p. 2). In this study, digital internal marketing is understood as a strategic organisational mechanism that integrates technological systems with human resource and marketing practices to enhance internal coordination and sustainable value delivery (Yu et al., 2025, p. 2; Bindeeba et al., 2026, p. 2).

Digital internal marketing is conceptualised as a multidimensional construct comprising four main dimensions: digital internal communication, digital training and development, digital

empowerment, and digital motivation. These dimensions represent the main digital mechanisms through which internal marketing practices may shape employees' perceived value in digitally transforming organisations.

b. Digital Internal Communication

Digital internal communication refers to the use of digital channels, such as intranets and collaborative systems, to disseminate strategic objectives, brand values, and organisational priorities. Effective digital communication may enhance transparency and shared understanding (Brown et al., 2025, p. 2; Zhang et al., 2026, pp. 118–122), while also facilitating two-way feedback processes that strengthen employee participation (Yi et al., 2023, p. 4; Qin, 2024, p. 553).

c. Digital Training and Development

Digital training and development relies on e-learning platforms and virtual knowledge-sharing tools to develop employees' skills and service capabilities. Empirical evidence indicates that digital training may contribute to employee satisfaction and service performance (Davras, 2024, p. 3). In dynamic sectors, continuous digital learning also supports adaptability and long-term performance sustainability (Bindeeba et al., 2026, pp. 2–3, 19; Stevani & Muafi, 2024, pp. 487–488).

d. Digital Empowerment

Digital empowerment reflects the extent to which technological systems provide employees with access to information, participative decision-making opportunities, and autonomy in task execution. Research indicates that empowerment through digital systems may strengthen organisational involvement and reduce role ambiguity (Yi et al., 2023, p. 2; Zhang et al., 2026, pp. 122–123). It also highlights the importance of balancing autonomy with shared responsibility in digital change contexts (Khalil et al., 2025; Zhang et al., 2026, pp. 118–122).

e. Digital Motivation

Digital motivation refers to the integration of digital performance management systems, recognition platforms, and incentive mechanisms that enhance transparency and reinforce employee effort. Such practices have been linked to higher job satisfaction and discretionary behaviours by making employee contributions more visible and valued (Yi et al., 2023, p. 1; Stachová et al., 2024, pp. 1–14).

Taken together, these four dimensions represent the main digital mechanisms through which internal marketing practices are delivered in contemporary organisations. They are expected to be associated with employees' perceived value by shaping functional support, emotional appreciation, social belonging, developmental opportunities, and economic returns.

2.2 Employee Perceived Value

a. Conceptual Foundations

Employee perceived value refers to employees' overall evaluation of the benefits they receive from their relationship with the organisation in comparison with the effort, time, skills, and commitment they contribute. It is grounded in the internal value exchange perspective, which views the employee–organisation relationship as a reciprocal exchange of resources, support, recognition, and opportunities (Blau, 1964; Eisenberger et al., 1986; Cropanzano & Mitchell, 2005).

Unlike job satisfaction or organisational commitment, employee perceived value provides a broader understanding of how employees assess their organisational membership. While satisfaction reflects an affective response to the job and commitment reflects attachment to the organisation, perceived value captures the different types of benefits employees associate with their work experience. In this study, employee perceived value is conceptualised as a multidimensional construct composed of functional, emotional, social, developmental, and economic value.

This multidimensional perspective is particularly relevant in digitally transforming organisations. Digital internal marketing practices may shape employees' perceived value not only by supporting task efficiency, but also by influencing their perceptions of recognition, belonging, growth, and fairness. Therefore, employee perceived value offers a suitable framework for examining how digital internal marketing contributes to internal value creation.

b. Functional Value

Functional value refers to employees' perceptions of the practical and instrumental benefits they obtain from the organisation. These benefits include access to useful information, digital tools, technical support, clear procedures, and resources that help employees perform their tasks effectively. Digital internal marketing practices that improve communication, training, and work support may strengthen functional value by reducing ambiguity and enhancing operational efficiency (Yi et al., 2023).

c. Emotional Value

Emotional value reflects the affective benefits employees derive from their organisational relationship, such as pride, trust, psychological comfort, and feeling appreciated. In a digital work environment, emotional value may be strengthened when employees perceive that digital communication, feedback, recognition, and support systems make their contributions visible and valued. Thus, emotional value captures the psychological meaning employees attach to their work experience.

d. Social Value

Social value refers to the relational benefits employees obtain from workplace interaction, collaboration, inclusion, and belonging. It reflects the extent to which employees feel connected to colleagues, teams, and the organisation as a social community. Digital collaborative tools, participatory platforms, and interactive communication systems may support social value when they facilitate dialogue and cooperation rather than merely transmitting information.

e. Developmental Value

Developmental value represents employees' perceptions of growth, learning, and career development opportunities offered by the organisation. In digitally transforming organisations, this dimension is especially important because employees need continuous learning to adapt to new technologies and changing work processes. Digital training, empowerment, and knowledge-sharing systems may enhance developmental value by strengthening employees' skills, confidence, and future career prospects (Davras, 2024; Stevani & Muafi, 2024).

f. Economic Value

Economic value refers to employees' perceptions of tangible and financial benefits associated with their organisational contribution, including rewards, incentives, job security, and perceived fairness in compensation or performance evaluation. Digital performance management and reward systems may enhance economic value when they increase transparency, clarify performance expectations, and strengthen perceptions of fairness and equity (Yi et al., 2023; Stachová et al., 2024).

Taken together, these five dimensions provide a comprehensive framework for understanding how employees evaluate the value they receive from the organisation. They also make it possible to examine whether digital internal marketing practices generate similar associations across all value dimensions or whether each practice contributes to a specific value pathway.

3. Research Methodology

This study adopted a quantitative, cross-sectional research design to examine the structural relationships between digital internal marketing dimensions and employees' perceived value. A quantitative approach was considered appropriate because the study aimed to test a theoretically grounded model and assess the strength and significance of relationships among latent constructs. The conceptual framework and hypotheses were developed deductively from the literature on internal marketing, digital transformation, social exchange theory, and employee perceived value. Empirical data were then used to test the proposed model through multivariate statistical analysis.

3.1 Data Collection and Sample Description

a. Data Collection Procedure

Empirical data were collected from employees of Algérie Télécom, a telecommunications organisation operating in a context marked by ongoing digital transformation. This organisational setting was considered appropriate because the company relies heavily on digital infrastructure, internal coordination, employee capabilities, and service responsiveness. These characteristics make it a relevant context for examining digital internal marketing practices and their relationship with employees' perceived value.

Data were collected using a structured questionnaire administered in both paper-based and online formats. This mixed-mode administration was used to improve accessibility and increase participation among employees from different branches and functional areas. Prior to the main data collection, the questionnaire was pilot-tested with a small group of employees to assess item clarity, wording, and contextual relevance. Based on the feedback received, minor adjustments were made to improve the readability and suitability of the instrument.

Participation in the study was voluntary. Respondents were informed that their answers would remain anonymous and confidential and that the data would be used exclusively for academic research purposes. These procedural safeguards were adopted to encourage honest responses and reduce potential response bias.

b. Sample Characteristics

After data screening and the exclusion of incomplete questionnaires, the final sample consisted of 230 valid responses. Respondents were drawn from Algérie Télécom branches located across eight provinces and represented several functional areas, including administrative, operational, marketing, and technical departments. This distribution provided useful variability in terms of work roles, professional experience, and organisational positions.

The questionnaire also collected demographic and professional information, including gender, age, educational level, job position, and years of professional experience. These variables were used to describe the sample profile and to ensure that the respondents reflected a diverse range of employee categories within the organisation.

3.2 Data Analysis Strategy

a. Preliminary Data Screening

Before conducting the main statistical analyses, the dataset was examined to ensure its suitability for multivariate analysis. Missing values, incomplete responses, and potential outliers were checked. Descriptive statistics were then calculated, and skewness and kurtosis values were assessed to evaluate the distributional properties of the observed variables. Multicollinearity was examined using Variance Inflation Factor (VIF) values to ensure that the predictor variables did not present problematic levels of overlap.

b. Exploratory Factor Analysis

Exploratory Factor Analysis (EFA) was first conducted to examine the underlying dimensional structure of the measurement scales. Sampling adequacy was assessed using the Kaiser–Meyer–Olkin (KMO) measure, while Bartlett's test of sphericity was used to verify whether the correlation matrix was suitable for factor analysis. Factor extraction and rotation procedures were applied to identify the structure of the constructs and to assess the clarity of item loadings. Items with weak factor loadings or problematic cross-loadings were reviewed and, where necessary, removed to improve construct clarity and measurement quality.

c. Confirmatory Factor Analysis

Following the exploratory stage, Confirmatory Factor Analysis (CFA) was performed using AMOS 23 to assess the measurement model. CFA was used to evaluate the reliability and validity of the latent constructs before testing the structural model. Model fit was assessed using several goodness-of-fit indices, including the chi-square statistic (χ^2), normed chi-square (χ^2/df), Comparative Fit Index (CFI), Tucker–Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), and Standardized Root Mean Square Residual (SRMR).

Convergent validity was assessed through standardized factor loadings, Composite Reliability (CR), and Average Variance Extracted (AVE). Discriminant validity was examined using the Fornell–Larcker criterion by comparing the square root of the AVE for each construct

with its correlations with other constructs. These procedures ensured that the measurement model was reliable, valid, and suitable for subsequent structural analysis.

d. Structural Equation Modeling

After validating the measurement model, Structural Equation Modeling (SEM) was used to test the hypothesized structural relationships between digital internal marketing dimensions and employees' perceived value dimensions. SEM was considered appropriate because it allows the simultaneous estimation of multiple relationships among latent constructs while accounting for measurement error.

The structural model was evaluated by examining standardized path coefficients, critical ratios, p-values, and the direction and magnitude of the estimated effects. The results were interpreted with attention to both statistical significance and theoretical consistency. Given the cross-sectional nature of the data, the findings were interpreted as evidence of structural associations rather than definitive causal relationships.

3.3 Measurement Model Evaluation

The measurement model was assessed through Confirmatory Factor Analysis (CFA) using AMOS 23. Model fit was evaluated using absolute, incremental, and parsimony-based fit indices. The initial model showed marginal fit, with $\chi^2(621) = 2324.382$, $p < .001$, $\chi^2/df = 3.742$, CFI = 0.832, TLI = 0.918, NFI = 0.864, RMSEA = 0.090, and SRMR = 0.083. Since several indices did not meet the recommended thresholds, theoretically justified model refinements were required.

Modification indices were reviewed carefully, and only theoretically justifiable adjustments were retained. Following these refinements, the revised model achieved acceptable fit, with $\chi^2/df = 2.91$, CFI = 0.91, TLI = 0.92, RMSEA = 0.076, SRMR = 0.065, and PNFI = 0.608, as reported in Table 1.

The goodness-of-fit statistics are reported in **Table 1**, while **Figure 2** depicts the full measurement structure of the study .**Figure 2. Revised Measurement Model of the Study**

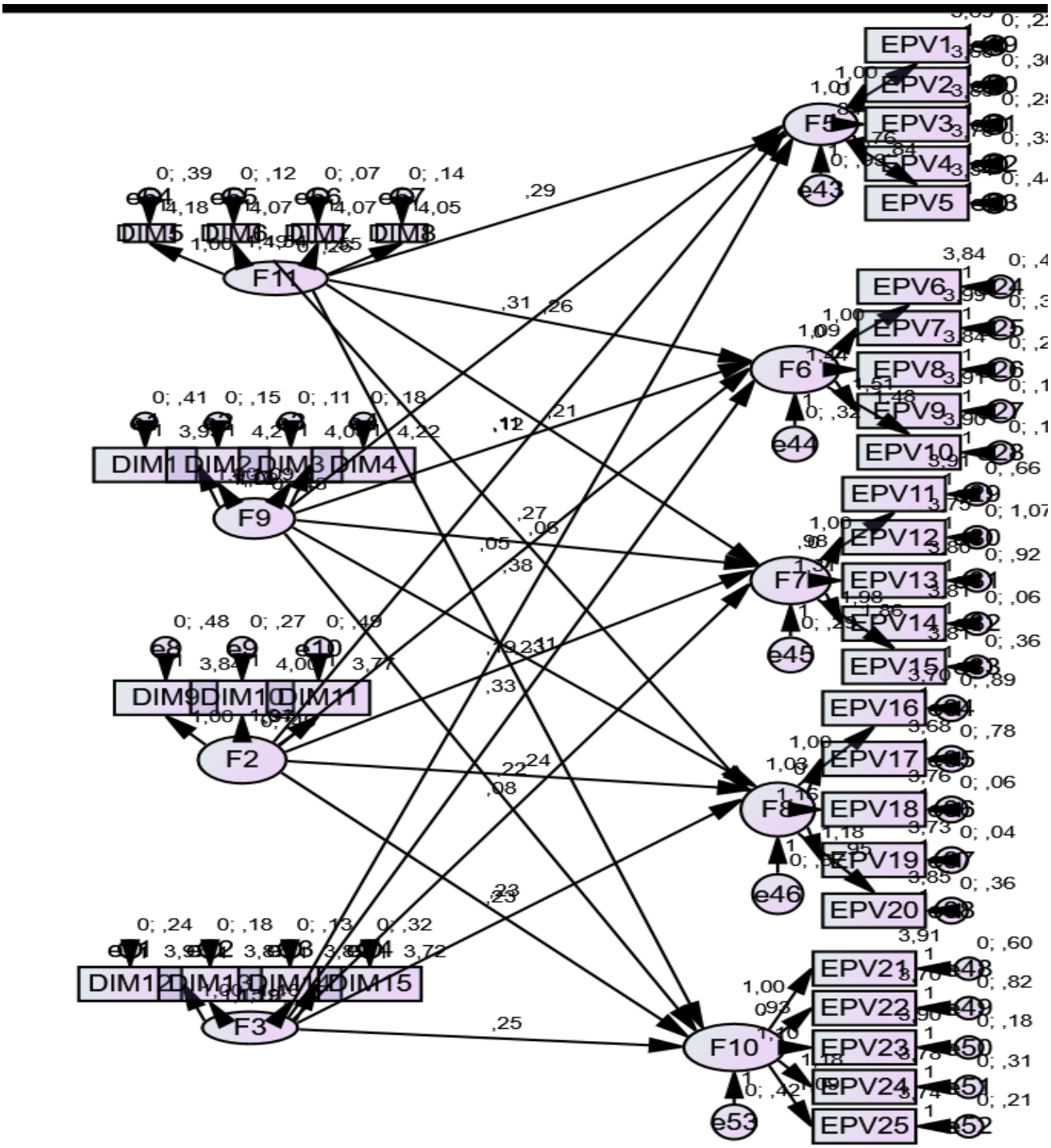


Table 1. Initial and Revised Measurement Model Fit Indices

Fit index	Recommended threshold	Initial model	Revised model	Interpretation
χ^2/df	< 5 acceptable; < 3 good	3.742	2.91	Improved
CFI	≥ 0.90	0.832	0.91	Acceptable after refinement
TLI	≥ 0.90	0.918	0.92	Acceptable
RMSEA	≤ 0.08	0.090	0.076	Acceptable after refinement
SRMR	≤ 0.08	0.083	0.065	Acceptable after refinement
PNFI	≥ 0.50	0.608	0.608	Acceptable parsimony

Source: Authors' elaboration based on AMOS 23 output.

The measurement model was assessed through Confirmatory Factor Analysis (CFA) using AMOS 23. The initial model showed marginal fit, with $\chi^2(621) = 2324.382$, $p < .001$, $\chi^2/df = 3.742$, CFI = 0.832, TLI = 0.918, NFI = 0.864, RMSEA = 0.090, and SRMR = 0.083. Since several indices were below the recommended thresholds, theoretically justified refinements were introduced.
Modification indices were reviewed carefully, and error covariances were allowed only between items with similar wording or closely related content. After refinement, the model achieved acceptable fit, with $\chi^2/df = 2.91$, CFI = 0.91, TLI = 0.92, RMSEA = 0.076, SRMR = 0.065, and PNFI = 0.608, as reported in Table 1.

The revised measurement model also showed satisfactory psychometric properties. All standardized factor loadings exceeded 0.50 and were significant at $p < .001$. Composite Reliability ranged from 0.82 to 0.91, and all AVE values exceeded 0.50, supporting convergent validity. Discriminant validity was confirmed, as the square root of each AVE exceeded its correlations with other constructs.

Overall, the revised measurement model demonstrated acceptable fit, reliability, convergent validity, and discriminant validity, making it suitable for structural path estimation. Given the cross-sectional nature of the data, the structural relationships are interpreted as associations rather than causal effects.

4. Results of Structural Model Analysis

After validating the measurement model, the structural model was examined to test the hypothesised relationships between digital internal marketing dimensions and the five dimensions of employee perceived value. The results were assessed using standardised path coefficients, standard errors, critical ratios, p-values, and statistical significance. The findings are presented according to the order of the research hypotheses.

4.1 Structural Paths from Digital Internal Communication to Employee Perceived Value

Table 2 presents the structural path estimates for the relationships between digital internal communication and the five dimensions of employee perceived value. The results show that digital internal communication is positively and significantly associated with functional, emotional, and economic value, whereas its relationships with social and developmental value are not statistically significant.

Table 2. Structural Paths from Digital Internal Communication to Employee Perceived Value

Relationship	Standardised Estimate (β)	S.E.	C.R.	p-value	Result
Digital Internal Communication → Functional Value	0.311	0.094	3.327	< 0.001	Supported
Digital Internal Communication → Emotional Value	0.111	0.054	2.042	0.041	Supported
Digital Internal Communication → Social Value	0.057	0.051	1.116	0.264	Not supported
Digital Internal Communication → Developmental Value	0.108	0.076	1.416	0.157	Not supported
Digital Internal Communication → Economic Value	0.221	0.066	3.351	< 0.001	Supported

Source: Authors' elaboration based on AMOS output.

The strongest standardised coefficient is observed for functional value (β = 0.311, p < 0.001), indicating that digital internal communication is mainly associated with employees' perceptions of work clarity, coordination, and operational support. This suggests that timely and transparent digital communication may reduce ambiguity and facilitate task execution.

Digital internal communication is also significantly associated with economic value (β = 0.221, p < 0.001). This result suggests that employees may link transparent communication with fairness, access to relevant information, and perceived professional usefulness. The association with emotional value is positive but modest (β = 0.111, p = 0.041), indicating that digital communication may contribute to psychological comfort and organisational confidence, although its affective role remains limited.

By contrast, the relationships with social value (β = 0.057, p = 0.264) and developmental value (β = 0.108, p = 0.157) are not statistically significant. This indicates that digital communication alone may not be sufficient to strengthen social belonging or career-growth perceptions. These outcomes may require complementary practices, such as collaborative routines, mentoring, participatory leadership, and structured development opportunities.

Overall, the results partially support H2. Digital internal communication contributes mainly to functional, emotional, and economic value, while its relationships with social and developmental value are not supported.

4.2 Structural Paths from Digital Training and Development to Employee Perceived Value

Table 3 presents the structural path estimates for the relationships between digital training and development and the five dimensions of employee perceived value. The results indicate positive and statistically significant associations across all value dimensions, suggesting that digital training represents an important internal marketing practice in shaping employees' value perceptions.

Table 3. Structural Paths from Digital Training and Development to Employee Perceived Value

Relationship	Standardised Estimate (β)	S.E.	C.R.	p-value	Result
Digital Training → Functional Value	0.294	0.124	2.372	0.018	Supported
Digital Training → Emotional Value	0.263	0.075	3.490	< 0.001	Supported
Digital Training → Social Value	0.208	0.071	2.915	0.004	Supported
Digital Training → Developmental Value	0.226	0.087	2.606	0.009	Supported
Digital Training → Economic Value	0.271	0.104	2.604	0.009	Supported

Source: Authors' elaboration based on AMOS output.

The largest standardised coefficient is observed for functional value (β = 0.294, p = 0.018), suggesting that employees tend to perceive digital training primarily as a practical resource that supports task performance, operational competence, and adaptation to digital work requirements. Digital training is therefore associated with the functional benefits employees attach to their organisation.

Digital training is also significantly associated with economic value (β = 0.271, p = 0.009). This finding indicates that employees may associate digital skill development with improved professional value, employability, and future work-related opportunities. In this sense, digital training is perceived not only as a short-term learning activity, but also as a resource that may enhance employees' long-term professional returns.

The relationship with emotional value is also significant (β = 0.263, p < 0.001), suggesting that digital training may strengthen employees' confidence, sense of preparedness, and psychological comfort when dealing with technology-intensive work environments. The associations with developmental value (β = 0.226, p = 0.009) and social value (β = 0.208, p = 0.004) are positive and significant, but comparatively more moderate.

Overall, the results fully support H3. Digital training and development is positively and significantly associated with all five dimensions of employee perceived value. Its strongest role appears in enhancing functional and economic value, while its relationships with social and developmental value remain positive but more moderate.

4.3 Structural Paths from Digital Empowerment to Employee Perceived Value

Table 4 presents the structural path estimates for the relationships between digital empowerment and the five dimensions of employee perceived value. The results indicate that digital empowerment is positively and significantly associated with social, developmental, and economic value, while its relationships with functional and emotional value are not statistically significant.

Table 4. Structural Paths from Digital Empowerment to Employee Perceived Value

Relationship	Standardised Estimate (β)	S.E.	C.R.	p-value	Result
Digital Empowerment → Functional Value	0.123	0.098	1.263	0.207	Not supported
Digital Empowerment → Emotional Value	0.046	0.057	0.819	0.413	Not supported
Digital Empowerment → Social Value	0.193	0.058	3.324	< 0.001	Supported
Digital Empowerment → Developmental Value	0.240	0.084	2.878	0.004	Supported
Digital Empowerment → Economic Value	0.233	0.070	3.305	< 0.001	Supported

Source: Authors' elaboration based on AMOS output.

The strongest standardised coefficient is observed for developmental value (β = 0.240, p = 0.004), indicating that employees may perceive digital empowerment as a source of professional growth, autonomy, and learning opportunities. This suggests that empowerment is more strongly associated with future-oriented value than with immediate task efficiency.

Digital empowerment is also significantly associated with economic value (β = 0.233, p < 0.001). This may reflect employees' perception that access to information, participation, and responsibility can improve their professional standing and future work-related returns. In addition, the significant association with social value (β = 0.193, p < 0.001) suggests that digital empowerment may strengthen inclusion, participation, and perceived recognition within the organisation.

By contrast, the relationships with functional value (β = 0.123, p = 0.207) and emotional value (β = 0.046, p = 0.413) are not statistically significant. This indicates that empowerment does not automatically translate into immediate work efficiency or emotional reassurance. Such outcomes may depend on complementary conditions, including adequate training, managerial support, clear decision-making boundaries, and sufficient digital resources.

Overall, the results partially support H4. Digital empowerment contributes mainly to developmental, economic, and social value, while its relationships with functional and emotional value are not supported.

4.4 Structural Paths from Digital Motivation to Employee Perceived Value

Table 5 presents the structural path estimates for the relationships between digital motivation and the five dimensions of employee perceived value. The results show that digital motivation is positively and significantly associated with functional, emotional, developmental, and economic value, whereas its relationship with social value is not statistically significant.

Table 5. Structural Paths from Digital Motivation to Employee Perceived Value

Relationship	Standardised Estimate (β)	S.E.	C.R.	p-value	Result
Digital Motivation → Functional Value	0.383	0.094	4.079	< 0.001	Supported
Digital Motivation → Emotional Value	0.325	0.059	5.494	< 0.001	Supported
Digital Motivation → Social Value	0.083	0.052	1.614	0.107	Not supported
Digital Motivation → Developmental Value	0.230	0.078	2.937	0.003	Supported
Digital Motivation → Economic Value	0.252	0.066	3.796	< 0.001	Supported

Source: Authors' elaboration based on AMOS output.

The largest standardised coefficient is observed for functional value (β = 0.383, p < 0.001), indicating that digital motivation is strongly associated with employees' perceptions of performance support, task focus, and work effectiveness. This suggests that digitally enabled recognition and feedback mechanisms may help employees connect their effort with practical work outcomes.

Digital motivation is also significantly associated with emotional value (β = 0.325, p < 0.001). This finding suggests that recognition, feedback, and technology-supported motivational

practices may enhance employees' feelings of appreciation, confidence, and psychological attachment to the organisation. The significant association with economic value ($\beta = 0.252$, $p < 0.001$) further indicates that employees may associate digital motivation with fairness, reward visibility, and perceived professional returns.

The relationship with developmental value is also significant ($\beta = 0.230$, $p = 0.003$), suggesting that motivational systems may support employees' perceptions of progress and future opportunities. However, the relationship with social value is not statistically significant ($\beta = 0.083$, $p = 0.107$). This may indicate that digital motivation, particularly when focused on individual performance or reward mechanisms, is not sufficient on its own to strengthen collective belonging or interpersonal cohesion.

Overall, the results partially support H5. Digital motivation contributes mainly to functional, emotional, economic, and developmental value, while its relationship with social value is not supported**.**

4.5 Hypotheses Testing Summary

To provide a consolidated view of the structural findings, Table 6 summarises the status of the proposed hypotheses based on the statistical significance of the estimated structural paths.

Table 6. Summary of Hypotheses Testing

Hypothesis	Path	Result
H1	Digital internal marketing dimensions → Employee perceived value dimensions	Partially supported
H2a	Digital Internal Communication → Functional Value	Supported
H2b	Digital Internal Communication → Emotional Value	Supported
H2c	Digital Internal Communication → Social Value	Not supported
H2d	Digital Internal Communication → Developmental Value	Not supported
H2e	Digital Internal Communication → Economic Value	Supported
H3a	Digital Training and Development → Functional Value	Supported
H3b	Digital Training and Development → Emotional Value	Supported
H3c	Digital Training and Development → Social Value	Supported
H3d	Digital Training and Development → Developmental Value	Supported
H3e	Digital Training and Development → Economic Value	Supported
H4a	Digital Empowerment → Functional Value	Not supported
H4b	Digital Empowerment → Emotional Value	Not supported
H4c	Digital Empowerment → Social Value	Supported
H4d	Digital Empowerment → Developmental Value	Supported
H4e	Digital Empowerment → Economic Value	Supported
H5a	Digital Motivation → Functional Value	Supported
H5b	Digital Motivation → Emotional Value	Supported
H5c	Digital Motivation → Social Value	Not supported
H5d	Digital Motivation → Developmental Value	Supported
H5e	Digital Motivation → Economic Value	Supported

Source: Authors' elaboration based on SEM results.

The hypothesis testing results show that most of the proposed structural paths are statistically supported. However, because several relationships are not significant, the main hypothesis is only partially supported. This pattern indicates that digital internal marketing is

associated with employee perceived value in a differentiated rather than uniform manner. In other words, each digital internal marketing dimension contributes to specific value outcomes, while some value dimensions require complementary organisational practices beyond digital tools alone.

5. Discussion

This study examined how digital internal marketing practices are associated with employee perceived value within Algérie Télécom. The results show that digital internal marketing does not affect all value dimensions in the same way. Instead, each practice is associated with a specific configuration of employee value. This differentiated pattern is important because it shows that digital internal marketing should not be understood as a single, uniform managerial practice. Rather, it represents a set of distinct internal mechanisms through which employees evaluate the benefits they receive from the organisation.

5.1 Digital Training and Development

Digital training and development was the only practice significantly associated with all five dimensions of employee perceived value. This result highlights its central role in internal value creation during digital transformation. Employees appear to perceive digital training not only as a learning activity, but also as a practical organisational resource that helps them perform tasks, adapt to digital tools, and strengthen their professional competence.

The strongest association was observed with functional value, suggesting that employees first evaluate digital training through its usefulness for daily work and task performance. Its significant association with economic value also indicates that employees may view digital skill development as an investment in their employability, career security, and future professional opportunities. From a social exchange perspective, training can therefore be interpreted as a visible form of organisational support that strengthens employees' perceptions of received value.

The significant associations with emotional, social, and developmental value further suggest that training may also increase confidence, encourage interaction, and support professional growth. However, these relationships were comparatively more moderate. This means that, in a technology-intensive organisation such as Algérie Télécom, employees may attach greater importance to the practical and career-related benefits of training than to its emotional or relational outcomes.

5.2 Digital Internal Communication

Digital internal communication was significantly associated with functional, emotional, and economic value, but not with social or developmental value. This pattern suggests that digital communication mainly functions as a mechanism of information clarity, coordination, and organisational transparency.

Its strongest association with functional value indicates that timely and accessible digital communication may help employees understand tasks, procedures, and organisational priorities. The significant association with economic value may reflect employees' perception that transparent communication improves access to relevant information, reduces uncertainty, and supports fairness-related perceptions. The weaker but significant association with emotional value suggests that communication may also contribute to confidence and psychological comfort, particularly when employees feel informed and included in organisational processes.

However, the absence of significant associations with social and developmental value is theoretically meaningful. It suggests that digital communication platforms alone are not sufficient to create belonging, collaboration, or career-growth perceptions. These outcomes require more than

information transmission. They depend on dialogue, feedback, mentoring, team interaction, and participatory practices. Therefore, digital internal communication should be designed as an interactive process rather than a one-way channel for disseminating information.

5.3 Digital Empowerment

Digital empowerment was significantly associated with social, developmental, and economic value, but not with functional or emotional value. This result suggests that empowerment through digital systems is mainly perceived as a source of participation, inclusion, responsibility, and future-oriented value.

The strongest association was found with developmental value, indicating that employees may interpret digital empowerment as an opportunity to learn, participate, and expand their professional role. Its significant association with social value suggests that empowerment may also strengthen employees' sense of involvement and inclusion within the organisation. In addition, the association with economic value may indicate that employees link empowerment with greater visibility, responsibility, and future professional returns.

At the same time, the non-significant relationships with functional and emotional value are important. They suggest that autonomy does not automatically improve task efficiency or emotional reassurance. Empowerment can be valuable only when it is accompanied by clear responsibilities, sufficient digital competence, managerial support, and well-defined decision-making boundaries. Without these conditions, digital empowerment may create uncertainty rather than efficiency. This finding shows that empowerment should not be reduced to giving employees access to digital systems; it must be supported by organisational clarity and leadership guidance.

5.4 Digital Motivation

Digital motivation was significantly associated with functional, emotional, developmental, and economic value, but not with social value. This pattern suggests that digital motivation mainly strengthens individual-level value perceptions. Recognition, feedback, and performance-related digital systems may help employees see a clearer connection between their effort, performance, appreciation, and professional returns.

The strongest association was observed with functional value, indicating that digital motivation may support task focus and perceived work effectiveness. Its significant association with emotional value suggests that employees may feel more appreciated and psychologically supported when their efforts are recognised. The significant associations with economic and developmental value further indicate that transparent reward and feedback systems may strengthen perceptions of fairness, progress, and future opportunity.

However, digital motivation was not significantly associated with social value. This result suggests that individually oriented recognition and reward systems may not be sufficient to build collective belonging or interpersonal cohesion. In some cases, they may even reinforce individual comparison rather than cooperation. Therefore, digital motivation should not rely only on individual performance indicators. It should also include team-based recognition, peer appreciation, collaborative objectives, and collective achievement mechanisms.

Overall, the discussion shows that digital internal marketing contributes to employee perceived value through differentiated pathways. Training appears to be the broadest value-generating practice, communication mainly supports clarity and transparency, empowerment is more closely related to participation and development, and motivation is particularly relevant for recognition, performance, and perceived returns. This confirms the importance of managing digital internal marketing as an integrated and human-centred system rather than as a set of isolated digital tools.

5.5 Overall Theoretical Contribution and Integration

Taken together, the findings contribute to the internal marketing literature in three main ways. First, they support a multidimensional understanding of digital internal marketing. Rather than functioning as a single organisational practice, digital internal marketing appears to operate through distinct dimensions, each associated with specific forms of employee perceived value. This provides a more differentiated understanding of internal marketing in the context of digital transformation.

Second, the study reinforces the relevance of employee perceived value as a multidimensional outcome. The results show that employees do not evaluate digital internal practices only through general attitudes such as satisfaction, commitment, or engagement. Instead, they assess these practices through several value dimensions, including functional, emotional, social, developmental, and economic value. This broadens the analytical scope of internal

marketing research by shifting attention from isolated employee outcomes to a more comprehensive value-based perspective.

Third, the findings extend the internal value exchange perspective by showing that different digital internal marketing practices are associated with different value pathways. Digital training and development is mainly linked to competence, usefulness, and professional returns; digital internal communication is linked to clarity, transparency, and access to information; digital empowerment is linked to participation, inclusion, and growth; and digital motivation is linked to recognition, feedback, and perceived rewards. This differentiated pattern suggests that digital transformation reshapes the employee–organisation value exchange not only through technological tools, but also through the way these tools are embedded in internal marketing practices.

Overall, the study provides a more nuanced explanation of how digital internal marketing contributes to internal value creation. It shows that the value of digital transformation for employees depends not merely on the adoption of digital systems, but on the extent to which these systems support competence, clarity, participation, recognition, development, and perceived fairness.

5.6 Limitations and Future Research Directions

Despite its theoretical and empirical contributions, this study has several limitations that should be acknowledged. First, the cross-sectional research design limits the ability to draw definitive causal conclusions. Although Structural Equation Modelling was used to examine the proposed relationships, the findings should be interpreted as evidence of structural associations rather than causal effects.

Second, the study relied on self-reported survey data, which may introduce subjective response bias and common method variance. Although anonymity, confidentiality, and voluntary participation were used to encourage honest responses, future studies could strengthen methodological robustness by using multi-source data, time-lagged designs, or objective organisational indicators.

Third, the empirical investigation was conducted within a single organisation, Algérie Télécom, operating in the telecommunications sector of an emerging economy. Therefore, the generalisability of the findings to other sectors, organisational settings, or national contexts should be approached with caution. Future research could test the proposed model across different service industries, public organisations, private firms, and cross-national contexts.

Conceptually, this study focused on direct relationships between digital internal marketing practices and employee perceived value. It did not examine potential mediating mechanisms, such as perceived organisational support, digital self-efficacy, job satisfaction, employee engagement, or trust. It also did not consider possible moderating variables, such as leadership style, organisational culture, employee age, professional experience, or digital competence. Including these variables in future research may provide a deeper understanding of when and how digital internal marketing practices are associated with employee value.

Finally, the study mainly adopted a positive perspective on digital internal marketing. Future studies should also examine its possible negative consequences, including information overload, techno-stress, digital surveillance concerns, performance pressure, and resistance to digitally mediated control systems. Such extensions would provide a more balanced understanding of digital internal marketing and its role in contemporary organisations.

6. Implications and Conclusion

This study examined the associations between digital internal marketing dimensions and employee perceived value within Algérie Télécom, a telecommunications organisation undergoing digital transformation. The findings indicate that digital internal marketing does not operate as a uniform mechanism. Rather, each dimension is associated with specific aspects of employee perceived value. Digital training and development showed the broadest pattern of association, as it was significantly related to all five value dimensions. Digital internal communication was mainly associated with functional, emotional, and economic value. Digital empowerment was more strongly linked to social, developmental, and economic value, while digital motivation was associated with functional, emotional, developmental, and economic value, but not with social value. These results highlight the differentiated nature of internal value creation in digitally transforming organisations.

Third, the study extends the internal value exchange perspective by showing that digital transformation is not limited to operational processes or external service delivery. It is also associated with how employees perceive the benefits they receive from their organisation. By providing evidence from Algérie Télécom, the study also broadens the sectoral and contextual scope of digital internal marketing research, particularly in an emerging-market telecommunications context.

6.1 Theoretical Implications

This study contributes to internal marketing research by showing that employee perceived value and digital internal marketing are both multidimensional constructs. Employees assess digital internal practices through functional, emotional, social, developmental, and economic value, while each digital practice creates a distinct value pathway: training supports competence, communication enhances clarity, empowerment strengthens autonomy, and motivation reinforces recognition and perceived returns.

6.2 Managerial Implications for Algérie Télécom

The findings provide several practical implications for Algérie Télécom. First, digital training should be treated as a strategic investment in employee value creation rather than as a purely technical support activity. Since digital training and development was associated with all five value dimensions, continuous and adaptive digital learning programmes can help strengthen employees' competence, confidence, employability, and perceived organisational support.

Second, digital internal communication should move beyond one-way information dissemination. Although it was associated with clarity, coordination, and fairness-related perceptions, its non-significant relationships with social and developmental value suggest that communication platforms alone may not be sufficient to build belonging or growth perceptions. Management should therefore strengthen two-way feedback, cross-functional dialogue, participatory communication, and collaborative routines.

Third, digital empowerment should be supported by clear organisational conditions. Providing employees with access to information and digital systems may not be sufficient if roles, responsibilities, and decision-making boundaries remain unclear. Empowerment initiatives should therefore be accompanied by managerial support, digital literacy development, workflow transparency, and clear accountability mechanisms.

Fourth, digital motivation systems should balance individual and collective recognition. Although digital motivation was associated with functional, emotional, developmental, and economic value, its non-significant relationship with social value suggests that individual performance-based incentives may not be enough to strengthen belonging. Algérie Télécom should therefore combine individual recognition with team-based rewards, peer recognition, and collective achievement mechanisms.

Finally, digital internal marketing should be managed as an integrated system rather than as a set of separate digital initiatives. Training, communication, empowerment, and motivation need to be aligned in order to create a coherent employee experience. Such alignment can help ensure that digital tools are perceived not as fragmented technological interventions, but as part of a broader organisational effort to support employees and strengthen internal value exchange.

6.3 Conclusion

This study provides empirical evidence that digital internal marketing is significantly associated with employee perceived value in a digitally transforming telecommunications organisation. However, these associations are differentiated rather than uniform. Digital training and development showed the broadest relevance across value dimensions, as it was associated with functional, emotional, social, developmental, and economic value. Digital internal communication was mainly linked to clarity, coordination, and fairness-related perceptions. Digital empowerment was more closely associated with growth, participation, and inclusion, while digital motivation was linked to performance-related, emotional, developmental, and economic value, but remained limited in relation to social value.

The main conclusion is that organisations should not focus solely on adopting digital tools. Instead, they should design digital internal marketing practices that respond to employees' diverse value expectations. When digital training develops competence, communication builds clarity, empowerment supports participation, and motivation recognises contribution, digital internal marketing can become an important mechanism for internal value creation. For Algérie Télécom, this requires an integrated and human-centred approach that aligns digital transformation with employees' functional, emotional, social, developmental, and economic needs.

Overall, the study suggests that the success of digital transformation depends not only on technological implementation, but also on how digital practices are embedded in the employee–organisation value exchange. Digital internal marketing can therefore play a strategic role in ensuring that digital transformation is experienced by employees as a source of support, recognition, development, and perceived value.

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