



## The Impact of Internal Marketing policies in attaining Organizational Commitment the case of Ooredoo company

Abderrahmane DIAB\*

SME Research & Innovation Laboratory  
University of Mascara, Algeria

*abderrahmane.diab@univ-mascara.dz*

*Received: 11/03/2021*

*Accepted: 12/10/2021*

*Published: 16/12/2021*

### Abstract:

The main objective of this study is to measure the impact of internal marketing policies on organizational commitment of Ooredoo company employees, by adopting the Foreman & Money scale. 43 questionnaires were distributed to the employees in 03 states: Saida; Mascara; Sidi-bel-Abbes. Several results were reached: 1) Internal marketing policies affect the organizational commitment of Ooredoo operator employees; 2) The training level affect the organizational commitment of Ooredoo operator employees; 3) The incentives provided have a high impact on the organizational commitment of the ooredoo operator employees; 4) The organizational vision affect the organizational commitment of Ooredoo operator employees.

**Key Words:** Internal marketing policies, organizational commitment, affective commitment, continuance commitment, normative commitment

**JEL Classification :** M31.

\* Corresponding author: Abderrahmane Diab (*abderrahmane.diab@univ-mascara.dz*)

### Introduction:

The purpose of any enterprise is to maximize profit and minimize losses. But achieving this goal bases on two major pillars: the first is Customers, Drucker state that the purpose of business is to create and keep customers; so that because customers are the major source of profit, furthermore ( Kotler & Armstrong, 2012, p. 13) argued that the cost of keeping an existing customer is five times less than attracting new one. The second pillar is employees (the internal customers), so that the success of the first pillar depend on their success. so ensuring customer's continuous relationship don't depend only on organizational laws but goes beyond to a deeper dimension that includes the employees perception and the clear understanding of organization mission and vision and the extent of their adoption and embracing their ideas (Balfour & Barton, 1996, p. 257), (Bar-hayim & Berman, 1992). in result the employees rules applying become an obligation arising out of a conviction that is not mandated by fear of sanction. But the non-committed employee with its organization consider as a danger source, so that its weak organizational relationship will affect negatively on his behavior and handling with customers; in result enterprise loses opportunities and this behavior will harm enterprise employees relationship. In other hand (Tansuhaj, Randall, & McCullough, 1991) said that this



kind of employees characterized by a high turnover rate, and this is contrary to the principle of organizational efficiency; so that the enterprise bears The cost of training this employee (human capital investment) but he may be move to a concurrent company, so the enterprise loses on several levels:

- The loose of training and habilitation costs.
- The loose of the return on investment ROI (training).
- The possibility of leaking informations to competitors.

The international report about the state of the global workplace 2013 issued by Gallup institution of USA divides the employees to three segments (Gallup Institute, 2013, p. 17): the first one is the engaged employees who perform their duties with dedication and feel closely associated with their organizations, and they have a great impact on innovation in their organizations. The second segment is the not engaged employees who are essentially checked out, the report likened them to those who walked throughout their sleep, spending time without vitality or adding value. While the third segment is the actively disengaged employees who are not just unhappy, rather they try to spread their misery among their colleagues especially those who are committed by working to discourage them and underestimate their achievements in order to turn them into non-committed. In other hand, the report in his part of organizational commitment across the world noted that just 13% of employees are engaged and 63% are not engaged, whilst 24% are actively disengaged. Knowing that the study covered more than 140 countries. Looking at these proportions does not require much knowledge to be aware of the enormity of the situation.

In the case of Algeria, the report noted that 12% of employees are engaged, 35% of employees are not engaged, whilst the percentage of actively disengaged employees is 53%. and this is horrible situation, it raises the alarm as more than half of the employees are really not only a financial burden on their institutions but also they seek to affect negatively the few committed employees to work and they are an impediment to the success of their institutions in achieving their goals.

From the last presentation appear the importance of studying organizational commitment (engagement) .Although the organizational commitment has been theorized intensively in recent decades; it is clear in the light of this report that it still needs more research, especially studying the variables that lead to its increase with a view to adopting and strengthening it as well as identifying factors and variables leading to its decline. For overcome this situation, we suggest the adopting of internal marketing -This will be explained in the following paragraphs- Which is considered one of the most prominent policies that academics unanimously agree on its positive impact on achieving organizational commitment. Finally, we note that we reviewed that last report of the Gallup institution issued in 2018 but it did not address the topic of organizational commitment and therefore we adopted the report issued in 2013. Thus, we can state the problem of the study as follows:

**To what extent does internal marketing policies affect organizational commitment of ooredoo telecom employees?**

**Study objectives:**



- Highlighting the reality of applying internal marketing policies at Ooridoo Communications.
- Measuring the impact of internal marketing policies on Ooredoo employees organizational commitment.
- Identifying the important organizational commitment factors affected by internal marketing policies.
- Identifying Ooredoo employees organizational commitment level.

## **I. Theoretical Framework:**

### **1. Concept and development of internal marketing**

The focal point of internal marketing is viewing employees as first market that organization have to satisfy. **Sasser & Arbeit** considered one of the first who advocate this idea, where they pointed out that: “the first market for a service organization needs to fulfill is the employees market” (Sinčić & Vokić , 2009). Increased interest in internal marketing is mainly due to the growing service sector, where the delivery of service to the customer is critical and crucial; so that the intangibility of service increases customer risk degree, which increases the possibility of giving up the service. However, the service provider's unique interaction leads to assess the risk of the customer. But the service sector suffered from a fundamental problem of the 1980s, which was the disparity in the delivery of services by providers, which increased and decreased at other times. This prompted the need to look for methods that would stabilize service levels, including internal marketing. (Rafiq & Ahmed, 2002) Indicates that internal marketing term was first used by Berry and later by George. although the idea was all referred to Sasser and Arbeit in 1970s, it lasted until the publication of Berry research in 1981 which he define internal marketing as: “Considering employees as internal customers and considering their jobs as internal products that meet and satisfy their needs and desires in order to achieve the organization's objectives”. Berry's definition based on the idea of “customer satisfaction depends on employee’s satisfaction” and therefore satisfying employees with functions that fit their needs will reduce the volatility of service delivery and thus improve service quality. On the other hand, (Sasser & Arbeit, 1976) went further asserting that: “Employees are the first market for the service enterprise”. The stage concluded that motivating the employee leads to his satisfaction and thus improves his relationship with customer and enhance quality.

The second stage of internal marketing knows fall of “employee is internal customer” idea, (Rafiq & Ahmed, 1993) noted that this idea was marred by several problems that contradicted the essence of marketing thought, which necessitated overcoming it. While the idea that motivating employees (especially the front lines) alone is not enough to improve service quality from the premise that interaction with customers is not alone affects the purchase and re-purchase. but requires Sales Minded employees who are aware of the importance of customers, as well as staff who show care and attention during the sale process. Also, achieving these requirements is possible by using external marketing policies on employees (Rafiq & Ahmed, 2002). In the same context Michon defines internal marketing as “a



marketing approach within the company that allows the company to design and promote ideas, projects or values that are useful for company, to communicate through dialogue with employees so that they can express themselves, choose freely and after all facilitate their implication in the company” (Seignour, 1998). According to this definition, internal marketing is a marketing application based on the marketing mix to create an interactive atmosphere within the organization with its employees aimed to strengthening the individual relationship with his organization goals and vision and thereby achieving integration between them. Otherwise, how will employee implement the required objectives if he is not convinced by, here (Kotler & Keller, 2012) makes it clear that it makes no sense for the organization to undertake a level of services to its customers while its employees are not convinced by it. The difference between the second and first phase is the disappearance of the idea of considering employee as internal customer, in addition to the fact that motivation alone is not enough to improve service quality. But it is necessary to go towards customer orientation and push employees to be sales minded, and take care and attention to the sales process by adopting a marketing approach within the organization.

The third phase came in response to the growing belief that internal marketing is not only about motivating employees or about creating customer orientation, but also extends to the possibility of implementing strategic plans and managing change through the integration of the organization's divisions with so-called functional integration (Cross Functional). Integration). According to Winter, internal marketing includes: “Organizing, training and motivating employees to achieve organization objectives, which leads to their understanding of the strategy drawn in addition to their awareness of their role in it.” (Rafiq & Ahmed, 2002). More broadly (Rafiq & Ahmed, 2000) defined internal marketing as: “Internal marketing is a planned effort using a marketing-like approach to overcome organizational resistance to change and to align, motivate and inter-functionally co-ordinate and integrate employees towards the effective implementation of corporate and functional strategies in order to deliver customer satisfaction through a process of creating motivated and customer orientated employees”. The conclusion of this phase showed that internal marketing is broader than just motivating employees towards awareness of the importance of the customer only, but also to create functional integration, contribute to the implementation of the strategy and overcome resistance to change.

## **2. Internal marketing policies**

To measure internal marketing policies, we adopted the scale developed by Foreman & Money

### **2.1. Training and development**

Training define as a set of procedures and operations aims to give staff skills and knowledge for raising their performance and then achieving enterprise goals, in which identifying training needs in accordance with internal market research and internal market segmentation. (Al-Rousan M. A., 2011) noted that, training is a regular process for change staff's behaviour towards the organization development in real time and in the future. In the same context (Abu Rummana & M. Ahmed,



2012) argue that the importance of training stems from the fact that no matter how rigorous the selection process of employees is, their skills and abilities when starting off be limited. In other hand the development is a planned process designed to enable the organization and its personnel to adapt to the external environment and its variables to raise its problems solving capabilities, so that the development process takes the character of the planned change ( Al-Haj Abed & Damour, 2010).

## **2.2. Incentives**

There is no behaviour without motives behind it, so these motivations can be stimulated through tools and means desired by employees called incentives for satisfying theme. Or is a set of conditions that are available in the work environment for satisfying the employees desires through work. In addition, incentives have also been defined as factors that drive employees to work hard for achieving the goals set (Qaryouti, 2001). The difference between motives and incentives is that the first is internal forces that move behaviour toward specific ends, while incentives are material and moral means that satisfy needs and desires.

## **2.3. Vision**

Depending on (Helms, 2006) the vision represents a visualization of the situation that organization wants to access, while (Aljohani, 2006) believes that the vision represents the ambitions of the institution, which cannot be achieved under the current possibilities, but can be achieved in the long term. In short, the vision is the set of an organization's long-term strategic objectives.

## **3. Organizational commitment**

For decades, organizational commitment has been considered a concern for academic researchers and even practitioners; it is a goal of paramount importance for modern-day human resources management aimed at improving the relationship between the employee and his or her organization, as well as solving the problems of absences and the tendency to leave work (Turnover).

### **3.1. Highlights on the concept of organizational commitment**

The last three decades have seen major transformations in business organizations, particularly on the nature of the relationship between employees and their employers, Because of the impact of organizational commitment on the achievement of organizational objectives on the one hand and staff retention on the other, it has become an attractive area for research (Tremblay, Guay, & Simard, 2000). Depending on (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002) Organizational commitment has several aspects: psychological, behavioural and emotional, which give an individual a sense of responsibility towards his or her organization. (Nehmeh, 2009) Noted that organizational commitment is a very valuable asset, and many studies have shown a positive impact on organizational performance. In fact, a committed employee has the ability to adapt to the goals and values of his organization as well as to adopt it, and he has the desire to belong to the organization and to strive beyond what is required of him. Therefore, if human resources are one of the organization's most important assets, committed staff must be considered as a competitive advantage for the organization.



Mowday indicates that Commitment is one of the most important elements that organizations wish their employees to have, because of their benefits to the organization. The high level of commitment reduces turnover and increases organizational performance (Hunt, Chonko, & Wood, 1985). In a purely administrative way (Faliyah & 'Abd al-Majid, 2005) believes that the increased interest in organizational commitment is due to the increased interest in the individual and his organizational role. It is known that the importance of the individual is not equal to other factors of production, and at the same time, the individual has his directions, ideas and motives that guide his behavior; the latter cannot be controlled or adjusted by the enterprise and for all individuals each of them has a margin of difference that distinguishes it from others. The organization's success in achieving its objectives is therefore directly linked to the extent to which its members believe in the goals and their conviction with them and they feel that they are identical or at least close to their personal goals.

### **3.2. Reasons for caring about the commitment subject**

At the beginning of the 1980s, the subject of commitment saw a growing interest from researchers and perhaps the most important reason for their interest in the subject of commitment was what (Amernic & Aranya, 1983) indicated:

- The performance of committed staff is higher than that of non-committed staff.
- Commitment is often a better indicator than job satisfaction to determine the staff intention to leave the work.
- The possibility of using organizational commitment as an indicator to measure the effectiveness of institutions.

### **3.3. Organizational commitment definition**

In general, an organizational commitment can be defined as a psychological link between the employee and the organization to which he belongs. That association is working to reduce the tendency to leave the organization (Allen & Meyer, 1996). Also (Lee, 1971) define organizational commitment as "The employee's desire to stay within the region", and as is clear from Lee's limited definition and confined only to one dimension is the desire to stay. Therefore, Schneider defines organizational commitment by matching the employee's objectives with those of his organization: 'the extent to which an individual is consistent with the organization's objectives and values' (Balfour & Barton, 1996). In the same context Steers agree with Schneider and in his view, organizational commitment represents 'the strength of the individual's association with, organization, and affiliation with his organization' (Amernic & Aranya, 1983). Also Buchman view organizational commitment as "affective attachment to the goals and values, and to the organization for its own sake, apart from its purely instrumental worth"

### **3.4. Organizational commitment characteristics**

According to (Porter, Steers, Mowday, & Boulian, 1974) organizational commitment has three characteristics:

- Strong faith in the organization and acceptance of its aims.





- Willingness to make an effort on behalf of the organization.
- The desire to remain within the organization.

In addition, we find the same characteristics in Graves et al, 2007 study as noted by (Hellriegel & Slocum, 2011).

### **3.5. Types of organizational commitment:**

Interest in the study of organizational commitment began in the 1970s and beyond, at that time, there was a general trend with one dimension of commitment: emotional commitment (Caruana & Calleya, 1998). Considering that, the majority of the definitions of organizational commitment focused on the feeling or emotion and sentimental that link the individual to the organization.

(Mowday, Porter, & Steers, 1982) Noted that affective commitment is due to a sense of belonging to the organization, as it affirms the belief in the organization and the acceptance of its goals and values and the willingness to exert effort in its name in addition to the desire to remain and continue. In the same context the sense that organizational behavior literature talks about, according to Meyer is a psychological condition that characterizes an employee's relationship with his organization, and has an impact on the decision to continue with the organization or leave.

However, the dynamics of research in the field of organizational behavior and the continuation of research have led to the detection of a second dimension of organizational commitment, is the continuance commitment (calculative). This latter differs from affective commitment; it is not based on feelings or emotions, but on logical grounds based on the individual's awareness of the benefit, the cost (financial, non-financial) resulting from the decision to stay or leave (Meyer & Allen, 1991) or so-called side bets. It should be noted that the continuance commitment (calculative) reached through H.Becker's Side-Bet Theory 1960. According to his theory, the commitment defined: 'a tendency to link in homogeneous paths of activity as a result of the accumulation of side bets, which could be lost if the activity ceases', and the homogeneous paths of activity are intended to achieve membership in the organization, remaining and continuity. The term side bets also refers to the accumulated investments that an individual makes over time with his organization (e.g. money, career effort, business friendships...). Becker discussed that over time certain costs are formed that make it difficult for an individual not to adhere to homogeneous paths (2012, الهنداوي), which can be called exit barriers.

A third dimension added Allen and her colleague Meyer, a normative commitment that they consider less well known but no less important than his predecessors, reflects an individual's sense of responsibility for his organization, its duty to it and to the rest of colleagues. The personal values that one believes in play a major role in shaping this kind of commitment (Allen & Meyer, 1990). According to Weiner, individuals who adopt this kind of commitment spontaneously embody it, representing them with the right behavior based on ethical principles and values (Meyer & Allen, 1991). The sense of duty results in the process of overlapping and accumulating the principles and values that an individual acquires, whether before entering or joining the organization (Caruana & Calleya, 1998). Family values,



custom or religion in which an individual believes may have an impact on the formation of a normative commitment.

As (Meyer & Allen, 1991) noted, staff with strong affective commitment continue within the organization because they want it, and those with high continuing commitment continue with the organization because they need it, and those with strong standard commitment continue with the organization because they are convinced that it is their duty.

#### **4. The relationship between internal marketing and organizational commitment**

In theory the relationship between internal marketing and organizational commitment is justified; The purpose of internal marketing policies is to retain highly qualified employees who are willing to work hard to achieve the organization's goals. So, achieving employee organizational commitment is one of the most important goals of internal marketing. On the other hand (Caruana & Calleya, 1998) indicated that the main focus of internal marketing is to make employees aware of the extent to which top management cares about their needs and desires and works to meet them as much as possible. Consequently, success in applying Internal Marketing concept will generate a positive attitude among employees towards their organization that involves organizational commitment, engagement in work, motivation and job satisfaction.

Based on these reflections, the hypotheses were established as follow:

- **H1:** There is no statistically significant effect of internal marketing policies on the organizational commitment of Ooredoo employees.
- **H2:** There is no statistically significant effect of Training and development policies on the organizational commitment of Ooredoo employees.
- **H3:** There is no statistically significant effect of Incentives policies on the organizational commitment of Ooredoo employees.
- **H4:** There is no statistically significant effect of Vision policies on the organizational commitment of Ooredoo employees.

## **II. Research methodology**

In order to answer the research question, we adopted the deductive method based on analysis and case study.

### **1. Data and study sample**

The research community included all employees and workers of the Ooredoo Telecom Corporation, Saida Wilaya Branch, Sidi Bel Abbas Branch, Mascara Wilaya Branch. The number of distributed questionnaires reached 50, of which 43 were retrieved, which are valid for statistical analysis purposes. The questionnaire was distributed between January and February 2020.

### **2. Reliability**

Cronbach's alpha is used to investigate the data reliability, and the table No. (1) shows the coefficient of reliability, where it reached 0.763; which is higher than the minimum acceptable 60%, and this indicates the reliability of the measuring instrument.



**Table 1: Cronbach's Alpha results**

	No. Of Cases	Cronbach's alpha
<b>Total Questionnaire</b>	43	0.763

Source : SPSS program output

#### 4. Data analysis and results

In order to test the validity of the main hypothesis, we used Table No. (02) which shows the results of the analysis of variance of the impact of internal marketing elements on the organizational commitment of Ooredoo Telecom's employees.

**Table 2: Variance analysis's results of the impact of internal marketing policies on the organizational commitment of Ooredoo employees**

Model	Sum of Squares	df	Mean Square	F	Sig.	R	R <sup>2</sup>
<b>Regression</b>	1.881	3	0.627	31.499	0.000 <sup>b</sup>	0.841 <sup>a</sup>	0.708
<b>Residual</b>	0.776	39	0.020				
<b>Sum</b>	2.657	42					

Source: SPSS program output

The value of the correlation coefficient (R) was (0.841) and it is statistically significant at the level of  $\alpha \leq 0.05$ ; It indicates the existence of a strong relationship between the independent variable (internal marketing policies) and the dependent variable (organizational commitment). Therefore, the greater the interest in developing internal marketing policies, which will lead to an increase and rise in the organizational commitment of Ooredoo Telecom employees. The value of the coefficient of determination (R<sup>2</sup>), which represents the explanatory power of the multiple regression model was (0.708), and it is statistically significant. Whereas, the Fisher value (F) was (31.499) with a significance level of  $\alpha \leq 0.000$ ; This indicates that the multiple regression model through the independent variable can explain (70.8%) of the variance in the dependent variable, and this high percentage indicates the existence of a significant effect relationship, and therefore the main hypothesis(H1) is acceptable.

**Table 3: Results of multiple regression analysis of the impact of internal marketing policies on the organizational commitment of Ooredoo employees**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	A	Std. Error	Beta		
<b>Constant</b>	-0.396	0.491		-0.808	0.424
<b>Training</b>	0.430	0.074	0.514	5.769	0.000
<b>Incentives</b>	0.538	0.079	0.598	6.793	0.000
<b>Vision</b>	0.124	0.053	0.210	2.325	0.025

Source: SPSS program output



The conclusion from the table above is that:

- Training and development have a positive impact on the organizational commitment of Ooridoo Telecom employees, as the level of significance is ( $T=0.000 < 0.05$ ) and on the other hand, the Beta coefficient refers to 0.514 (51.4%), which is very high value. Based on the above, we conclude that second hypothesis (H2) is acceptable;
- Incentives have a positive effect on the organizational commitment of Ooredoo Telecom employees, as the level of significance is ( $T=0.000 < 0.05$ ) and on the other hand, the Beta coefficient refers to 0.598 (59.8%), which is also very high value. Accordingly, we conclude that the third hypothesis (H3) is also acceptable;
- The vision has a positive impact on the organizational commitment of Ooredoo Telecom employees, as the level of significance ( $T=0.025 < 0.05$ ) and on the other hand, the beta coefficient refers to 0.210 (21%), which is a fairly high value, so the fourth hypothesis (H4) is also acceptable.

From the results obtained above, all hypotheses have been accepted. These results are consistent with the (Caruana & Calleya, 1998) study that relied on the Foreman & money scale, which concluded that internal marketing with its policies (Training and Development, Incentives, Vision) has a significant effect on the organizational commitment of employees of commercial banks in Malta. Also, we find that the results of our study are consistent with the study of (Tsai & Wu, 2011) which concluded that internal marketing with its three policies mentioned in our research have a statistically significant effect on organizational commitment and service quality, and that organizational commitment is considered an intermediate variable in the relationship between internal marketing and service quality.

## Conclusion

We can say that internal marketing policies represent a critical factor in achieving organizational commitment of employees in light of the competitive conflict between organizations and its reflection on their competitive position and thus their market share. In addition, retaining a qualified workforce and instilling commitment in it is central to the success of the organization's strategy. We came to the following conclusions:

- Internal marketing policies are key to achieving organizational commitment and success, as the organization's ability to achieve the organizational commitment of its employees is linked to the extent to which it adopts and is interested in internal marketing policies;
- The expansion of the adoption of internal marketing policies is mainly due to the degree of competition that the organization receives in its environment and thus adapts to it. This is what we clearly see in the intense competition between mobile operators in Algeria;
- The results showed that Ooredoo Telecom giving a great importance to internal marketing policies, seeking to achieve the organizational commitment of its employees, and showed that there is a strong correlation between internal



marketing policies and organizational commitment, and there is a direct relationship between them;

- We found that the organizational commitment of Ooredoo employees is affected by internal marketing policies;
- The results showed that the organizational commitment of Ooredoo employees is affected by the level of training and development;
- We found that the organizational commitment of Ooredoo employees is highly influenced by the level of provided incentives;
- The organizational commitment of Ooredoo employees is also affected by the organizational vision.

### Bibliography:

- Al-Haj Abed, I. A., & Damour, H. (2010). The Effect of Internal Marketing Implementation on Job Satisfaction of Sales People in Jordan Telecom Group. *Jordan Journal Of Business Administration*, pp. 30-62.
- Kotler, P., & Armstrong, G. (2012). *Principles Of Marketing* (Vol. 14). United States of America: Prentice Hall.
- Abu Rummana, A., & M. Ahmed, A. (2012). The Relation between Internal Marketing and Organizational commitment in the jordanian hotels. *TANMIAT AL-RAFIDAIN*, pp. 15-63.
- Aljohani, M. (2006). Strategic planning for high education institutions. *AL-MAARIFA*, pp. 86-97. Retrieved from <http://search.mandumah.com/Record/495968>
- Allen, N., & Meyer, J. (1996). Affective, Continuance, and Normative Commitment to the Organization: An Examination of Construct Validity. *Journal of Vocational Behavior*, pp. 252-276.
- Al-Rousan, M. A. (2011). The relationship between internal marketing and marketing performance. *المجلة العلمية للاقتصاد والتجارة*, pp. 336-373.
- Balfour, D., & Barton, W. (1996). Organizational Commitment: Antecedents and Outcomes in Public Organizations. *Public Productivity & Management Review*, pp. 256-277.
- Bar-hayim, D., & Berman, G. (1992). The Dimensions of Organizational Commitment. *Journal of Organizational Behavior*, pp. 379-387.
- Caruana, A., & Calleya, P. (1998). The effect of internal marketing on organisational commitment among retail bank managers. *International Journal of Bank Marketing*, 108-116.
- Don Hellriegel و John W .Slocum .(2011) .*Organizational Behavior* .USA: Cengage Learning.
- Faruq 'Abduh Faliyah و 'al-Sayyid Muhammad 'Abd al-Majid .(2005) . *Organizational behavior in managing educational institutions* .oman: Dar al-Masirah.



- Gallup Institute. (2013). *State of The Global Workplace*. Gallup, Inc. Récupéré sur [https://www.gallup.com/services/178517/state-global-workplace.aspx?g\\_source=link\\_WWWV9&g\\_medium=TOPIC&g\\_campaign=it\\_em\\_&g\\_content=State%2520of%2520the%2520Global%2520Workplace](https://www.gallup.com/services/178517/state-global-workplace.aspx?g_source=link_WWWV9&g_medium=TOPIC&g_campaign=it_em_&g_content=State%2520of%2520the%2520Global%2520Workplace)
- Helms, M. (2006). *Encyclopedia Of Management*. USA: Thomson Gale.
- J. H. Amernic و ،N. Aranya .(1983) .Organizational Commitment: Testing Two Theories .*Relations Industrielles / Industrial Relations*.343-319 الصفحات ،
- Kotler, P., & Keller, K. (2012). *Marketing Management*. United States of America: Pearson.
- Lee, S. (1971). An Empirical Analysis of Organizational Identification. *The Academy of Management Journal*, pp. 213-226.
- Lyman W Porter ،Richard M Steers ،Richard T Mowday و ،Paul V Boulian . (1974)Organizational commitment, job satisfaction, and turnover among psychiatric technicians .*American Psychological Association*.609-603 الصفحات ،
- Meyer, J., & Allen, N. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, pp. 61-89.
- Meyer, J., Stanley, D., Herscovitch, L., & Topolnytsky, L. (2002, 08 01). Affective, Continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences. *Journal of Vocational Behavior*, pp. 20-52.
- Mohammed Rafiq و ،Pervaiz K. Ahmed .(2000) .Advances in the internal marketing concept: definition, synthesis and extension .*Journal of Services Marketing*.462-449 ،
- Nathalie J Allen و ،John P Meyer .(1990) .Organizational Socialization Tactics: A Longitudinal Analysis of Links to Newcomers' Commitment and Role Orientation .*The Academy of Management Journal*.858-847 الصفحات ،
- Nehmeh, R. (2009, 05). What is Organizational commitment, why. *Swiss Management Center*. Retrieved from [https://www.smcuniversity.com/working\\_papers/Ranya\\_Nehmeh\\_\\_What\\_is\\_Organizational\\_commitment,\\_why\\_should\\_managers\\_want\\_it\\_in\\_their\\_workforce\\_and\\_is\\_there\\_any\\_cost\\_effective\\_way\\_to\\_secure\\_it.pdf](https://www.smcuniversity.com/working_papers/Ranya_Nehmeh__What_is_Organizational_commitment,_why_should_managers_want_it_in_their_workforce_and_is_there_any_cost_effective_way_to_secure_it.pdf)
- Patriya Tansuhaj ،Donna Randall و ،Jim McCullough .(1991) .Applying the Internal Marketing Concept Within Large Organizations .*Journal of Professional Services Marketing*.202-193 الصفحات ،
- Qaryouti, M. Q. (2001). *Principles of Management theories, processes and functions*. Amman: Dar Wael for publication.
- Rafiq, M., & Ahmed, P. (1993). The Scope of Internal Marketing: Defining the Boundary Between Marketing and Human Resource Management. *Journal of Marketing Management*, 219-232.
- Rafiq, M., & Ahmed, P. (2002). *Internal Marketing : Tools and Concepts for Customer-focused Management*. Oxford: Butterworth-Heinemann.



- Richard T Mowday ,Lyman W Porter و ,Richard M Steers .(1982) .*Employee–Organization Linkages The Psychology of Commitment, Absenteeism, and Turnover* .New York: Academic Press.
- Sasser, W., & Arbeit, S. (1976). Selling jobs in the service sector. *Business Horizons*, 65-65.
- Seignour, A. (1998). Le marketing interne : un état de l'art. *Recherche et Applications en Marketing*, 43-55.
- Shelby Hunt ,Lawrence B Chonko و ,Van R Wood .(1985) .Organizational Commitment and Marketing .*Journal of Marketing*.126-112 الصفحات ،
- Sinčić, D., & Vokić , N. (2009). Integrating internal communications, human resource management and marketing concepts into the new internal marketing philosophy. *Zagreb International Review of Economics & Business*, 87-105.
- Tremblay, M., Guay, P., & Simard, G. (2000, 01 01). L'engagement organisationnel et les comportements discrétionnaires : L'influence des pratiques de gestion des ressources humaines. *CIRANO Working Papers*, p. 29.
- Tsai, Y., & Wu, S.-W. (2011). Using internal marketing to improve organizational commitment and service quality. *Journal of Advanced Nursing*, pp. 2604-2593.
- ياسر فتحي الهنداوي. (2012). *إدارة المدرسة وإدارة الفصل: أصول نظرية وقضايا معاصرة*. القاهرة: Arab Group For Training