

The Importance of Internal Marketing in Achieving Competitive Advantage for the Economic Institution

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Abstract:

This study aims to know the importance of internal marketing in obtaining a competitive advantage for economic institutions. Today's institutions must apply internal marketing policies based on studying the needs of employees and seeking to respond to them, establishing good relationships with them, qualifying and training them. by empowering them and providing them with incentives that encourage them to increase their productivity and improving communications between them, thereby achieving a competitive advantage, the latter having become a positive indicator of occupying a strong position in the market , in obtaining. a larger market share than its competitors, which means that the institution has more loyal customers than its competitors, and to achieve the objective of the study, the researcher used the descriptive approach and concluded that the The importance of employing qualified workers, training them, empowering them and motivating them to obtain a competitive advantage.

Keywords : internal marketing, competitiveness, competitive advantage.

Jel Classification Codes :I18, F05, M31.

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1. Introduction

In light of the current economic transformations and knowledge-based, quality-driven economies, a new concept known as internal marketing has emerged. It suggests that the roles performed by employees, along with fulfilling their needs and ensuring their satisfaction, can significantly impact the overall performance quality and customer satisfaction, ultimately securing a competitive position in the market. Organizations focus on training their employees, enhancing their skills, and fostering cooperation among them according to the internal marketing concept, where employees are viewed as internal customers and their roles as internal products. By implementing internal marketing strategies within the organization, employees shift from being seen merely as costs to being recognized as a key competitive advantage. This study aims to explore the significance of internal marketing in achieving a competitive advantage for organizations.

1-1- The Problem of The Study:

Organizations are constantly striving to keep up with the developments and changes in the business environment, which requires them to adopt modern management concepts to gain a competitive advantage that sets them apart in the market and enables them to achieve profits and their established goals. Over time, the source of competitive advantage has shifted, largely due to the emergence of new management concepts, including internal marketing, which surfaced in the late 1970s. The fundamental principle of this concept is to view employees as an internal market, or internal customers, and to treat their roles as internal products. By applying internal marketing within an organization, employees shift from being seen merely as costs to being recognized as a key competitive advantage. Therefore, this study aims to answer the following main question:

What is the importance of internal marketing in achieving a competitive advantage for economic institutions?

To answer this question, the following sub-questions must also be addressed:

- What is internal marketing, and what are its key characteristics?
- What is the importance and scope of internal marketing?
- What do we mean by the competitive advantage of an organization?
- What are its types and foundations?
- What is the relationship between internal marketing and competitive advantage?

1-1--Objectives of The Study:

The primary objective of this study is to identify and examine the importance of implementing internal marketing within an organization to achieve a competitive advantage.

- To understand the key dimensions of internal marketing.
- To clarify the concept of competitive advantage and how it can be attained through the application of internal marketing.

1-2- The Importance of The Study:

The significance of our study stems from the importance of the topic itself and the role of implementing the dimensions of internal marketing in achieving a competitive advantage.

1-3- Study Methodology:

In light of the nature of the study and the objectives it aims to achieve in highlighting the importance of internal marketing in gaining a competitive advantage, the researcher used a descriptive-analytical approach. This method was employed to describe and analyze the aspects of the topic and identify the relationship between them, combining both desk research and various sources.

1-4- Division of The Study:

To achieve the study's objectives and address the research problem, this study has been divided into three main axes:

- **Axe one :** Theoretical framework of internal marketing.
- **Axe Two:** Theoretical framework of competitive advantage.
- **Axe Three:** The relationship between internal marketing and competitive advantage.

2- The Theoretical Framework of Internal Marketing

Employees are considered one of the key factors for the success of an organization and the achievement of its goals. Therefore, internal marketing policies are implemented, which focus on studying the needs and desires of employees, aiming to meet and satisfy them while fostering positive relationships. This approach includes their training, development, empowerment, and providing incentives that encourage them to increase their productivity, ultimately enhancing the overall performance of the organization.

2-1- Definition of Internal Marketing:

There are various definitions of internal marketing. Below are some of these definitions:

The first person to introduce and define it was the researcher "Berry," who defined it as :the methods of applying marketing philosophy and practices to employees who serve external customers, with the aim of recruiting and retaining the best workforce and achieving the best possible performance. (Palmer, 2009, p. 617)

It was also defined by George and Grunross as :a human resource management philosophy based on a marketing perspective. (Suwaidan, 2008, p. 56)

Valentine et al. defined it as "a form of marketing within the organization that focuses on attracting the attention of employees to internal activities that need to be changed in order to improve the

performance and position of the organization in the internal market. (Ballantyne & D, 2000, p. 46)

It is also defined as :the use of a marketing perspective to manage employees within the organization, developing their skills and abilities so that they can provide the best services and build good relationships with their customers, thereby achieving the organization's goal of customer satisfaction, which in turn leads to profitability. (Al-Taie & Al-Alaq, 2009, p. 346)

The concept of internal marketing is based on the idea that individuals within the organization must exert their efforts to enhance the efficiency and effectiveness of its internal marketing activities. (Qadir, 2018, p. 285)

Based on the various definitions discussed, they can be classified into groups based on the scope and approach they adopt:

- Internal marketing as a synonym for human resource management.
- Internal marketing as the application of marketing tools and techniques to the internal market (within the organization).
- Internal marketing as a condition for achieving the final consumer's satisfaction.
- Internal marketing as a source of competitive advantage.

2-2- Characteristics of Internal Marketing:

Internal marketing is distinguished from other types of marketing by several characteristics, including:

- Internal marketing is generally not a separate activity, but rather an integral part of the primary quality of customer service programs, strategies, and overall operations. It forms a framework for accompanying activities and serves as a preliminary structure for external marketing efforts.

- Communication is a critical point for the success of internal marketing. It plays a crucial role in gaining competitive advantage and reducing conflicts within the organization's workforce.
- Internal marketing is an optional process that guides employees towards achieving positive results and fosters a spirit of creativity.
- Marketing is more successful when there is strong commitment at the highest management levels, with all employees adhering to it. An open management style is typically the prevailing approach.
- Internal marketing is a social process that goes beyond satisfying employees' material needs; it focuses on providing job stability and security, in addition to increasing job satisfaction.
- Internal marketing is a managerial process aimed at achieving integration and coordination among the functions within the organization.

2-3- Internal Marketing Objectives:

Internal marketing aims to: (Fatima, 2017-2018, p. 76)

- Understand employees' needs and work to fulfill them as service providers, while also attracting and satisfying customers through their interactions with employees.
- Ensure that all employees are aware of the organization's vision, including its management initiatives, goals, results, services, products, and the markets it serves.
- Facilitate the sharing and exchange of information between workgroups involved in marketing activities to make effective marketing decisions.
- Help employees understand the importance of their interactions with customers and their responsibility in performing interactive marketing for the organization, while improving internal relationships within the organization.

- The strategy of internal marketing aims to attract and retain the best employees, motivating them to perform their jobs as effectively as possible by applying both the philosophy and methods of external marketing to the internal market of employees.
- Create motivated employees with customer awareness to achieve excellent service.
- Build a stable and evolving workforce within the organization, characterized by high morale and a strong sense of responsibility, thereby reducing employee turnover, increasing satisfaction, and fostering a stable organizational environment that positively impacts the achievement of organizational goals.

Payne emphasizes that the primary goals of internal marketing are to raise awareness among both internal and external customers and to remove functional barriers in order to achieve organizational effectiveness.

2-4-The Importance of Internal Marketing:

Amid economic and commercial developments, organizations have recognized the crucial role of internal marketing in achieving their objectives. The significance of internal marketing is reflected in: (Hamro & Al-Hariri, 2006, pp. 16-17)

It helps create a motivating environment that leads to employee satisfaction.

- Internal marketing contributes to achieving integration and coordination within the organization's internal activities related to employees and their relationships.
- Internal marketing represents a focus on employees to achieve an acceptable level of job satisfaction.
- It contributes to applying the marketing philosophy internally, similar to how it is applied externally, i.e., with customers.

- Internal marketing plays a role in implementing a specific and comprehensive organizational strategy that helps achieve long-term goals related to employees.

Therefore, organizations focus on training employees, enhancing their skills, and defining forms of collaboration among them based on the concept of internal marketing. This helps address internal relationship challenges within the organization, utilizing methods and techniques for dealing with employees, building good internal relationships, and fostering cooperation to improve the quality of services provided to the public.

2-5- Internal Marketing Mix:

The marketing mix consists of a set of tools that marketing managers use to shape and define the service provided to customers, which aids in the creation of both long-term strategies and short-term programs. These elements reflect the marketing environment, which is continuously adjusted based on the evolving needs of the market. The following are the key components of the internal marketing mix:

- **Product:** In internal marketing, the "product" refers to the job functions communicated to employees to help select the best candidates for successfully completing tasks. These functions include tasks, duties, and responsibilities. Internal marketing views the product as the necessary values and attitudes required to implement a successful marketing strategy with customers, along with training programs designed to improve employees' knowledge.
- **Pricing:** This refers to the investment employees make in acquiring new knowledge and skills to successfully execute the organization's strategy. Employees are expected to put in extra effort to achieve this.
- **Promotion:** Promotion serves as the communication strategy within the marketing mix, aiming to inform employees about the organization's production or service activities. It involves both direct and indirect communication processes designed to educate

and persuade employees to actively engage in their roles. This includes all types of persuasive communication related to services, ideas, and beliefs, with the goal of building and maintaining employee loyalty. (Boudia & Qandouz, 2016, p. 87)

- **Distribution:** In the internal marketing mix, distribution channels primarily refer to the methods or pathways through which the product is delivered to internal customers. This includes communication tools such as meetings, training sessions, and seminars, all aimed at ensuring the successful achievement of the organization's objectives. (Matahen, 2010, p. 21)

In addition to:

- Physical Evidence .
- Processes.
- People.

2-6- Dimensions of Internal Marketing:

The dimensions of internal marketing are the programs implemented by service-oriented organizations, which involve hiring, selecting, training, motivating, promoting, and rewarding employees, as well as fostering good relationships between management and staff. These dimensions are generally as follows:

- **Recruitment:** Recruitment refers to the active search and effort by the organization to fill a recently vacated or newly created position, using a variety of methods. The recruitment policy, which includes attracting, selecting, and hiring employees, is one of the key dimensions of internal marketing. It is essential to execute these processes with high efficiency and effectiveness
- **Empowerment:** Empowerment refers to giving employees the authority and independence to make decisions, particularly at lower management levels. It involves more than just delegating responsibilities and decision-making powers; it also includes setting goals and allowing employees to be actively involved in achieving them. (Al-Harashsheh, 2006, p. 244)

- **Motivation:** Motivation refers to the set of material and moral rewards granted to employees within a specific sector, which satisfy their needs and guide them towards specific behaviors.
- **Training:** Training encompasses the processes designed to enable individuals and teams to perform their current tasks, as well as any future tasks they may be assigned, in order to ensure the smooth functioning of the organization with skill and efficiency.
- **Internal Communications:** Internal communications involve the flow of information and its transmission between various management levels within the organization. This is aimed at guiding employees' behavior to achieve the set objectives by ensuring they complete the tasks assigned to them effectively. (Al-Bakri, 2006, p. 43)

3- The Theoretical Framework of Competitive Advantage.

The competitive advantage is considered a revolution in the field of finance and business. All organizations seek to adopt and implement it due to the importance of this concept in today's world, with the increasing intensity of competition and global trade conflicts. This forces different institutions to distinguish themselves from others and work on gaining a favorable position among competing organizations.

3-1- Definition of Competitive Advantage:

Before defining competitive advantage, it is important to understand the concept of competitiveness. Researchers have not reached a consensus on a clear, unified definition of the term competitiveness. Some have focused on national competitiveness, while others have concentrated on organizational competitiveness. However, most agree that competitiveness refers to the ability to offer a product of high quality at an acceptable price for customers. In this context, they emphasize partial indicators such as costs and quality.

Organizational competitiveness refers to a company's ability to provide goods and services better than its competitors in the global market, particularly in the absence of government support or

protection. Furthermore, organizational competitiveness is the company's ongoing ability to compete by possessing a set of capabilities that allow it to enter and succeed in competitive markets.

Competitive advantage, however, originates from the value a company can create for its customers. It may take the form of offering lower prices than competitors while providing equivalent benefits or offering unique product benefits that compensate for a price increase. (Wassila, 2011, p. 04)

3-2- Characteristics of Competitive Advantage:

Competitive advantage has several characteristics and features, which include the following:

- It is continuous and sustainable, meaning the organization achieves long-term leadership, not just short-term success.
- It is renewable, based on external environmental factors and the internal capabilities and resources of the organization.
- The use of competitive advantages aligns with the goals and outcomes the organization aims to achieve in both the short and long term.
- Competitive advantage is based on differentiation, not on similarity.
- It is established for the long term, focusing on seizing future opportunities.
- It is often geographically concentrated.

3-3- Importance of Competitive Advantage :

The importance of an organization gaining a competitive advantage is reflected in the following aspects: (Hijazi, 2016, p. 34)

- Competitive advantage is a crucial factor for the success of organizations across various types and industries, as it forms the foundation around which the organization's overall competitive strategy is developed.

- Competitive advantage serves as a tool for addressing the challenges posed by competing organizations within the same sector. This is achieved by enhancing the organization's competitive knowledge and ability to meet customer needs in the future. This involves integrating technologies and production skills in ways that allow the organization to rapidly adapt to changing opportunities.
- Competitive advantage is an important benchmark for successful organizations. Successful organizations continuously develop new models of competitive advantage, as older models become widely known and available, and competitors are fully aware of them.

3-4- Dimensions of Competitive Advantage:

There are a set of dimensions, each of which is essential for achieving competitive advantage : (Abbas, 2018, p. 106)

- **Cost:** Cost is the oldest competitive dimension that many organizations have sought to adopt. It refers to the organization's ability to produce and distribute products at the lowest possible cost compared to competitors within the same industry.
- **Quality:** In reflection of the economic prosperity witnessed by many countries, along with social and cultural development, customers now seek products of higher quality, relying on the trade-off between price and quality.
- **Flexibility:** This dimension emerged due to technological advancements and creativity. It reflects the changes in the environment and the complexities of modern life, making quality and cost traditional dimensions. It refers to the organization's ability to offer diverse and varied levels of products in the target market.
- **Delivery:** With the increased complexity in modern life, time has become a significant factor in purchasing decisions. As a result, many businesses are competing by adopting a new dimension focused on delivery speed and responsiveness to customer demand.
- **Innovation:** Innovation is a key dimension for achieving competitive advantage. It refers to creating something new that has no prior example. Innovation involves three key aspects:

- Innovation is an act that changes by generating new ideas.
- Innovation is a continuous process and a persistent effort that does not come without struggle.
- Innovation is the creation of new facts derived from known facts.
 - **Excellence:** Competitive advantage can be achieved by producing and offering goods or services that competitors cannot easily

3-5- Types of Competitive Advantage:

Competitive advantage is a process of product innovation and experience curve. When an organization reduces costs while simultaneously innovating its products and experience curve, it creates a competitive advantage. There are differing views on the types of competitive advantage. Some believe there are five types, which are: price, quality, customer value, delivery assurance, and innovation. However, most writings in business management classify competitive advantage into two main types: cost leadership and product differentiation. (Al-Darwish, 2013, pp. 66-67)

- **Cost Leadership Advantage:** An organization is said to have a "cost leadership advantage" if its accumulated costs related to value-creating activities are lower than those of its competitors. The cost leadership advantage reflects the company's ability to produce and market products at a lower cost compared to competitors, ultimately leading to higher profits. To achieve this advantage, it is essential to understand the critical activities in the company's Value Chain, which are an important source of the cost leadership.

- **Differentiation Advantage:** Differentiation refers to the company's ability to offer unique products that create greater value in the eyes of customers (such as higher quality, special product features, and superior marketing services). Achieving differentiation requires understanding the potential sources of product differentiation through the Value Chain and leveraging the company's capabilities to achieve excellence in various aspects.

It can be said that an organization's competitive advantage lies in its ability to possess unique features that make it attractive to customers. This requires the organization to mobilize its resources to perform

activities more effectively than its competitors. For example, to provide technical assistance to customers, specialized staff should be employed, and to produce higher-quality and more prestigious products, high-quality raw materials may be required, which could also involve relatively higher costs (if the company's practices are at an average level).

3-6- Determinants of Competitive Advantage :

Competitive advantage is determined by two important dimensions or variables, which are: (Hajjaj, 2006-2007, p. 33)

- **Size of Competitive Advantage:** The sustainability of a competitive advantage depends on the organization's ability to maintain it in the face of competition. The larger the advantage, the more competition the organization will face in terms of imitation or elimination. Every competitive advantage has a life cycle, similar to the life cycle of new products. The life cycle of a competitive advantage begins with an introduction or rapid growth phase, followed by a phase of adoption by competing organizations. This is followed by a stage of stagnation when competitors begin to imitate and replicate the competitive advantage and try to surpass it. At this point, the need for technological advancement arises, either to reduce costs or to enhance the product differentiation advantage. The organization then begins to renew, develop, or improve the current advantage, or create a new competitive advantage that offers greater value to the consumer or customer.
- **Scope of Competition or Target Market:** The scope refers to the extent of the organization's activities and operations aimed at achieving competitive advantages. A broad scope of operations can result in cost savings compared to competing organizations. On the other hand, a narrow scope can achieve a competitive advantage by focusing on a specific market segment, serving it at a lower cost, or offering a unique product for that market.

4- The Relationship Between Internal Marketing And Competitive Advantage:

Today, economic organizations seek to achieve a competitive advantage through internal marketing in order to face competitors and achieve other objectives.

4-1- Recruitment and Achieving Competitive Advantage:

Any organization, regardless of its type, hires employees by identifying its human resource needs. Once these needs are recognized, the organization takes several steps, starting with the recruitment process. This activity helps the organization obtain outstanding individuals to ensure continuity and achieve its goals. In addition:

- **Training and Development of Employees:** Training involves planned efforts to facilitate the learning process and help employees acquire the knowledge, skills, and behaviors needed to achieve effective work performance. Properly recruiting employees for the right position and place significantly contributes to achieving a competitive advantage.

- **Career Path Monitoring for Employees:** The career path refers to the series of roles an individual occupies over the course of their professional life. Career development is essentially employee development, but it differs in one key aspect: the time frame, which is related to the effectiveness and success of long-term career planning and development within the organization.

- **Performance Management:** Performance management is the process through which managers ensure that employee activities and performance outcomes align with the organization's goals. It is a key element in achieving the organization's competitive advantage and objectives. By adopting and using performance management, organizations aim to achieve strategic goals and connect employee activities to set objectives.

- **Wage Management:** To ensure sustained high performance and efficiency, managers must understand the motivations, behaviors, and action patterns of employees, and find ways to influence them effectively. This includes motivating employees in a way that helps achieve the organization's goals, including gaining a competitive advantage. In addition, effective wage management is crucial as it represents a significant source of income for individuals and their families. Wages also affect an individual's social standing. Within the organization, wages reflect an employee's relative status compared to others, and the possibility of higher wages can encourage employees to enhance their efficiency and contribute to creativity and excellence for the organization.

In general, for human resource management to contribute to the organization's competitive advantage, a set of characteristics must be present in its human resources. (Muhammad & Bouarouri, 2021, p. 91)

- It should be rare, unavailable to competitors, and impossible to replicate;
- It should possess the ability to innovate, challenge difficult tasks, and handle different technologies;
- It should be difficult for competitors to imitate, either through training or other means.

4-2- Empowerment and Achieving Competitive Advantage:

Empowerment can be considered a new approach among the most important administrative practices for organizational development and improving the competitiveness of organizations. It provides flexibility and the ability to adapt and respond to changes, while also enabling an understanding of customer needs and meeting them. Empowerment can enhance the organization's market share and strengthen its competitive advantages through the following: (Salem, 2019, p. 11)

- **Cost Reduction:** Empowerment can enable cost reduction (cost leadership advantage), especially in the administrative aspect, by

reducing or eliminating hierarchy in management. This allows employees to make decisions without needing to consult their direct supervisors, enabling quicker responses to changes or emergencies, especially regarding customer needs or complaints. This also includes internal customers. Additionally, empowerment helps improve productivity both in quantity and quality, as it reduces errors and allows workers to reach their full potential and best creativity.

- **Differentiation:** Empowerment provides employees with opportunities to make decisions, which increases their commitment and satisfaction with the organization, and strengthens their loyalty to it. This results from the freedom and independence granted to them, as well as encouraging creative thinking, initiative, and the generation of innovative ideas. Empowered employees are more capable and willing to innovate, offering solutions that meet customer needs, desires, and expectations better than competitors. Furthermore, it allows quick responses and flexibility in meeting these needs, especially in a time-sensitive competitive environment. Empowered employees, who are in constant contact with customers, are a valuable source of new ideas for customer service. This helps build customer loyalty and establishes a good reputation for the organization in the market.

4-3- Motivation and Achieving Competitive Advantage:

Motivation plays an essential role in achieving a competitive advantage by providing employees with incentives, whether financial or non-financial. These incentives encourage employees to compete among themselves to showcase their skills and abilities and to complete tasks with efficiency and effectiveness. It is an important tool for managers to direct employees' behaviors toward achieving the organization's goals.

Incentives, particularly monetary ones like salary increases, rewards, and bonuses, drive employees' efforts toward the goals that need to be achieved. When employees are rewarded for their achievements, work, and ideas, they will strive to offer more and contribute to making the organization stand out. This, in turn, enhances their performance and the organization's ability to withstand competition.

In general, implementing a good incentive system satisfies employees' desires, sparks competition among them, provides a comfortable work environment that aligns with their aspirations, fosters trust and satisfaction, boosts morale, and strengthens their loyalty to the organization, ultimately leading to more efficient and effective work performance.

4-4- Training and Achieving Competitive Advantage:

Training is a vital activity that helps improve the skills of human resources, enabling them to perform their duties to execute current and future work plans effectively. This is done through scientific methods aimed at enhancing the organization's efficiency and effectiveness. Managers universally recognize the importance of the training function within an organization, as evidenced by the significant investments made in this area. Organizations allocate reasonable budgets for employee training to develop their skills and update their performance methods. Training policies can help organizations achieve the following competitive advantages:

- **Quality:** Achieving competitive advantages and high performance is closely linked to quality today, as consumers demand high-quality goods and services. Quality is considered a goal for all organizational processes. Total Quality Management (TQM) represents a competitive strategy for market differentiation. It enables the reduction of costs by minimizing waste and damage, while achieving acceptable profit levels through increased sales volume, giving the organization a competitive edge with superior performance. Applying TQM enhances the competitive dimension focusing on high quality. Continuous improvement, training, skill development, and innovation through idea generation and communication foster a quality culture, transforming the workforce into a vast reservoir of information that can be used to improve performance, increase productivity, and reduce costs.

- **Effectiveness:** Effective training creates what is known as "collective competencies" — skills resulting from the integration

and interaction of various organizational systems. Training is considered one of the ways to increase individual skills and abilities. Training programs vary based on managerial levels but generally aim to increase the capabilities of the trainees, thereby improving their efficiency and making both the individual and the organization stand out.

- **Productivity:** The goal of any production activity is to produce goods and services that satisfy both employees and customers. In a competitive environment, this can only be achieved through two essential factors: appropriate pricing and adequate quality. Organizations aiming for reasonable profits to ensure their survival amidst increasing competition, as well as those looking to contribute more to economic development, focus on ensuring these elements in their products and services. It is evident that training boosts productive efficiency and the effective use of resources. In business organizations, productivity is linked to competitive capacity. To achieve this, organizations must focus on training their employees.

4-5- Internal Communication and Achieving Competitive Advantage:

Internal communication plays a critical role in building trust, understanding, and respect, and strengthening relationships among employees. The key element of effective communication is ensuring that information reaches the right person at the right time and in the correct format. If employees are dissatisfied with the quality or timeliness of information, this negative feeling will manifest in their interactions with external customers, leading them to feel uninformed about their roles and responsibilities toward clients. This will negatively impact their performance and, ultimately, the organization's competitive advantage. (Malik, Hani, & Amin Ayed, 2016, p. 601)

5- Conclusion

The current era is characterized by intense competition and the need to acquire new customers. To achieve this, businesses employ various strategies, including internal marketing, which focuses on employees as the key to gaining a competitive edge. Employees are responsible for attracting and retaining customers. By using internal marketing, companies can set themselves apart from competitors, viewing employees as internal customers. This approach emphasizes fostering strong relationships at all organizational levels. By treating employees as internal customers, and viewing their roles as services offered to them, and implementing internal marketing techniques, employee satisfaction is improved (through the dimensions of internal marketing). This leads to better customer service quality and, ultimately, creates a competitive advantage within the company. Therefore, organizations can leverage human capital, which is a unique and difficult-to-replicate asset, to maintain a competitive edge. The link between internal marketing and competitive advantage lies in the company's ability to attract and retain qualified staff through empowerment, job satisfaction, and encouraging their active participation in the company's growth, thereby building a strong reputation.

Based on the findings, we recommend the following:

- Continuously focusing on employee engagement to strengthen and sustain the competitive advantage.
- Ensuring the availability of internal marketing strategies to enhance employee satisfaction, which in turn improves customer satisfaction.
- Creating a conducive environment for employee empowerment, motivation, and promotion to boost their performance.
- Promoting better communication across departments and investing in employee training to reinforce the organization's competitive advantage.
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