

RESEARCH ARTICLE

THE EFFECT OF INTERNAL MARKETING PROCEDURES ON ADMINISTRATIVE QUALITY IN THE ALGERIAN LOCAL COMMUNITIES STUDY: THE MSILA MUNICIPALITIES /ALGERIA

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ABSTRACT

This study reports the effect of internal marketing on administrative quality in the Algerian local communities (local government) to find out the optimal model that best represents their relation. The study covered 104 informants chosen on purpose, and used SPSS25 for statistical analysis. The results confirm that the procedures of internal marketing, namely empowerment, internal communication, and motivation have an effect on administrative quality in the Algerian local communities, and that each dimension of internal marketing has an effect on administrative quality.

KEYWORDS

Internal marketing, administrative quality, local communities, employees, public services, Algeria.

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CONFLICT OF INTEREST

The author declares no conflicts of interest.

USE OF AI TOOLS DECLARATION

The author declares that he has not used Artificial Intelligence (AI) tools for the creation of this article.

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ИССЛЕДОВАТЕЛЬСКАЯ СТАТЬЯ

ВЛИЯНИЕ ПРОЦЕДУР ВНУТРЕННЕГО МАРКЕТИНГА НА КАЧЕСТВО АДМИНИСТРАТИВНОЙ ДЕЯТЕЛЬНОСТИ В МЕСТНЫХ СООБЩЕСТВАХ АЛЖИРА: ИССЛЕДОВАНИЕ МУНИЦИПАЛИТЕТОВ ПРОВИНЦИИ МСИЛА

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АННОТАЦИЯ

Данное исследование посвящено изучению влияния внутреннего маркетинга на качество административной деятельности в местных сообществах Алжира (органах местного самоуправления) с целью определения оптимальной модели, наиболее полно отражающей характер данной взаимосвязи. Исследование охватило 104 респондента, отобранных целевым способом, а для статистического анализа данных использовалось программное обеспечение SPSS25. Результаты исследования подтвердили, что процедуры внутреннего маркетинга, а именно расширение полномочий, внутренняя коммуникация и мотивация, оказывают влияние на качество административной деятельности в алжирских местных сообществах. Кроме того, было установлено, что каждое измерение внутреннего маркетинга оказывает самостоятельное влияние на качество административной деятельности.

КЛЮЧЕВЫЕ СЛОВА

Внутренний маркетинг, качество административной деятельности, местные сообщества, сотрудники, государственные услуги, Алжир.

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КОНФЛИКТ ИНТЕРЕСОВ

Автор заявляет об отсутствии конфликта интересов.

ИСПОЛЬЗОВАНИЕ СРЕДСТВ ИИ

Автор заявляет о том, что при написании данной статьи не применялись средства генеративного искусственного интеллекта.

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Introduction

The local governments target better public services that reflect development. In general, services should be measured from the customer perspective,

which is the most common and used, and from the service provider perspective, which focuses on the professional and administrative quality. In this regard, administrative quality in the public services is

about the degree of efficiency, competency, and transparency in performing administrative tasks, mainly delivering public services easily, rapidly, and at a low cost to satisfy citizen needs and expectations [1; 2]. In this context, administrative quality in the public services is the main goal for states that seek promoting governance, mainly amid the increasing demands to enhance public services.

In this context, the local communities are the main public service provider. Therefore, public services are seen as a measure of state efficiency in satisfying social needs. With the modern economic, social, and technological changes in Algeria, municipalities have to improve their performance and adopt internal marketing as a strategic introduction to improve relations between the organization and its human resources and treat employees as internal customers that must be attracted, continuously trained, efficiently motivated, clearly communicated with, and highly empowered to provide high quality services to the external customer. Such philosophy inside the Algerian local communities may help handle issues of bureaucracy, miscommunication, low motivation, and irresponsibility.

Internal marketing is an innovative strategy that helps enhance the flow of information between administrations and increase job satisfaction and customer loyalty. It is a strategy that revolves around treating employees as internal customers to foster their satisfaction, and can be matched with job satisfaction, job motivation, service quality, cooperation, customer services, and above all, customer satisfaction and loyalty [3]. This concept has been defined by Berry as dealing with employees as internal customers and with tasks as internal products by designing and developing them according to the needs and desires of the internal customers [4]. Besides, Gronroos sees it as all the activities that target the satisfaction of the internal customers (employees) in the organization by directing the marketing activities and setting customer-centered strategies [5]. Although it has been differently defined, all definitions emphasize treating the employees as customers; this gave birth to the concept of internal customer (employee). In sum, internal marketing aims to satisfy the internal customers and, ultimately, the external ones.

Scholars have introduced variant dimensions of internal marketing. However, literature focused on the following ones:

- Recruitment: It is the process of looking for the best candidates who show the will and ability to join the organization and fill in a given vacancy [6].
- Training: It is an effort planned by the organization to facilitate the employee's acquisition of the necessary skills, competencies, and behaviors, and improve their performance [7].
- Motivation: It is the power or internal energy that directs the behaviors of individuals and makes them work hard for the organizational and personal goals [8].

- Internal communication: It is the organized exchange of information and messages between the administration and the employees inside the organization using bilateral channels (dialogue, meetings, interest groups, emails, internet, etc) to show goals and changes, remove vagueness, foster trust, and help employees adhere to change and daily work [9].

- Empowerment: It is about allowing employees to exercise discretion in taking work-related decisions [10].

In addition, administrative quality is an amalgam of activities that aim at directing and controlling the organization to satisfy the stakeholders, and that target continuous improvement, mistake reduction, better resource exploitation, higher productivity, and lower costs [11]. Often, administrative quality is measured with the costs of quality decrease that cover [12]:

- Prevention costs: They include all expenses to prevent mistakes and defects.

- Examination and evaluation costs: They include the costs of controlling the quality of goods and services and examining their specifications.

- Internal failure costs: They are the costs resulting from defects inside the organization before the product or a service reaches the customer.

- External failure costs: They are the costs resulting from defects inside the organization after the product or a service reaches the customer.

Scholars showed an increasing interest in the determinants of administrative quality in local communities, mainly after the adoption of internal marketing approach to manage human resources and enhance institutional performance. In this regard, some studies confirmed a statistically significant relation between internal marketing and administrative quality; others denied it; while others confirmed it providing that some factors are met.

Most studies reported a strong positive relation between the two concepts, as the employee is seen as an internal customer; this fosters his satisfaction and commitment, and thus, improves the quality of the public services. In this context, many practical studies in Algeria and the Arab World found out that internal marketing improves administrative performance and service quality [13; 14; 15; 16]. Moreover, studies on the local administration stated that such relation is often indirect and needs median variables, including job satisfaction and organizational commitment [17]. On the other hand, other studies did not validate such relation and pointed out that internal marketing may be weak or insignificant if not supported by a good environment [18]. Besides, other analyses reported that the lack of integration between the items of internal marketing may hinder the achievement of the expected effect on administrative quality [19].

Many studies confirmed a positive relation between recruitment and administrative quality, as

the first helps attract qualified labor force that can improve services quality [14; 21]. In addition, studies on the local sector advocated this stance and confirmed that the quality of the human resources is necessary for the quality of administration [22]. Nevertheless, some studies did not find any statistically significant effect for recruitment on administrative quality, stating that such effect may be indirect and need other factors, such as training and motivation [23].

Scholars have reported variant results regarding the relation between the two concepts. In this context, many confirmed the role of efficient training in developing employees' skills and improving administrative performance and services [25; 24; 23] while others denied it, mainly when training is not based on employees' needs or is not assessed and monitored [26; 20]. Most studies confirm the positive relation between the two, stating that material motivation increases job satisfaction and improves performance [27; 21]. In addition, studies on the local communities confirmed that the motivated employees deliver high-quality services and show more commitment [28]. In return, others found that motivation may have no direct effect in some cases, mainly if unjust, not based on the actual performance, and inadequately assessed [29].

Many studies confirmed that internal communication reduces mistakes, fosters organizational trust, improves administrative quality [30; 31; 32], and helps execute policies and achieve organizational harmony. Nonetheless, others pointed out that internal communication may have a limited or indirect effect based on its integration with other items, including empowerment and organizational culture [26]. Thus, communication alone does not foster quality unless in a supportive environment.

Literature shows a positive relation between the two, as granting prerogatives and allowing for taking part in decision making improve the institutional performance [33; 34]. Besides, empowerment fosters

administrative innovation and quality of services [36]. On the other hand, some studies stated that empowerment may have an indirect effect and need median variables, including organizational commitment and job satisfaction [26; 34], and that it may be weak in the bureaucratic environments that limit the employee's independence.

After reviewing literature, we found that studies show a positive relation between internal marketing with its different dimensions and administrative quality; however, other studies show that such relation depends on other factors, such as organizational commitment and job satisfaction. Furthermore, most studies tackled different sectors, with no focus on the Algerian local communities. Therefore, this paper shall bridge the gap in the applied studies that examine the effect of the dimensions of internal marketing on administrative quality in the Algerian local communities by conducting a field analysis on the municipalities of Msila and testing exact hypotheses using field data.

Thus, this study aims to examine these hypotheses:

The procedures of internal marketing have no effect on administrative quality in the Algerian local communities... H0.

Recruitment has no effect on administrative quality in the Algerian local communities... H01.

Training has no effect on administrative quality in the Algerian local communities... H02.

Motivation has no effect on administrative quality in the Algerian local communities... H03.

Internal communication has no effect on administrative quality in the Algerian local communities... H04.

Empowerment has no effect on administrative quality in the Algerian local communities... H05.

Based on what was said, we suggest this conceptual model that supposes that internal marketing with its dimensions, namely recruitment, training, motivation, internal marketing, and empowerment, affects the administrative quality:

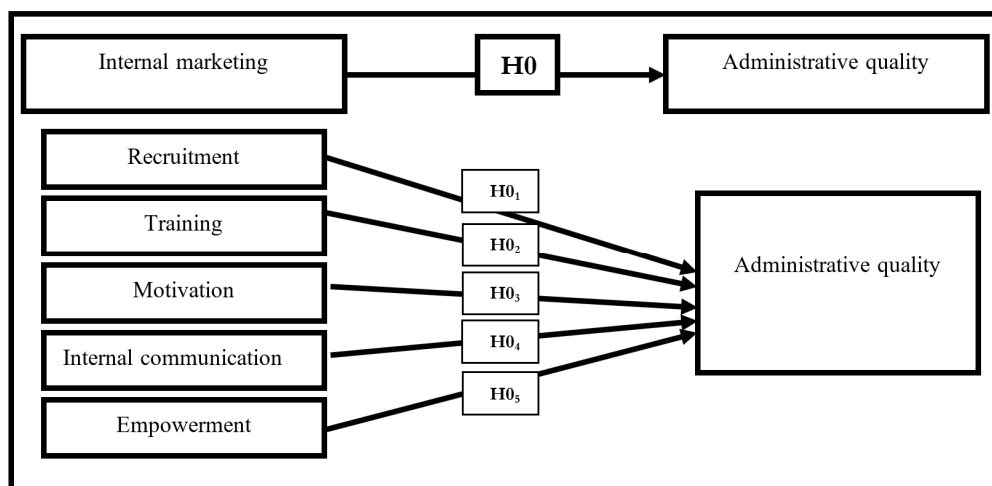


Figure 1 – The study model

Materials and methods

We used the descriptive and analytical methods for their suitability to the study. The study population covers all the employees of the municipalities of Msila. In this regard, we administered 300 questionnaires and collected back 104. In addition, we used Lickert's 03 points scale (agree, neutral, disagree) to design a questionnaire of 06 dimensions; the first 05 cover the procedures of internal marketing while the 06th revolves around administrative quality. Finally, we used homoscedasticity, natural

distribution of residuals, simple linear regression, and multiple linear regression tests for statistical analysis, and SPSS25 for hypotheses testing.

Results

To test the main hypothesis, we measured the multiple linear regression using SPSS25. To test homoscedasticity, we draw the scatterplots to analyze the random errors by plotting the unstandardized values $\hat{y}$ on the horizontal axis and the standardized on the vertical.

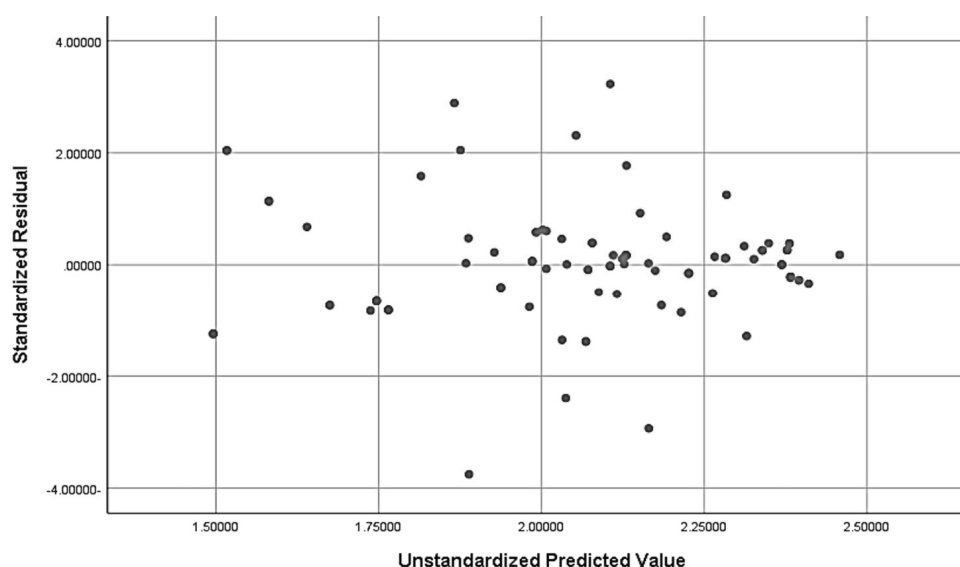


Figure 2 – Scatterplot of random errors

Source: Based on the outputs of SPSS

The figure shows that the points take the form of an even horizontal band around the zero, confirming the model's homoscedasticity.

Figure 3 shows the natural distribution of residuals in the regression model.

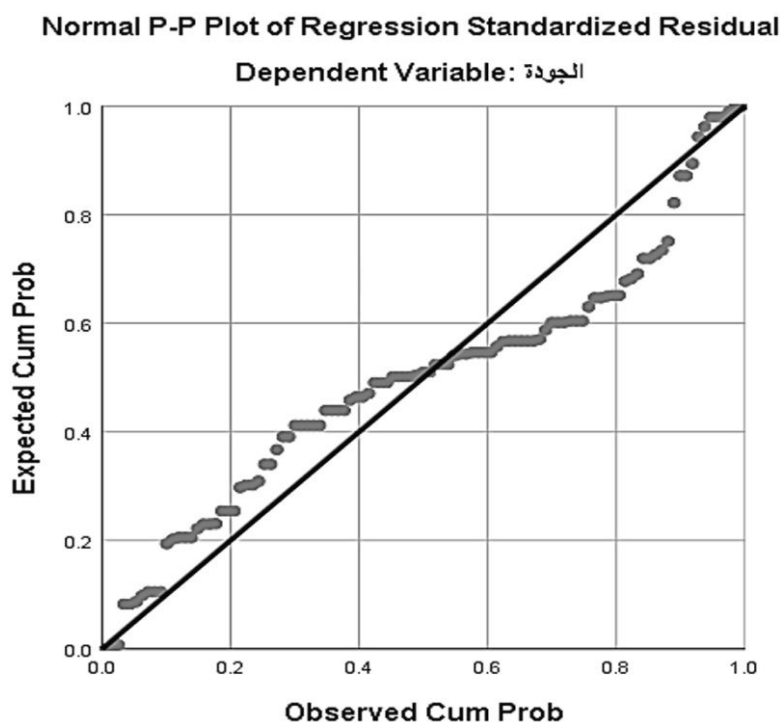


Figure 3 – The relation between the observed and expected cumulative probabilities

Source: Based on the outputs of SPSS

The figure shows that all points are very close to each other on the line that links the upper right corner and the lower left one, and that they are randomly distributed on the

two extremes. Thus, the errors are naturally distributed.

After examining the conditions of regression, we analyzed the gradual regression, as shown in table 1.

Table 1 – The coefficients of correlation between the independent variables and the dependent one

	Pearson correlation coefficient	Significance
Recruitment	0.536	0.000
Training	0.480	0.000
Motivation	0.586	0.000
Internal communication	0.579	0.000
Empowerment	0.642	0.000

Source: Based on the outputs of SPSS

The table shows that the correlation coefficients are direct, average, and statistically significant, and are between 0.480 and 0.642.

Table 2 – Analysis of the multiple linear regression between internal marketing and administrative quality

			ANOVA		Regression coefficients		
Model	Variables	Determination coefficient	F test	Significance	Regression coefficient B	The value of the regression coefficient T	Significance
1	Constant Empowerment	0.412	72.125	0.000	0.996 0.536	7.638 8.493	0.000 0.000
2	Constant Empowerment Internal communication	0.505	51.959	0.000	0.777 0.394 0.259	5.966 5.913 4.372	0.000 0.000 0.000
3	Constant Empowerment Internal communication Motivation	0.530	37.924	0.000	0.676 0.312 0.214 0.178	5.008 4.201 3.496 2.321	0.000 0.000 0.001 0.022

Source: Based on the outputs of SPSS

The table shows 3 regression models. The first includes only empowerment because it has the greatest correlation with the dependent variable and the greatest value of t (8.493) with a significance level of 0.000. The determination coefficient is estimated at 0.412, showing that 41.2% of data and deviations in empowerment affect administrative quality; they are explained by the linear regression. Moreover, 58.8% of deviations are due to other important factors not found in the model. Besides, ANOVA shows that the regression is significant at 0.05 and that empowerment affects administrative quality.

In the second, we added internal communication to empowerment because it has the 02nd greatest correlation with the dependent variable (8.493) with a significance level of 0.000. The determination coefficient is estimated at 0.505, showing that 50.5% of

data and deviations in empowerment and internal communication affect administrative quality; they are explained by the linear regression. Moreover, 49.5% of deviations are due to other important factors not found in the model. Besides, ANOVA shows that the regression is significant at 0.05 and that empowerment and internal communication affect administrative quality.

In the third, we added motivation to internal communication and empowerment because it has the 03rd greatest correlation with the dependent variable (2.321) with a significance level of 0.000. The determination coefficient is estimated at 0.530, showing that 53% of data and deviations in motivation, empowerment, and internal communication affect administrative quality; they are explained by the linear regression. Moreover, 47% of deviations are due to

other important factors not found in the model. Besides, ANOVA shows that the regression is significant at 0.05 and that motivation, empowerment, and internal communication affect administrative quality. In this regard, the 03rd model is the best because it has the highest coefficient of determination. Therefore, we shall adopt it to understand the effect of internal marketing on administrative quality.

Since the significance level in model 03 is 0.000 and is less than the adopted significance level (0.05), we refuse the null hypothesis and accept the alternative.

Therefore, the procedures of internal marketing have no effect on administrative quality in the Algerian local communities. In addition, all regression coefficients are statistically significant at 0.05; therefore, the regression formula is written as follows:

$$Y = 5.008 + 4.201 (\text{empowerment}) + 3.496 (\text{internal communication}) + 2.321 (\text{motivation}).$$

To test the sub-hypotheses, we analyzed the simple linear regression between every independent variable and the dependent, as shown in table 03.

Table 3 – Analysis of the simple linear regression between every independent variable and the dependent one

			ANOVA		Regression coefficients		
Dependent variable	Variables	Determination coefficient	F test	Significance	Regression coefficient B	The value of the regression coefficient T	Significance
Recruitment	Constant Recruitment	0.287	41.448	0.000	1.223 0.422	8.957 6.438	0.000 0.000
Training	Constant Training	0.230	30.774	0.000	1.317 0.384	9.339 5.547	0.000 0.000
Motivation	Constant Motivation	0.344	53.979	0.000	1.089 0.495	7.897 7.347	0.000 0.000
Internal communication	Constant Internal communication	0.335	51.851	0.000	1.242 0.429	10.367 7.201	0.000 0.000
Empowerment	Constant empowerment	0.412	72.125	0.000	0.996 0.536	7.638 8.493	0.000 0.000

Source: Based on the outputs of SPSS

In sub-hypothesis 01, the analysis of the simple linear regression shows that the determination coefficient is 0.287, confirming that recruitment explains 28.7% of the change in administrative quality while other factors explain 71.3%. In addition, the variance analysis shows that the regression is significant at 0.05. Thus, we refuse the null hypothesis and accept the alternative; meaning that recruitment has an effect on administrative quality in the Algerian local communities. In this regard, since the regression coefficients are statistically significant at 0.05, the formula is written as follows:

$$Y1 = 8.957 + 6.438 (\text{recruitment}).$$

As for the second, the analysis of the simple linear regression shows that the determination coefficient is 0.230, confirming that training explains 23% of the change in administrative quality while other factors explain 77%. In addition, the variance analysis shows that the regression is significant at 0.05. Thus, we refuse the null hypothesis and accept the alternative; meaning that training has an effect on administrative quality in the Algerian local communities. In this regard, since the regression coefficients are statistically significant at 0.05, the formula is written as follows:

$$Y2 = 9.339 + 5.547 (\text{training}).$$

Regarding sub-hypothesis 03, the analysis of the simple linear regression shows that the determination coefficient is 0.344, confirming that motivation explains 34.4% of the change in administrative quality while other factors explain 65.6%. In addition, the variance analysis shows that the regression is significant at 0.05. Thus, we refuse the null hypothesis and accept the alternative; meaning that motivation has an effect on administrative quality in the Algerian local communities. In this regard, since the regression coefficients are statistically significant at 0.05, the formula is written as follows:

$$Y3 = 7.897 + 7.347 (\text{motivation}).$$

As for sub-hypothesis 04, the analysis of the simple linear regression shows that the determination coefficient is 0.335, confirming that internal communication explains 33.5% of the change in administrative quality while other factors explain 66.5%. In addition, the variance analysis shows that the regression is significant at 0.05. Thus, we refuse the null hypothesis and accept the alternative; meaning that internal communication has an effect on administrative quality in the Algerian local communities.

In this regard, since the regression coefficients are statistically significant at 0.05, the formula is written as follows:

$$Y_4 = 10.367 + 7.201 \text{ (internal communication).}$$

Finally, in sub-hypothesis 05, the analysis of the simple linear regression shows that the determination coefficient is 0.412, confirming that empowerment explains 41.2% of the change in administrative quality while other factors explain 58.8%. In addition, the variance analysis shows that the regression is significant at 0.05. Thus, we refuse the null hypothesis and accept the alternative; meaning that empowerment has an effect on administrative quality in the Algerian local communities. In this regard, since the regression coefficients are statistically significant at 0.05, the formula is written as follows:

$$Y_1 = 8.957 + 6.438 \text{ (empowerment).}$$

Discussion

Findings confirm a positive significant effect for internal marketing procedures on administrative quality in the Algerian local communities, as empowerment, internal communication, and motivation improve the performance of employees, enhance service delivery, and reduce administrative mistakes. In this context, internal marketing practices target better administrative work by fostering employees' self-esteem, motivating them for a better work, facilitating information flow, and consolidating department's coordination. This result agrees with those of other studies that confirmed that internal marketing is a strategic way to improve the quality of services and administrative performance in public organizations [14; 15; 17; 22], and with others that pointed out to the pivotal role of motivation and internal communication in a better organizational performance [27; 31].

On the other hand, other studies found no direct effect for internal marketing, or imposed given conditions, such as the good integration of its dimensions and its good application [18; 19]. Such difference is the outcome of the specificity of administrative context of the Algerian local communities, as some dimensions are more efficient than others in real-life application.

Besides, the study confirms a positive significant effect for recruitment on administrative quality because the good choice of qualified people improves administrative work and reduces mistakes. However, this dimension did not appear in the final regression model, showing its disintegration with the other dimensions of internal marketing, gaps in its efficiency, or weakness in the recruitment mechanisms. This variable is specific to this study, as we found no traces for studies that tackled the effect of recruitment on administrative quality.

Moreover, findings confirm a positive significant effect for training on administrative quality because it develops skills and competencies and positively

affects administrative performance in municipalities. However, this dimension was not included in the regression model. Thus, we suppose the heterogeneity of the effect with the other dimensions, a deficit in training programs, or their mismatch with the actual labor market needs. In addition, no previous studies measured this effect in the Algerian local communities. Thus, this result is exploratory.

In addition, we confirm a positive significant effect for motivation on administrative quality because it fosters employees' self-esteem, generates extra energy for more efforts, reduces mistakes, improves the quality of services, consolidates organizational belonging, and fosters the optimal exploitation of resources. This result agrees with those of many studies that validated the pivotal role of motivation in administrative quality and performance [21; 26; 27]. On the other hand, other studies show that motivation may be weakened by injustice and low evaluation in some contexts [28]. Nonetheless, this did not manifest explicitly in our study.

Findings confirm a positive significant effect for internal communication on administrative quality because it ensures fast information transfer, fosters coordination between work teams, reduces mistakes, improves service delivery, directs employees towards the best exploitation of resources, and accelerates administrative problem-solving. This result is supported by other studies that confirmed the importance of internal communication in improving organizational performance and service quality [29; 30; 31]. On the other hand, other studies pointed out that internal communication may be more efficient if supported by empowerment and motivation; this fosters the notion of integration between the dimensions of internal communication [25].

Finally, we confirm a positive significant effect for empowerment on administrative quality because empowering employees to independently take decisions in their job accelerates response, reduces administrative mistakes, helps solve problems immediately, and enhances performance and administrative quality. This result is supported by other studies that confirmed that empowerment fosters institutional performance and enhances services quality by supporting autonomy and initiative taking [32; 33; 34]. In addition, the study confirms the relative direct effect in the local context [25; 33]. Nevertheless, other studies found that empowerment may have an indirect effect and require median variables, such as job satisfaction.

In general, our findings confirm the positive effect of internal marketing procedures on administrative quality in the Algerian local communities and show the importance of empowerment, motivation, and internal communication. In this context, the difference with the other studies stems from the difference in the organizational contexts, the application of internal communication, and the degree of integration of its dimensions.

Conclusion

Internal communication is one of the modern and important strategies in organizations. It requires treating employees as customers to satisfy them and, thus, satisfy the external customers. Authors suggested different models of internal marketing, mainly Berry & Gronroos model. However, our study used a 05-dimensions model that covers recruitment, training, motivation, internal communication, and empowerment. Many studies tackled the relations between internal marketing and other variables, mainly the quality of services. In this context, our study focused on the relation between internal marketing with its dimensions and administrative quality in the Algerian local communities and found that:

- The procedures of internal marketing (empowerment, internal communication, and motivation) have an effect on administrative quality in the Algerian local communities.
- Recruitment has an effect on administrative quality in the Algerian local communities.
- Training has an effect on administrative quality in the Algerian local communities.
- Motivation has an effect on administrative quality in the Algerian local communities.

- Internal communication has an effect on administrative quality in the Algerian local communities.
- Empowerment has an effect on administrative quality in the Algerian local communities.

Therefore, we recommend:

- Applying the procedures of internal communication.
- Introducing new efficient methods to empower employees because empowerment is the most efficient point.
- Developing internal communication methods and using its different types inside the local communities.
- Encouraging and motivating employees by highlighting their good results in delivering public services, mainly their tasks that target a better administrative quality.
- Investigating the causes that prevent employment and training from affecting administrative quality by finding new recruitment mechanisms and adopting new training methods.
- Focusing on administrative and professional quality from the citizens' perspective to achieve the comprehensive quality of the public services in Algeria.

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