

## The Impact of the Service Quality as a Mediating Variable on the Relationship between Internal Marketing Policies and Internal Customer Satisfaction: An Empirical Study at Taif University

Dr. Abdulraheem Ali Alghamdi<sup>1</sup>

### Abstract

---

This study has aimed to find out the extent of the application of internal marketing policies and programs in Saudi universities and its impact on the level of the service quality provided to the internal clients (the employees) and on their level of satisfaction. The internal marketing is measured using the scale prepared by (Gronroos, 1990), also the quality of service provided to the staff level was measured using the actual performance measure (SERVPERF) prepared by (Cronin and Taylor, 1992). Job satisfaction was also measured using a satisfaction scale prepared by (Mohrman, 1977), where the number of valid questionnaires for analysis has reached (56), and they were analyzed using the statistical software (SPSS). The study found several conclusions, including: There is a medium level of each of the (impression about the actual practices of the internal marketing dimensions, the level of the service equality, as well as the satisfaction of the employee). There is an effect- relationship between internal marketing dimensions and the level of the service quality provided to the internal clients (employees). There is an effect- relationship between the dimensions and of the quality level of the service provided to the internal clients (employees) and job satisfaction. There is an effect- relationship between the internal marketing dimensions and job satisfaction. The service quality" **mediating** variable increases the strength of the positive relationship between internal marketing dimensions (independent variable) and job satisfaction (dependent variable).

---

**Keywords:** internal marketing, service quality, job satisfaction, internal client, Taif University.

### 1. Introduction

Traditional marketing focuses on the relationship between the organization and the external customer. Many researches were conducted at global level, with respect to the measurement of the external clients satisfaction (Aburoub et al. 2011). At present a number of researchers are interested in the concept of internal marketing and considered it as an important element for the success of organizations. Internal marketing is based on the principle that the organization employees (internal clients) are considered as its first market, and that their jobs represent internal products and should therefore be designed and developed in accordance with their needs and desires, and that the satisfaction of employees needs and desires (internal clients) will result in providing the best products (goods and services, etc.) to external clients. So the employees inside the organization must make an effort to increase the efficiency and effectiveness of external marketing activities. Many researchers have pointed out that internal marketing application will be reflected positively on the quality of service provided to external clients if the facility has applied it through strategies directed towards the external client (Lings, 2000).

---

<sup>1</sup> Associate Professor at College of Administrative and Financial Sciences, Taif University, PO Box 888, Tife 21974, Saudi Arabia. Fax:00966-2-7274299, E-Mail: raamfa@yahoo.com, phone: 00966555399426

Researchers also considered internal marketing as one of the most important marketing strategies that reduce costs and increase profits in the long term. Internal marketing also enhances the performance of employees at the facility and develops their skills and abilities to be able to provide better services and to create good relations with their clients, thus achieving their special goal of client satisfaction, which in turn achieves profitability (Sadeq and Jassim, 2007). Studies indicate that through influencing and motivating employees, internal marketing activities can improve the competitiveness of the organization and enhance its efficiency (Dalvi and Sefid-Dashti, 2013). (Davis, 2005) has reported that internal marketing must precede external marketing, where job is considered through internal marketing as a service provided to the employees, so the facility should adopt this concept assist philosophy to avoid potential problems such as internal client(employee) rejection of this job (Rafiq and Ahmad 2000).

The current research is interested in finding out the extent of the application of policies and the dimensions of internal marketing in Saudi universities on the grounds that these universities are considered as one of the forms of service organizations concerned with quality of service. This research is also concerned with identifying the relationship between internal marketing practices in the universities and the quality of service on the one hand, and the satisfaction of internal clients (employees) on the other hand. It is also interested in finding out the impact of the level of the service quality provided to employees as a mediating variable in the relationship between internal marketing dimensions (incentives and rewards, clarity of roles, training and staff development, internal relations) as an independent variable, and job satisfaction as a dependent variable.

## 2. Statement of the Problem

The concept of internal marketing refers to the policies and programs directed to facility employees (internal clients), to achieve high levels of their satisfaction, which in turn can lead to improve the level of service provided to external clients. From this standpoint, the researcher conducted a preliminary study (a survey) to see the extent Taif University's adoption of the concept of internal marketing as a relatively new concept in marketing that focuses on the employees within the facility (Hijazi, 2009).

The preliminary study (survey), which included interviewing a number of staff at Taif University (internal clients), has revealed the following: -

1. A lack of awareness of Taif University employees of the concept of internal marketing.
2. Incomplete and incorrect application of the policies and programs of internal marketing.
3. Some of the policies and programs of internal marketing are applied without realizing that they are related to internal marketing.
4. A lack of understanding of the relationship between the various dimensions of internal marketing and the various dimensions of the quality of service provided to internal clients which results in a lack of satisfaction among internal clients (employees).

Moreover, review of previous studies has noted the following:-

1. Several studies have focused on studying the relationship between internal marketing and service quality (Falihatkar and Habibi, 2015), (Nsour, 2013), (Sadeghloo and Tirgar, 2013),
2. Several studies have focused on studying the relationship between internal marketing and job satisfaction (Al-Attar and Hassan, 2015), (Kandari, 2014), (Kahled and salem, 2013), (Al -Hawary et al., 2013, (Oluseye, et al., 2012).
3. Some studies have been conducted on universities staff, these are Kandari study (2014) in Kuwait, (Kahled and salem, 2013) study in Malaysia, (Oluseye, et al., 2012) study in Nigeria.
4. One study was conducted in the Kingdom of Saudi Arabia, these are Nsour study, (2013) which was designed to determine the relationship between internal marketing and internal quality of service in public hospitals in Riyadh, Saudi Arabia.
5. Failure of researchers in Saudi Arabia to study internal marketing policies in Saudi universities and their relationship to service quality and internal client (employees) satisfaction.
6. Failure of researchers in general to study the mediating impact of service quality on the relationship between internal marketing and internal client (employee) satisfaction.

Based on the above, this study was meant to fill this research gap by examining internal marketing policies in Saudi universities and their impact on the quality of service and job satisfaction. It also studies the mediating impact of service quality on the relationship between internal marketing (independent variable) and internal client (employee) satisfaction (dependent variable). Therefore, question emerged in regard with "how does internal marketing contributes to the achievement of internal client satisfaction?"

From the previous question, the following questions emerged: -

- Is there an application of the policies and programs of internal marketing in Taif University?
- Is there an impact relationship between the dimensions of internal marketing and the level of service quality provided to internal clients (employees)?
- Is there an impact relationship between the level of service quality provided to internal clients (employees) and their job satisfaction?
- Is there an impact relationship between the dimensions of internal marketing and internal clients (employees) satisfaction?
- Does the level of service quality provided to employees as a mediating variable increase the positive relationship between the dimensions of internal marketing (incentives and rewards, clarity of roles, training and staff development, internal relations) as an independent variable, and job satisfaction as a dependent variable?

### 3. Research Objectives

This research seeks to achieve a set of objectives, including: -

1. Revealing the extent of the application of Taif University of the policies and programs of internal marketing.
2. Revealing the relationship and impact of the actual practices of the strategies, policies and programs of internal marketing on the level of service quality provided to internal clients (employees).
3. Revealing the impact relationship between the level of service quality provided to internal clients inside (employees) and their job satisfaction.
4. Revealing the relationship and impact of the actual practices of the strategies, policies and programs of internal marketing on internal clients(employees) satisfaction.
5. Revealing the mediating effect of the quality of service in the relationship between the dimensions of internal marketing and customer satisfaction inside (employees).
6. Providing and formulating a set of recommendations that improve the actual practice of strategies, policies and programs of internal marketing.

### 4. Research Importance

The importance of this research is reflected in the following aspects: -

1. This research (as known by the researcher) is one of the first researches that address the concept of internal marketing and its role in achieving internal client (employee) satisfaction in Saudi universities.
2. This research (as known by the researcher)is one of the first researches that address the knowledge of the mediating effect of the quality of service on the relationship between the dimensions of internal marketing and internal clients(employees)satisfaction.
3. Previous studies have recommended using internal marketing in service sector. Educational services are one of the most important services provided to the community (Hijazi, 2009).
4. In practice, educational facilities and universities, in particular, can benefit from the results of this research to develop and improve the quality of educational services provided to students (external clients) through the realistic application of the policies of internal marketing programs on their employees, and considering them as internal clients who must be looked after to increase the level of their job satisfaction, as some studies have indicated that external client satisfaction depends on internal client satisfaction, and that external client satisfaction is significantly affected by the value of the service provided to him (Al-Imam and Mahmoud, 2012).

## 5. The Theoretical Framework of the Research, Literature Review, and Research Hypotheses

### 5.1 Internal Marketing

The concept of internal marketing has emerged in the late seventies and early eighties of the last century, with the growing interest of researchers in internal marketing due to the great increase in competition and the growth of humanitarian needs, so it was necessary to focus on internal marketing and to pay attention to the external marketing in order to achieve the desired level of the quality of service provided by the facilities (Papasolomou and Koutouros, 2011). Internal marketing is defined as (Giving importance to dealing with the internal and external market needs through existing programs and plans to achieve the desired organizational goals through addressing the needs of employees and clients (Mohammad et al., 2014). Internal marketing is also known as (Attracting the best employees, and retaining them by providing the appropriate training and motivation to ensure their loyalty, building a strong relationship with them and working as a team to improve the quality of products to satisfy the needs and desires to ultimately achieve external clients satisfaction) (Al-Imam and Mahmoud, 2012).

With respect to the dimensions of internal marketing, literature review showed that there was no agreement among researchers on the dimensions of internal marketing. For example Mohammad et al., (2014) pointed out that the dimensions of internal marketing include (Selection, recruitment, training, incentives and rewards, authorities and marketing information). Moreover, Ismail (2011) pointed out that the dimensions of internal marketing include (Incentives and rewards, clarity of roles, training, and staff development and internal public relations). In this study, the researcher will use these dimensions as the most common and agreed on among writers and researchers. The following is a summary giving clarification for each of these dimensions. Incentives and rewards: Incentives are conditions that are available in the work atmosphere and that form its culture (Al-selmi, 2000), and the reward is represented in the legitimacy and the need for the employees to get a reward and fair compensation, or to receive any other privilege equal to the effort made in work to achieve the facility goals (Ziyara, 2000).

Incentives are divided into two parts, namely: -

- Material incentives that satisfy materialistic individual needs. These incentives are tangible and may take various forms, including (salaries, rewards, compensation, bonus, and upgrade).
  - Non-material or moral incentives are those that do not depend on the money in encouraging and motivating employees to work. They include (personal satisfaction, recognition, achievement, involvement of employees in administration).
2. Clarity of roles: Clarity of roles means the presence of a regulatory structure in the facility which shows levels of management or administrative hierarchy and the nature of communication (vertical and horizontal) and the clarity of authorities and responsibilities and other administrative principles.
  3. Training and staff development: Training is defined as a scheme through which individuals acquire the knowledge and skills for a specific purpose (Gounaris, 2008). It refers to training of facility employees on how to perform their current jobs and helping them to acquire knowledge and skills they need for effective performance (Jones and Geoge, 2008). Training is considered as an urgent need because environmental developments and regulatory changes make it necessary to update the skills of staff and giving them new skills (Rue and Byars, 2005).
  4. Interior Public Relations: Internal public relations are defined as planned efforts designed to keep good, friendly, and mutual relations between the facility and staff (Ismail, 2011; Tarshan, 2014). Internal public relations aim to encourage employees to focus on their work and thus achieve the overall objectives of the facility by encouraging building relationships between employees, spreading the spirit of teamwork and mutual respect between them and encouraging communication and informal liaison with each other (Blythe, 2003).

### 5.2 Quality of Service

Ali (2006) has defined the quality of service as "a measure of the extent of the service level capability that is provided to the client and that complies with his expectations. Also, delivering good service means to achieve compliance with the expectations set by the client."

With respect to the dimensions of service quality, literature review showed that there was no agreement among researchers on the dimensions of service quality. For example, Parasuraman et al., (1998) pointed out that the dimensions of the dimensions of service quality include (tangibility, reliability, responsiveness, security and empathy)

1. Tangibility: it represents the tangible aspects related to service, such as buildings and modern techniques used, the internal facilities of the buildings, the equipment necessary to provide service, the appearance of staff ..... etc.
2. Reliability: it reflects the ability of the facility from clients' point of view to provide service required by the client at the desired time and accuracy and to satisfy his desires. It also reflects the extent of the facility's fulfillment of its commitments to client.
3. Response: It is the ability to deal effectively with all client requirements, to respond to their complaints and to solve them quickly and efficiently in a way that convinces them that they are appreciated and respected by the facility they are dealing with. Response also reflects providing the service by employees with an open mind.
4. Security: It is reassuring that the service provided to clients is free of error, danger or doubt. It includes psychological and physical reassurance.
5. Empathy: It reflects the expression of friendship spirit, taking care of client, making him feel important and the desire to provide service according to his needs. In this study, the five dimensions will be used.

### 5.3 Job Satisfaction

Al-Bahusseini, (2007) has defined job satisfaction as "the ability of the employee's job to achieve and satisfy his various needs". Moreover, (Jones and Sloane, 2009) has defined it as "a joyful emotional state that results from correcting the individual's work of his professional experience".

Researchers had different views on the identification of factors that influence job satisfaction due to various interests of researchers (Al-Habet, 2013). Some researchers have reported that job satisfaction is achieved through two types of factors and variables: 1- Direct factors, including (the amount of work required, activities within work, wages) 2. Indirect factors including (relations with co-workers, administration). (Hoppock) has identified nineteen factors affecting job satisfaction including (relationship with supervisors, working conditions, freedom, responsibility, vacations, enjoying the work, and other (Singh, 2002). Abbas (2006) reported that the factors influencing job satisfaction are (wages and salaries, work content and the diversity of tasks, individual potentials and abilities and work knowledge, promotional opportunities available to an individual, leadership style, physical conditions of work, income rational). Al-Shraideh (2008) mentioned that factors influencing job satisfaction are divided into those linked to job surroundings and framework, job-related factors, regulatory factors related to the institution's policies, regulatory factors related to the individual himself and environmental factors.

### 5.4 The relationship between Internal Marketing and Quality of Service.

A number of researcher have been investigated the relationship between internal marketing and quality of service, these studies Proved the existence of a relationship between internal marketing and quality of service. For example, the study of Falahatkar and Habibi (2015) was aimed to explain the importance of internal marketing and its relationship and impact on service quality. This study was conducted electronic bank employees in Ghilan, Iran. The results indicate that the internal marketing dimensions (communications, development, and rewards) are directly linked to the strong dimensions. As well as in Iran, Sadeghloo and Tirgar (2013) conducted a study designed to determine the relationship between internal marketing and quality of service. Study population was composed of all employees in Golestan offices of Sport and Youth with a total of 180. This study found a positive and significant relationship between internal marketing and the quality of service. Moreover, the result of (Nsour, 2013) study found that a positive and significant relationship between internal marketing and the quality of service.

Based on previous studies the following Hypotheses were formulated:

**The first hypothesis: "There is a statistically significant effect between the dimensions of internal marketing and the level of service quality provided to internal clients (employees) in general."**

### 5.5 *The relationship between Internal Marketing and Job Satisfaction.*

Al-Attar and Hassan (2015) Conducted a study aimed to show the application method of the concept of internal marketing and its impact on the achievement of satisfaction in private banks in Karbala, Iraq, which is reflected on achieving employees satisfaction. The study found that there is a significant impact of internal marketing on s employee's satisfaction. In Kuwait, Kandari (2014) was conducted a study on university educational institutions staff. It aimed to determine the relationship between internal marketing (communication within the university, relationship between workers, clarity of roles, motivation development among workers) and factors of job satisfaction (satisfaction with wages, job affiliation, satisfaction with leadership, satisfaction with the work environment). The study found that there were no significant correlation between internal marketing measures and job satisfaction for employees. Furthermore, Kahled and salem (2013) were conducted a study aimed to examine the relationship between the trend towards internal marketing and job satisfaction. Data were collected by questionnaire from support staff at Utara University, Malaysia. The study concluded that internal marketing is positively correlated to job satisfaction. Regression result also revealed that 40.9% of the variance in job satisfaction is explained by internal marketing dimensions. Moreover, Oluseye, et al., (2012) conducted a study aimed to study the internal marketing practices and their relationship with job satisfaction in the Nigerian universities environment. Results of this study indicate that there is a strong and positive relationship between internal marketing and job satisfaction.

Based on previous studies the following Hypotheses were formulated:

**The second hypothesis: "There is a statistically significant effect between the dimensions of internal marketing (in general) and the satisfaction of internal clients (employees)."**

### 5.6 *Relationships between Qualities of Service and Job Satisfaction*

Some of the empirical studies proved a positive relationship between quality services and Job satisfaction (Back et al. 2011; Coenen, et. Al, 2012; Khan et' al. 2011; Nazeer et al., 2014; Panjakajornsak, 2009; Pantouvakis, 2011). A study by Khan et' al. (2011) found that perceived qualities of service and employee job satisfaction are positively correlated. Furthermore, Coenen, et. Al, (2012) established that quality of service exerts strong influence on employee satisfaction. Nazeer et al., (2014) found that quality of service significantly positive effect on job satisfaction. Moreover, providing quality services to internal customers affect the Job satisfaction which ultimately leads towards effectiveness and efficiency, job quality, and even the cost of services provided and soon (McManus, et al., 2004).

Based on previous studies the following Hypotheses were formulated:

**The third hypothesis: "There is a statistically significant effect between the level of service quality provided to internal clients (employees) and the level of job satisfaction."**

### 5.7 *Relationships and the indirect impact of Internal Marketing on achieving Job Satisfaction through the Quality of Service.*

According to the researcher, there are no previous studies that examined the impact of the mediator level of service provided to internal clients (employees) in the relationship between internal marketing as an independent variable and the job satisfaction as a dependent variable, and to achieve the objectives of this study the following hypothesis has been formulated:

**Fourth hypothesis: "the level of service provided to internal clients (employees) and as a mediating variable increases the strength of the positive relationship between the dimensions of internal marketing as an independent variable, and job satisfaction as a dependent variable."**

### **Hypothetical Diagram of the Research**

The hypothetical diagram of the research is an attempt to reflect, simplify and represent the researched phenomenon and to define its variables and elements and to identify the default relations between the elements. It also aims to facilitate and understand the interactions between the reasons and results of the studied phenomenon (Al-Fadel and Ghadir, 2012). In this research, and based on previous studies and literature review on the research subject, the researcher tried to develop a hypotheses diagram within the framework of three key variables, namely: -

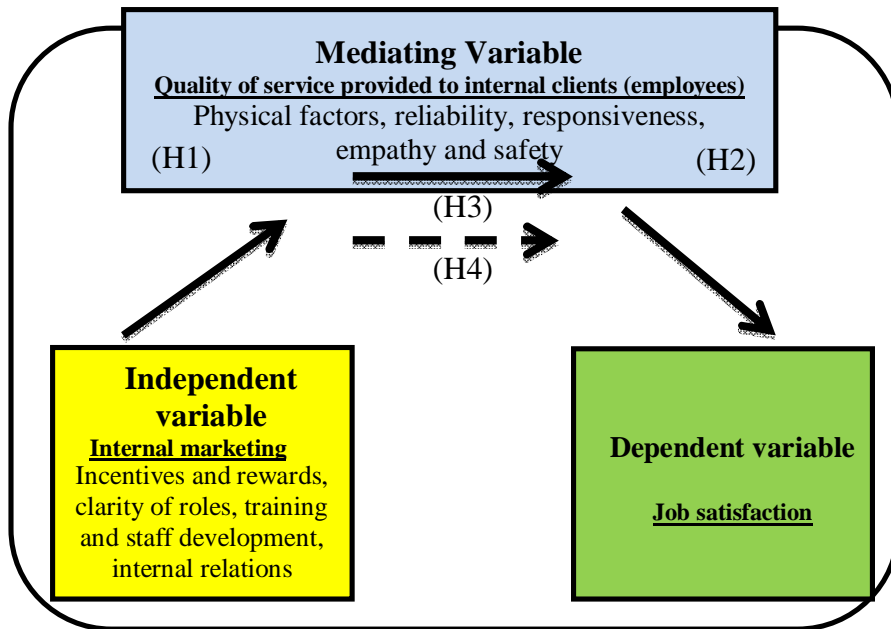
(A) The independent variable: internal marketing initiates various dimensions (incentives and rewards, clarity of roles, training, and staff development, internal relations).

(B) The mediating variable: the service quality provided to the internal client (employee) in its different dimensions (physical factors, reliability, responsiveness, empathy and safety).

(C) The dependent variable: satisfaction in regard to the services provided to internal clients (employees).

Figure (1) illustrates the hypotheses diagram of the research.

**Figure (1): Hypothetical diagram of the research**



## 6. Research Methodology:

Depending on the nature of research and information to be obtained, we have used the analytical descriptive method through which description and data collection and analysis to reach conclusions can be obtained. The analytical descriptive method depends largely on the investigators' question and on the available secondary data to identify the phenomenon characteristics and size, as well as the degree of correlation between selected variables. The study is considered as a field study because it focuses on collecting preliminary data from Taif University under study.

The researcher has relied on two sources of data, namely: -

Secondary sources: through referring to books and researches published in scientific journals and relevant Arabic and English references, in order to consolidate the theoretical framework and build Hypotheses.

Primary sources: the questionnaire list designed by the researcher has been used to achieve the objectives of the study. It was distributed to employees to obtain the necessary information.

### 6.1 Data Collection Tool

The researcher collected data for these two searches through the questionnaire, and it included the following scales: -

#### Internal Marketing Scale

Internal marketing was measured using the scale prepared by (Gronroos, 1990) and used by some researchers such as (Ismail, 2011; Al-Asadi and Abu Ghneim, 2010; Hijazi, 2009; Tarshan, 2014). Internal marketing scale consists of four dimensions that include (clarity of roles among the employees, training and staff development, incentives and rewards, internal relations).

The dimension of the clarity of roles among the employees was measured through seven phrases. The dimension of training and staff development through six phrases. The Dimension of the incentives and rewards was measured through six phrases. The internal relations dimension was measured through five phrases. All phrases formulated based on the 5 point Likert scale (ranging from 1= do not agree at all to 5 = strongly agree

#### **Level of Service Quality Provided to Internal Clients (Employees) Scale.**

The level of the quality of service provided to employees was measured using the actual performance of the service SERVPERF scale (Cronin and Taylor, 1992), where a number of researchers proved its superiority over SERVQUAL scale in measuring the actual performance (Chen & Lee, 2006; Kim et al. 2005; Zhou, 2004). This scale includes five dimensions of the quality of service, namely, (physical tangible aspects, reliability, responsiveness, safety, and empathy). The dimension of physical tangible aspects was measured through the seven phrases. The dimension of reliability was measured through four phrases. The response dimension was measured through five phrases. The security dimension was measured through four phrases. The empathy dimension was measured through five phrases. All phrases formulated based on the 5 point Likert scale (ranging from 1= do not agree at all to 5 = strongly agree

#### **The Level of Job Satisfaction Scale**

The job satisfaction scale prepared by (Mohrman, et al. 1977) and used by some researchers such as (Namrata, 2014; Cerit, 2009) was also used. It includes eight phrases that are all formulated based on the 5 point Liker scale (ranging from 1= not satisfied at all to 5= very satisfied).

##### **6.1.1 Validity of the Questionnaire**

Validity of the Questionnaire means that questionnaire measured what it was developed for, and that the researcher has made sure of formulating the statements contained therein and their clarity for the respondents, through being tested by university professors and specialists. The questionnaire was presented to a group of arbitrators composed of 5 specialists in business management and marketing. The necessary deletions and modifications in the light of the proposals made by the arbitrators were applied to obtain the questionnaire in its final form.

##### **6.1.2 Reliability of the Questionnaire**

Reliability of the questionnaire means that it will give the same result if it is re-distributed more than once under the same circumstances and conditions, or in other words, it means consistency of the results of the questionnaire and that they do NOT change significantly if re-distributed to sample individuals several times during certain time periods. To test the Reliability of the tool used (the questionnaire), alpha Cronbach consistency coefficient (Alpha) was used, where this coefficient measures the internal consistency of the questionnaire paragraphs and their ability to give consistent results of the respondents responses to the paragraphs of the questionnaire. The value of alpha coefficient ranges between (0-1) and it would be statistically acceptable if it is more than (0.7), (Nunnally and Bernstein, 1994) and this means that the tool consistency is good and therefore results can be generalized.

Table (1) shows Alpha Cronbach test results, for each scale in total, and for each of the dimensions of the various scales, where noted that the value of alpha for all scales ranges from (0.725) to (0.882). It is also noted that the Alpha Cronbach value, for each of the dimensions of the different scales ranges from (0.706) to (0.891), this ratio is considered high and acceptable and therefore we can rely on the credibility of the measurement tool and generalize the results of this study.



**Table (1) Alpha Reliability test results**

Scale	Number of to	Alpha value	Scale dimensions	Number of p	Alpha valu
Internal market	24	0.726	Incentives and reward	6	0-.706
			Clarity of roles	7	0.853
			Training and staff dev	6	0.871
			Internal relations	5	0.709
Quality of servi	25	0.725	Physical factors	7	0.822
			Reliability	4	0.733
			Response	5	0.790
			Empathy	5	0.782
			Security	4	0.891
Scale of satisfac	8	0.882	-----	-----	-----

### 6. 2 Study Population and Sample

The study population includes staff working in the Admission and Registration Deanship and Student Affairs Deanship in Taif University whose number reached (63) employees. Due to the small size of the study population, the researcher has used the comprehensive inventory style, and after collecting the questionnaires, the number of valid questionnaires for analysis was 56.

### 6. 3 Statistical Analysis Methods

The researcher has analyzed the data collected through questionnaires using SPSSv 22 program, and has used a number of statistical methods in data analysis contained by questionnaires to test hypotheses . These methods were as follows:

1. The arithmetic mean.
2. Cronbach's alpha reliability coefficient.
3. Pearson correlation coefficient to determine the association between independent variables and dependent variables.
4. Simple regression to determine the relationship between independent variables and dependent variables and to determine the variance ratio which can be explained in the dependent variable by the independent variables.
5. Path analysis to test the direct and indirect relationships between the dimensions of internal marketing as the independent variable and the satisfaction as the dependent variable through service quality as a mediating variable to indicate the role of these relations, so as to test the validity of the fourth hypotheses .

## 7. Statistical Analysis of Data

After encoding and entering data, version XXII of the statistical analysis program the Statistical Package for Social Sciences (SPSS)in conducting statistical analysis of the data field study as follows:

First: characteristics of study participants.

Second: descriptive statistics for study variables.

Third: Hypotheses testing and analysis of results.

The researcher addresses each element of the previous elements in some detail as follows:

### 7. 1 Characteristics of Study Participants

The questionnaire included data inquiring the type of participants in the study, and that included: age, length of work service, educational status, and marital status. Table 5 presents data that determine the qualities and characteristics of the (56) study participants.

It is noted from Table (2) that 36% of study participants' ages range from 25 years to less than 30 years, 81% of them had a work service that range from one year to less than 10 years, 57% of them have university degrees and 73% of them are married.

**Table 2: Demographic characteristics of study participants**

	Description	No.	Percentage
Age	Less than 25 years old	7	13%
	25-29 years old	20	36%
	30-34 years old	16	28%
	More than 35 years old	13	23%
Total		56	100%
Length of work service	Less than 1 year	3	5%
	1-4 years	25	45%
	5-9 years	20	36%
	10 years and more than	8	14%
Total		56	100%
Educational status	High school or less	20	36%
	University degree	32	57%
	Post- university degrees	4	7%
Total		56	100%
Marital status	Married	41	73%
	Single	15	27%
Total		56	100%

### 7.2 Descriptive Statistics for Study Variables

Five points Likert scale was used and there relative importance of the variables of the study was identified based on the following equation:-

$$\text{category length} = \frac{\text{variable max. limit} - \text{variable min. level}}{\text{no. of levels}} = \frac{5 - 1}{3} = 1.33$$

And thus the relative importance will be low if the arithmetic mean value ranges from 1 to 2.33, moderate if the arithmetic mean value ranges from 2.34 to 3.66 and high if the arithmetic mean value is higher than 3.67.

Table (3) displays descriptive statistics for study variables, where the average of participants' views about the "dimensions of internal marketing" is (3.44) and the standard deviation (0.873), which shows that most of the ideas range from "without opinion" and "agree" and tend to be "agree". In addition, the relative importance of this variable is moderate as the arithmetic mean value ranges from 2.34 to 3.66. Participants views about the "level of service quality provided to internal clients (employees)" is (3.34) and the standard deviation (0.860), which shows that most of the ideas range from "without opinion" and "agree" and tend to be "agree", and the relative importance of this variable is moderate where the arithmetic mean value ranges from 2.34 to 3.66. The average of participants views about (job satisfaction) is (3.38) with a standard deviation (0.495), which shows that most of the ideas range from "without opinion" and agree and tend to be "without opinion", as the relative importance of this variable is moderate where the arithmetic mean value ranges from 2.34 to 3.66.

**Table 3: descriptive statistics for study variables of the**

Elements	Arithmetic mean	Standard deviation	Relative importance
Internal marketing dimensions	3.44	0.873	Moderate
Incentives and rewards	3.42	1.060	Moderate
Clarity of roles	3.29	0.999	Moderate
Training and staff development	3.71	0.690	high
Internal relations	3.33	0.917	Moderate
Level of service quality provided to internal clients (employees)	3.34	0.860	Moderate
Physical factors	3.24	1.113	Moderate
Reliability	3.40	1.076	Moderate
Response	3.33	1.113	Moderate
Empathy	3.52	0.797	Moderate
Security	3.22	0.816	Moderate
Job satisfaction	3.38	0.495	Moderate

### 7.3 Hypotheses Testing and Analysis of Results:

The first hypothesis:

**"There is a statistically significant effect of the dimensions of internal marketing and the level of service quality provided to internal clients (employees) in general."**

To test this hypothesis, correlation coefficients and gradual regression have had been used as follows:

#### **Correlation Coefficients:**

The Pearson correlation coefficient was calculated for the average of internal clients (employees) views in the study regarding the quality of service provided to them and the dimensions of internal marketing level. Table (4) displays correlation coefficients for the average of internal clients (employees) views in the study regarding the quality of service provided to them and the dimensions of internal marketing level. The table shows that correlation coefficients between internal marketing dimensions and the level of quality of service provided to internal clients (employees) are high, where the lowest value for the correlation coefficient between "internal relations" and the level of service quality provided to internal clients is (0.765) which shows that there is strong positive correlation between the two variables, and it is significant at the significance level of 1%, and there is a strong proportional correlation between "incentives and rewards" and the level of service quality provided to internal clients (employees) as the value of the correlation coefficient is (0.960) which shows a strong positive relationship between the two variables and it is significant at the abstract level of 1%.

**Table (4): Pearson correlation between the levels of service quality provided to employees and the dimensions of internal marketing**

Internal marketing dimensions	The level of service quality provided to internal clients (employees)
Incentives and rewards	0.960**
Clarity of roles	0.907**
Training and staff development	0.913**
Internal relations	0.765**

\*\* Significant correlations at the significance level of 1%.

**Gradual Regression:**

Table (5) displays gradual regression model estimates of the regression of dependent variable (average of sample views about the quality of service level provided to internal clients (employees)) on the internal marketing dimensions. The table shows the significance of the estimated regression model through the values of F (261.058), and (sig= 0.000) value. Significance of regression coefficient and the constant at the significance level of 5% is evident. Incentives and rewards dimension affects the dependent variable (the level of the quality of service provided to internal clients (employees)) as the value of the coefficient of determination is (0.922), indicating that the independent variable in the model explains 92% of the changes that occur in the dependent variable (average of sample views about the level of quality of service provided to internal clients (employees)).

**Table (5): estimates of regression model**

Coefficient of determination R2	F (sig.)	Independent variables in the model	Estimates			
				$\beta$	t	Sig.
0.922	261.058 (0.000)	x1.1	Constant	1.204	6.990	.000
			x1.1	.779	16.157	.000

1.1 x: Incentives and rewards

From the foregoing, it is clear that first hypothesis is true:

**"There is a statistically significant effect of the dimensions of internal marketing and the level of service quality provided to internal clients (employees) in general."**

The second hypothesis:

**"There is a statistically significant effect the dimensions of internal marketing (in general) and satisfaction among internal clients (employees)."**

To test this hypothesis, correlation coefficients and simple regression have been used as follows:

**Correlation coefficients:**

The Pearson correlation matrix between the dimensions of internal marketing (in general) and the satisfaction of internal clients (employees) about services provided to them was calculated. Table (6) displays the correlation matrix between the dimensions of internal marketing (in general) and the satisfaction of internal clients (employees) about services provided to them. The table shows that there is a strong positive correlation between the two variables at a significance level of 1% as the value of the correlation coefficient is (0.850).

**Table 6: Pearson correlation coefficients for the dimensions of internal marketing (in general) and satisfaction among internal clients (employees) about the services provided to them**

	Dimensions of internal marketing (in general)	External clients (students) satisfaction about services provided to them
Dimensions of internal marketing (in general)	1	
Satisfaction of internal clients (employees) about services provided to them	.850**	1

\*\* Significant coefficients at the significance level of 1%.

**Simple regression:**

Table (7) displays simple regression model estimates for dependent variable regression (overall average satisfaction of internal clients (employees) about services provided to them) on the dimensions of internal marketing (in general).

The table shows significance of estimated regression model through the values of F (57.456), and the value (sig = 0.000). It also shows significance of regression coefficient and constant at the significance level of 5%, and the value of the coefficient of determination equals (0.723) which shows that the independent variable, "the dimensions of internal marketing (in general)," explains 72.3% of the changes that occur in the dependent variable (overall average satisfaction internal clients (employees) about services provided to them).

**Table 7: simple regression model estimates**

Determination coefficient R2	F (sig.)	Independent variables in the model	Estimates			
				$\beta$	t	Sig.
0.723	57.456 (0.000)	x1	Constant	1.794	5.467	.000
			x1	.702	7.580	.000

1x= dimensions of internal marketing (in general)

From the foregoing, it is clear that second hypothesis is true:

**"There is a statistically significant effect the dimensions of internal marketing (in general) and satisfaction among internal clients (employees)."**

The third hypothesis:

**"There is a statistically significant effect between the level of the quality of service provided to internal clients (employees) and the level of job satisfaction."**

To test this hypothesis, correlation coefficients and gradual regression have had been used as follows:

**Correlation coefficients:**

The Pearson correlation coefficient was calculated for the average of employees' views about the level of the quality of service provided to them and the level of job satisfaction. Table (8) displays correlation coefficients for the average of employees' views about the level of the quality of service provided to them and the level of job satisfaction. The table shows that the value of correlation coefficient for the "safety" as one of the dimensions of the quality of service provided to employees and the level of job satisfaction is high, and the value of the correlation coefficient equals (0.684) which shows a strong positive correlation between the two variables, and it is significant at the significance level of 1%, and there is a strong proportional relationship between the "empathy" as one of the dimensions of the quality of service provided to the staff and the level of job satisfaction, the value of the correlation coefficient equals (0.675) which shows a strong positive correlation between the two variables at a significance level of 1%. The lowest value of the correlation coefficient is (0.489) between the "reliability" as one of the dimensions of the quality of service provided to employees and the level of job satisfaction, which indicates the presence of a moderate positive correlation between the two variables at a significance level of 1%.

**Table (8): Pearson correlation coefficients between the levels of the quality of service provided to internal clients (employees) and job satisfaction**

The level of the quality of service provided to employees	Job satisfaction
Physical factors	0.682**
Reliability	0.489**
Response	0.655**
Empathy	0.675**
Security	0.684**

\*\* Significant dimensions at the significance level of 1%.

**Gradual regression:**

Table (9) gradual regression model estimates of the regression of dependent variable (average of sample views about job satisfaction) on the dimensions of the quality of service provided to internal clients (employees). The table shows the significance of the estimated regression model through the values of F (133.331) and (sig= 0.000) value. It also shows the significance of regression coefficients and constant at 5% level of significance.

The table shows that the dimensions of the quality of service provided to internal clients (employees) that affect the dependent variable according to the order of their entry to the model are:

- Security
- Empathy

The value of the coefficient of determination equals (0.559) which shows that the independent variables in the model explain 55.9% of the changes that occur in the dependent variable (average of the sample views about the level of job satisfaction).

**Table (9): estimates of regression model**

Determination coefficient R2	F (sig.)	Independent variables in the model	Estimates			
				$\beta$	t	Sig.
0.559	13.331 (0.000)	x2.5	Constant	1.010	2.087	.049
		x2.4	x2.5	.313	2.223	.037
			x2.4	.303	2.095	.048

2.5x= Safety 2.4x = empathy

From the foregoing, it is clear that third hypothesis is true:

**"There is a statistically significant effect of the dimensions of internal marketing and the level of service quality provided to internal clients (employees) in general."**

The fourth hypothesis:

**"The level of the quality of the service provided to internal clients (employees) as a mediating variable increases the strength of the positive relationship between the dimensions of internal marketing as the independent variable, and job satisfaction as the dependent variable."**

The researcher test the presence of a significant effect of the dimensions of internal marketing on the level of the quality of service provided to employees. Table (10) and Figure (2) display partial regression model estimates for the dependent variable regression (the level of the quality of service provided to employees) on the independent variables (internal marketing dimensions). The table shows the significance of the estimated regression model at the significance level of 0.01 as the calculated test value (F) equals (61.596) and Sig (P- value = 0.000) less than the level of significance. The table shows the significance of partial regression coefficients (path coefficients) (incentives and rewards) and constant through the t value and Sig (P- value). The most important independent variables that affect the quality of service provided to employees by the partial regression coefficient in the standard model is:

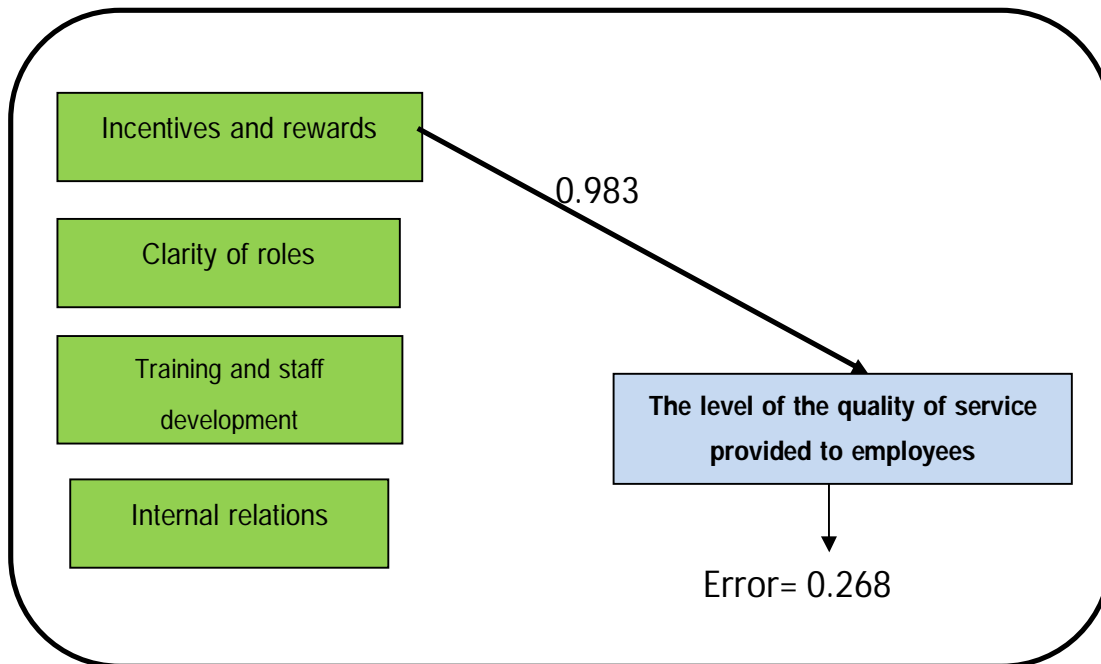
- incentives and rewards

The value of the coefficient of determination equals (0.928) which shows that the incentives and rewards as one of the dimensions of internal marketing explain 92.8% of the changes in the dependent variable (the level of the quality of service provided to employees)

**Table 10: partial regression model estimates**

Independent variables	Estimates					order
	Correlation coefficient	Partail regression coefficient	Standard partail regression coefficient	t	Sig.	
Constant	-	1.084	-	2.535	.020	-
Incentives and rewards	.960	.798	.983	3.515	.002	1
Clarity of roles	.907	-.013	-.016	-.080	.937	-
Training and staff development	.913	.152	.122	.604	.553	-
Internal relations	.765	-.138	-.147	-1.249	.227	-

F value= 61.596 sig.= 0.000 determination coefficient= 0.928 error= 0.268

**Figure 2: results of the first phase of the path analysis**

Testing the presence of a significant impact for the dimensions of internal marketing and the level of quality of service provided to employees on job satisfaction. Table (11) and Figure (3) display estimates of partial regression model for dependent variable regression (job satisfaction) on the independent variables (internal marketing dimensions and the level of the quality of service provided to employees). The table shows the significance of the estimated regression model at the significance level of 0.01 as the calculated test value (F) equals (61.596) and Sig (P-value = 0.000) is less than the level of significance. The table shows the significance of the partial regression coefficients (path coefficients) and constant through the t value and Sig (P-value). The most important independent variables that affect the dependent variable (job satisfaction) in the order of entry into the model are:

- Incentives and rewards
- Clarity of roles
- Internal relations
- The level of the quality of service provided to the staff

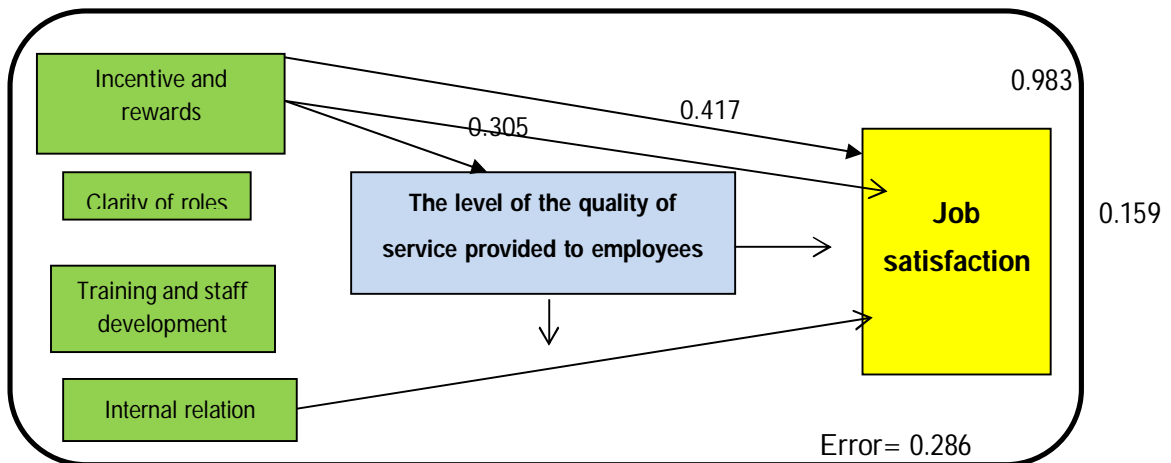
The value of the coefficient of determination equals (0.990) which shows that the independent variables in the model explain 99.0% of the changes in the dependent variable (job satisfaction).

**Table 11: partial regression model estimates**

Independent variables	Estimates					Order
	Correlation coefficient	Partail regression coefficient	Standard partail regression coefficient	t	Sig.	
Constant	-	.481	-	2.471	.024	-
Incentives and rewards	.979	.344	.417	2.995	.008	1
Clarity of roles	.960	.267	.305	4.061	.001	2
Training and staff development	.926	-.168	-.133	-1.689	.108	-
Internal relations	.893	.281	.294	6.189	.000	3
Level of the quality of service provided to employees	.940	.162	.159	1.793	.090	4

F value= 350.249 sig. = 0.000 determination coefficient= 0.990 error= 0.100

Figure 3: results of the second phase of the path analysis



From the foregoing, it is clear that the explanatory power of internal marketing dimensions increases can now explain the changes in the dependent variable (job satisfaction) through mediating the level of the quality of service provided to employees, and this confirms the decrease in error value until it reached (0.100) in the case of mediating the quality of service level provided to employees between internal marketing and job satisfaction dimensions. From the foregoing, it is clear that fourth hypothesis is true:

**"The level of the quality of the service provided to internal clients (employees) as a mediating variable increases the strength of the positive relationship between the dimensions of internal marketing as the independent variable, and job satisfaction as the dependent variable."**

**8. Results**

The present study aimed to reveal the extent of Taif University application of policies and programs of internal marketing and to find out the relationship and the impact of the actual practices of the strategies, policies, and programs of internal marketing on the level of the quality of service provided to internal clients (employees). It also aimed to detect the impact relationship between the level of the quality of service provided to internal clients (employees) and job satisfaction and to detect the relationship and the impact of the actual practices of the strategies, policies, and programs of internal marketing on internal clients (employees) satisfaction.



Finally, it aimed to reveal the impact of service quality on the relationship between the dimensions of internal marketing and internal clients (employees) satisfaction. Based on the previous statistical analysis, the following results can be presented:

1. Results of this study indicated that there is a moderate degree of impression among participants in the study about the actual practices of the dimensions of internal marketing, where the arithmetic mean value is (3.44). Results of this study are consistent with the results of previous studies, for example, (Al-Attar and Hassan, 2015), (Oluseye et al., 2012) and are not consistent with the results shown by the studies of Tarshan (2014) and Abbasi (2009).
2. Results of this study indicated that there is a moderate degree of impression among participants in the study about the quality of service level provided to internal clients (employees), where the arithmetic mean value is (3.34). Results of this study are consistent with results of previous studies, for example (Al-Attar and Hassan, 2015), and (Nsour, 2013).
3. Results of this study indicated that there is a moderate degree of internal clients (employees) satisfaction about the services provided to them, where the arithmetic mean value is (3.38). Results of this study are consistent with the study of (Oluseye, et al., 2012).
4. Results of this study indicated the presence of a strong positive relationship between internal marketing dimensions and the level of the quality of service provided to internal clients (employees) in general, and it is significant at the significance level of 1%. There is also a statistically significant effect of some internal marketing dimensions on the level of the quality of service provided to internal clients (employees), where incentives and rewards dimension affects the dependent variable (the level of the quality of service provided to internal clients (employees)), where this variable explains 92.2% of the changes that occur in the dependent variable (average of sample views about the level of the quality of service provided to clients (employees)). Results of this study are consistent with the results of previous studies, for example, Falahatkar and Habibi (2015), Nsour, (2013), and Sadeghloo and Tirgar, (2013).
5. Results of this study indicated the presence of a strong positive relationship between internal marketing dimensions (in general) and the satisfaction among internal clients (employees) for services provided to them, and it is significant at the significance level of 1%. There is also a statistically significant effect of internal marketing dimensions (in general) on the level of job satisfaction where the independent variable "internal marketing dimensions (in general)" explains 72.3% of the changes that occur in the dependent variable "overall average of internal clients (employees)satisfaction." This is consistent with the findings of some previous studies such as (Kahled and Salem, 2013),and (Oluseye, et al., 2012).This requires the university administration to apply internal marketing due to its clear impact on employees satisfaction, which is reflected in turn on the way of their providing the service.
6. Results of this study indicated that there is a strong positive relationship between most of the dimensions of the level of the quality of service provided to internal clients (employees) and job satisfaction, and it is significant at significance level of 1%. There is also a statistically significant effect of some of the dimensions of the quality of service provided to internal clients (employees) on the level of job satisfaction, where security and empathy dimensions (respectively) affect the dependent variable (job satisfaction), and these variables explain 55.9% of the changes that occur in the dependent variable (the overall average of internal clients(employees) satisfaction about services provided to them). Results of this study are consistent with the results of some previous studies (Coenen, et. Al, 2012; Khan et' al. 2011; Nazeer et al., 2014).
7. Results indicated that the mediating variable "quality of service" increases the strength of the positive relationship between the dimensions of internal marketing (independent variable) and job satisfaction (dependent variable). This can be explained by that the greater the incentives and rewards to employees, the more every employee in the university knows his role precisely, and that the more the university encourages building personal relationships between employees within the work, it will lead to increase their sense of the quality of service provided to them and thereby increase job satisfaction.

## 9. Recommendations

In light of previous results, we can conclude some scientific recommendations that can be adopted by the university administration to improve job satisfaction of employees (internal clients) and then raise the level of service provided to university students (external clients). These recommendations include the following:-

1. University administration has to adopt the concept of internal marketing with due attention towards the effective and continuous application of various strategies and programs directed to the needs and desires of its internal clients (employees) and work on developing them to help raise the level of job satisfaction.
2. Results of this study that incentives and rewards dimension has an impact on the quality of service, so university administration has to focus on incentives and bonuses as an important tool to retain current employees by relying on different types of incentives, as material and moral incentives and individual and group incentives without concentrating on one type only.
3. Results of the study indicated that security dimension (one of the level of service quality dimensions) has an effect on job satisfaction, so university administration must create an atmosphere of trust and safety among employees to make them feel that the service provided to them and the services they provide is free of error, danger or doubt, provided that it includes psychological and physical reassurance.
4. Results indicated that empathy dimension (one of the level of service quality dimensions) has an effect on job satisfaction, so university administration must express the spirit of friendship and care of employees, besides making them feel their importance and the desire to provide services according to their needs. University administration has to be keen to empathize with employees when facing problems, to put their interests at the forefront of its concerns, to ensure full equality between staff and to reject all forms of discrimination.
5. University administration should make its best to meet the needs of its employees and to gain their satisfaction. This is reflected by their providing better services to external clients (students) and thus gaining their satisfaction.
6. Continuous assessment and evaluation of the level of quality of service provided to internal clients (employees) is important.
7. University administration has to provide a great deal of marketing information to its employees so that they are able to provide the various services.
8. It is important to provide two-way communication process between staff and university administration to allow solving problems as soon as possible.
9. Encouraging teamwork and avoid individual acts to ensure success of internal marketing programs.
10. University administration must listen to the views of internal clients (employees) about services provided to them, and know the kind of services they need.
11. University administration must work toward the application of the overall quality due to its effective role in the development of university services and the improvement of their quality. It is also an important point in achieving client satisfaction.
12. University administration must be convinced that employee satisfaction is an important step in providing excellent educational service so it has to work to achieve job satisfaction of its employees.
13. Further studies on the concept of internal marketing and its consequences must be conducted.

## References

- Abbas, M. S. (2006). Human resources management, strategic entrance, Dar Wael for Publishing and Distribution, Amman.
- Abbasi, B. (2009). The role of internal marketing in hotel services quality development : a field study for a sample from hotel institutions, Ouargla state, Master Thesis, Management Science, Ouargla University, Algeria.
- Alaabit, A. F. (2013). Job satisfaction among government and private kindergarten children parameters (a comparative study), Arab Studies in Education and Psychology, No. 43, Part III, pp. 122-148.
- Aldmour, Hani. (2005). Marketing services, Dar Wael for publication, th3 ed, Amman.

- Alfalih, N.S. (2001). Organizational culture and its relationship with job satisfaction in the security services, Master Thesis, Naif Arab Academy for Security Sciences, College of Graduate Studies, Riyadh.
- Alfathel, M. & Ghadeer, I. (2012). The impact of quality cost accounting in achieving competitive advantage: an analytical study for a sample of Iraqi industrial organizations. *Journal of Economic and Administrative Sciences*, Faculty of Management and Economics, Kufa University, Iraq, No. 23, pp. 231-252.
- Ali, A. (2006). Total quality management and requirements for Iaizo, Dar Ghareeb for printing, publishing and distribution, Cairo.
- Ali, H. M. (2007). The impact of using internal marketing on service quality provided to customers (patients and reviewers) in Arab Medical Center "field study", Master Thesis, Amman Arab University, Jordan.
- Alimam , Mahmoud .(2012). internal marketing and its role in the external customer satisfaction, *Egyptian journal for commercial studies*, Vol. 36, No. 2, pp. 335-359.
- Al-selmi, Ali. (2000). motivation and incentives, the Arab Organization for Administrative Sciences, Cairo.
- Alshraideh, Salem (2008). job satisfaction (theoretical frames theory and practical applications), Dar alsafa for Publishing and Distribution, Amman, Jordan.
- Asadi, salah. (2010). internal marketing strategy and its impact on of banking service quality: An Empirical Study of a sample of Iraqi banks, *Kuofa, Iraq 0.3 folder*, Vol.3, No. 7, pp. 11-54.
- Attar,F. H. & Hassan, H. M. (2015). internal marketing, service quality and their impact in achieving customer satisfaction prospective study of domestic banks in Karbala, *scientific journal of Karbala University* Vol. 13, No. 1, pp. 315-340.
- Back, K.-J., Lee, C.-K., & Abbott, J. (2011). Internal Relationship Marketing: Korean Casino Employees' Job Satisfaction and Organizational Commitment. *Cornell Hospitality Quarterly*, 52(2), 111-124.
- Bahussein, Sami. (2007). job satisfaction for salespeople in Saudi private sector: a field study on the private sector organizations in the Eastern Province, *Arab Journal of Administrative Sciences*, Vol. 14, No. 12, pp. 237-264.
- Bikhiri, S, & Oshiat, H. (2012). The impact of job satisfaction on employees performance in academic institutions: the University of Albioarh case study, Master Thesis, Institute of economic and commercial sciences, management, Algeria.
- Blythe, J. (2003). *Essential of Marketing Communication*, Pearson Education Limited, England.
- Cerit, Y. (2009). The Effects of Servant Leadership Behaviors of School Principals on Teachers' Job Satisfaction, *Educational Management Administration & Leadership* September, No. 37, pp. 600-623.
- Chen Liang–Tung & Lee Hsien–Yao (2006). Kano Two – Dimensional Quality Model and Important–Performance Analysis in the Student's Dormitory Service Quality Evaluation in Taiwan, *Journal of American Academy of Business* Cambridge, (September), Vol.9, No. 2, pp. 324-330.
- Coenen, C., Waldburger, D. and Felten, D.V. (2002), *Facility Management Service Barometer: Measuring Internal Service Quality*, European Facility Management Conference, Life Sciences and Facility Management.
- Cronin J. Joseph & Taylor A. Steven (1992). Measuring Service Quality: A Reexamination and Extension, *Journal of Marketing*, Vol. 56, No. 3, pp. 55-68.
- Dalvi, M. R.; Sefid-Dashti, F. (2013). Effect of internal marketing on organizational silence. Case study: tax affairs administration in Isfahan, *management and development quarterly*, No. 83, pp. 139-160.
- Falahatka, A. and , Habibi 2 R., (2015) Effect of Internal Marketing on Service Quality, *VISI Journal Akademik*, 7 (2015), 44-51
- Gounaris, Spiros (2008). The Nation of Internal Market Orientation and Employee Job Satisfaction: Some Preliminary Evidence , *Journal of Service Marketing* , Vol. 22, No. 1 , pp. 68-90.
- Hamid, S. Sh. (2001). The impact of internal marketing as an entry point for human resources management at health service quality level in the General Authority for Health Insurance Greater Cairo hospitals, Faculty of Commerce, Al-Azhar University, Cairo, Egypt.
- Hijazi, Z.S. (2009). the possibility of using internal marketing to improve training Quality , Empirical Study on the National Center for development the capacities of teaching staff and leaders at Egyptian universities, members of the quality, *scientific journal of Research and Business Studies*, Vol. 23, No. 2, pp. 93-161.
- Huda, J. (2009). measure banking service quality on Algerian state-Baraka Bank study, Master Thesis, Faculty of Economic and management sciences, Department of Commercial Science, Mentouri University ,Constantine, Algeria.

- Ismail, Turki. (2011). internal marketing concept for the management of human resources and its impact on of educational service quality : An Empirical Study on faculties workers of Economics and Administrative Sciences in private Jordanian universities, open magazine of Jerusalem University for Research and Studies, Palestine, Vol.2, No. 23, pp. 175 -202.
- Jariri, O.S. (2006). The impact of internal marketing and service quality on customer satisfaction: an applied study to a sample of the Yemeni banks, PhD Business Administration, University of Damascus, Syria.
- Jones, G. & Gouge, J. ( 2008). Contemporary Management, 5th ed, McGraw-Hill, NY.
- Jones, R, Sloane, L. (2009). Regional differences in job satisfaction. Applied economics Vol.41, No. 8, pp. 1019-1041.
- Kandari, N. I. (2014). The impact of internal marketing on job satisfaction an application on service university educational institutions in Kuwait, scientific journal of economy and trade, No. 3, pp. 127-148.
- Khan, M.A., Rehman, K.U., Rehman, I.U., Safwan, N. and Ashfaq, A. (2010), Modeling Link between Internal Service Quality in Human Resources Management and Employees Retention: A case of Pakistani Privatized and Public Sector Banks, African Journal of Business Management, Vol. 5, NO. 3, pp. 949-959. Web-site: <http://www.academicjournals.org/AJBM>.
- Kim Jin Yong, et al. (2005). Measuring Service Quality in the context of the Service Quality- User Satisfaction Relationship, Information Technology Theory and Application ,Vol.7, No. 2, pp. 54-42.
- Kotler, P. (2000). Marketing management. 11th edition, prentice Hall, New Jersey.
- Lings, I.N. (2000). Internal Marketing and Supply Chain Management. Journal of Services Marketing, Vol. 14, No. 1, pp. 27-43.
- McManus, I., Keeling, A., & Paice, E. (2004). Stress, burnout and doctors' attitudes to work are determined by personality and learning style: A twelve year longitudinal study of UK medical graduates. BMC medicine, 2(1), 29.
- Mohamed, et al. (2014). internal marketing procedures and its role on employees performance an applied research in the Rasheed Bank / Branch Baya, journal of Economic Sciences, Baghdad University, No. 40, pp. 237-253.
- Mohrman, et al. (1977). An assessment of a structural task approach to organizational development in a school system. Washington, DC: National Institute of Education.
- Namrata, V. (2014). Transformational Leadership and Job Satisfaction of Female Primary Teachers in UAE: A quantitative perspective, International Journal of Research in Social Sciences, No. 4.3 , pp. 500-511.
- Nsour, I . A, (2013). Examine the Relationship between Internal Marketing & Internal Service Quality in Saudi Public Hospitals, Research on Humanities and Social Sciences, Vol.3, No.19, pp. 27-40.
- Nunnally J. C., and Bernstein, I H., (1994). Psychometric Theory, 3rd Ed., (London: McGraw-Hill).
- Oluseye, et al. (2012). Internal Marketing Practices and Job Satisfaction: Evidence from a Nigerian University Setting, Broad Research in Accounting, Negotiation, and Distribution , Vol 3, No. 3, pp. 18-30.
- Panjakajornsak, V. (2012). Applying the service profit chain to a private hospital in Thailand. NIDA Development Journal, 49(2), 79-108.
- Pantouvakis, A. (2011). Internal service quality and job satisfaction synergies for performance improvement: Some evidence from a B2B environment. Journal of Targeting, Measurement and Analysis for Marketing, 19(1), 11-22.
- Papazolomou, L. & Koutouros, H. (2011). Corporate Social responsibility, internal marketing and labour law: exploring the prospects for mutually beneficial coexistence. <http://marketingConference.services.net/resources/327/2342/pdf>.
- Rafiq , M & Ahmed , D.K. (2000). Advances in the Internal Marketing Concept: Definition, Synthesis, and Extension, Journal at Serves Marketing, Vol. 14, No. 6, PP. 449-462.
- Rue, L. and & Byars, L. (2005). Management: Skills and Application, 11th ed, McGraaw-Hill, NY.
- Sadeghloo, M. & Tiger, M. (2013). The relationship between internal marketing and service quality in offices of sports and youth (A case study of Golestan province of Iran), Advances in Applied Science Research, Vol. 4, No. 4, pp. 99-101.
- Salem, K. M O., (2013). The Relationship between Internal Marketing Orientation and Employee Job Satisfaction In Public Sector, International Journal of Learning & Development, Vol. 3, No. 5, pp. 111- 120.
- Saudi, A. M. (2005). The relationship between organizational trust and job satisfaction among workers in Jordanian ministries: An Empirical Study, Journal of Studies, Vol. 1, No. 10, p S0-14.

- Shawabkeh, R.T. (2010). The impact of internal marketing in achieving multi-dimensional of organizational commitment for workers in the Greater Amman Municipality, Master Thesis submitted to the Faculty of Business, Middle East University
- Shnofi, N. (2005). Assess the activation of factor in the economic performance of public enterprise system, a PhD in Science, the University of Algiers.
- Singh, N. (2002). Human Relations and Organizational Behavior, New Delhi, Deep and Deep publications pvt. Ltd.
- Tarshan, H. (2014). Internal marketing concept for human resources management and its impact on the information services quality: a field study at Biskra University, Jordan journal for Libraries and Information, Vol. 49, No. 1, pp. 85-126.
- Zhou Lianxi. (2004). A dimension-specific Analysis of Performance-only Measurement of Service Quality and Satisfaction in China's Retail Banking, The Journal of Services Marketing, Vol. 18, No. 6/7, pp. 543-546
- Ziyara, F. (2000). Business administration assets and principles, National Library Department, Amman.