

## Managing Internal Marketing and its Relationship in Attracting Administrative Competencies in Local Banks in "Assiut Governorate"

<https://www.doi.org/10.56830/WRBA03202403>

Maged M. Albaz 

*Accounting Department, Collage of Business Administration, Majmaah University, Saudi Arabia*

[m.albaz@mu.edu.sa](mailto:m.albaz@mu.edu.sa)

### Abstract:

The aim of the current study is to shed light on its internal marketing management and its relationship in strengthening the attraction of administrative competencies in local banks in its portfolios. To achieve the objectives of the study, the correlative descriptive curriculum was used. The study sample was tested in the accessible manner of 110 local bank employees. Local banks also found that the internal marketing department of local banks in the governorate of Itiyut from the viewpoint of the employees is large and that the degree of attracting administrative competencies in the local banks from the viewpoint of the employees is also large. The study came out after recommendations that the management of the bank should continue to have a communication system that allows the employees to communicate information to perform their task.

**Keywords:** marketing management, attracting administrative competencies, local banks, administrative marketing.

## **Introduction:**

Marketing in this era has become the mainstay of the profitability and survival of organizations. Regardless of its type, it is the successful production or service organizations that lead the organization to success. Caring for the employees in the organizations, meeting their needs and accessing them as internal clients in the organization is an important pillar for the success of these organizations in order to provide outstanding services to their external customers and internal marketing is one of the marketing entrances for all organizations in the modern era. (George, 2021), is internal marketing that promotes recognition of the important role of workers in the marketing of the service. Therefore, management must consider them as the first market of the organization. Their functions are internal products that must be designed and developed in accordance with their needs and desires and thus increase their satisfaction. The dissatisfaction of employees leads to absenteeism, delays, accidents at work and other things that delay productivity in service delivery. (Tang, Chang, Wang, & Lai, 2020). Human competencies are an important resource for institutions that want to achieve excellence and excellence. Polarization is known to seek out and attract qualified people for human jobs in the public or private sectors. The reason for the success of institutions is because of its distinctive and successful management that has the ability to deliver their plans and programs as required.

Therefore, it has become necessary in the organization to pay attention to finding ways of employing the most competencies to understand the roles they assign in order to meet the needs of the enterprise and achieve its objectives. This is why human resources management has become so important for polarization activity because it is a means of motivating human competencies in the labour market to advance and demand work in the enterprise khoma, 2021).

## **Study Problem:**

Attracting competencies is one of the important things that all institutions in the world seek and adjusting local banks in interested countries in attracting competencies because there is a great importance to attract these competencies. Attracting competencies is a complex and important process where you need many skills and applications and improve your reputation. Also, many offers are made in order to attract competencies while maintaining the existing competencies.

- What is the relationship between internal marketing management and attracting administrative competencies in local banks?
- What is the degree of internal marketing management in local banks from the viewpoint of employees?
- What is the degree of attracting administrative competencies in local banks from the viewpoint of employees?

### **Study hypotheses:**

This study sought to test the following zero hypotheses

- There are no statistically significant differences at the indicative level ( $\alpha = 0.05$ ) in the averages of responses of individuals appointed by the study towards the degree of internal marketing management in local banks from the employees' viewpoint to the gender variable.
- There are no statistically significant differences at the indicative level ( $\alpha = 0.05$ ) in the averages of responses of individuals appointed by the study towards the degree of attraction of administrative competencies in local banks from the viewpoint of employees attributable to the scientific qualification variable.

### **Study objectives.**

- Identify if there is a relationship between internal marketing management and attracting administrative competencies in local banks.
- Recognize the degree of internal marketing in local banks from the viewpoint of employees.
- Recognize the degree of attracting administrative competencies in local banks from the viewpoint of employees.
- Recognize if there are differences of statistical connotations in the averages of responses of individuals appointed by the study towards the degree of internal marketing management in local banks from the viewpoint of employees that cannot change scientific qualification.
- Identify if there are statistically significant differences in the averages of responsiveness of the study-appointed individuals towards the degree of internal marketing management from the staff's viewpoint to the gender variable.

### **Significance of the Study:**

- **Theoretical significance:** The importance of the study lies in its important topic, which dealt with internal marketing management and its relationship in strengthening the attraction of administrative competencies in local banks. This study will provide theoretical information presented through the theoretical framework. It explains all the important and vague terms in this study and will provide a full explanation regarding internal marketing as well as attracting administrative competencies in the management of local banks.
- **Applied importance:** This study is useful in managing banks by obtaining mechanisms that help attract competencies and employees by providing them with recommendations that help develop their business in banks and also develop their competencies.

#### **Limits of study:**

- Human borders: confined to all employees of local banks in Assiut.
- Spatial boundaries: All local banks in Assiut governorate.
- Time limits: This study was conducted between 2022-2023.

#### **Review of Literature:**

- A study (Chebbi, Yahiaoui, Sellami, Papasolomou, & Melanthiou, 2020) titled Internal Marketing Procedures as a Mechanism for Managing Organizational Change. This study aims to know the internal marketing procedures to him rather than the organizational change of his knowledge. The impact of internal marketing action, including empowerment, motivation, intercommunication, service culture and the impact on his management of organizational change The Organization's incentive system should be activated and the training system and staff participation within the Organization should be strengthened.
- A study (Papadas, Avlonitis, Carrigan, & Piha, 2019) titled Internal Marketing and its impact on the achievement of competitive advantage. This study aimed at internal marketing knowledge and its impact on the achievement of competitive advantage. This study was based on the analytical description approach. The results of the study indicated a high level of internal marketing as well as a high level of competitive advantage The organization's management generally takes the subject of internal

marketing seriously and recognizes its importance in achieving competitive excellence, not seeking out competitors and trying to imitate them with everything, but working diligently to deliver something different and distinctive by developing information systems to explore all desires to attract customers.

- A study (Nuseir, El Refae, Aljumah, Alshurideh, Urabi, & Kurdi, 2023) entitled "The Impact of Internal Marketing on Job Satisfaction" aimed at identifying the impact of internal marketing policies on job satisfaction, as well as trying to identify the level of both internal marketing and satisfaction, as well as his study on the impact of internal marketing policies on job satisfaction and the middle of the study on the need for management to adopt the concept of internal marketing, incentive and administrative support.
- The study (Bansal, Mendelson, & Sharma, 2001), entitled "Evaluating the impact of internal marketing in facilitating bank procedures", aims to assess the impact of internal marketing in facilitating knowledge management procedures. The Bank is a leading organization that successfully implements knowledge management programs and provides high-quality services. This is thanks to the recruitment of managers with high and middle experience in the need of increased attention to human resources and encouragement.
- A study (Wongsansukcharoen & Thaweepaiboonwong, 2023) entitled "The Impact of the Planned Recruitment and Selection Process on Corporate Performance" was designed to investigate polarization and selection, separating polarization into internal and external profiles. In this study, analytical tools such as regression and variability analysis were used to determine the relationship between polarization and well-planned choices in the organization's performance.

### **Commentary on previous studies:**

Through the review of previous studies, it is clear that all previous studies used subjects related to the management of internal marketing and attracting competencies. All studies came in order to reach new results. Here, the research adds the completion of the findings of those who wrote in such previous subjects. There are no studies associated with variables. This indicates that the subject of internal marketing and attraction of competencies from important subjects banks.

## **Research Methodology:**

The descriptive approach used the descriptive correlation to achieve the study's objectives, namely the correlation approach, which is a descriptive method used to measure the relationship between the two variables of an independent variable and a subordinate variable and whether this relationship is compelling or negative and thus digitally predict a certain level of correlation values.

## **Study terms:**

- Internal marketing: Treating employees as internal customers and jobs as internal products that must be designed and developed to satisfy the desires and needs of these internal customers (Piercy & Morgan, 1991).
- Managerial competencies: Administrative skill in exploiting the theories, administrative sciences, and information that fit them into the management position to successfully apply them (Meadows, Finstuen, Hudak, Carrillo, Lawrence, & Wright, 2003), which is the effective performance of administrative functions by guiding workers and officials to the successful management of the banking institution.
- Internal marketing is also defined as a set of procedures that are presented to all members of the Organization, namely training, reward, dissemination of information, and assessment of workers with a clear understanding of the Organization's mission and objectives to improve staff performance, while others felt that internal marketing was tantamount to considering internal employees as internal clients and functions as internal products while seeking to design these products in a way that better meets the needs of these clients (Pitt & Foreman, 1999).

## **The importance of internal marketing**

The importance of internal marketing in accessing the quality of service in the organization is considered as employees as partners of the enterprise efforts and not as a cost to reach organizational success and in the attitudes of employees towards the work as well as the extent of the enterprise's value (Lings, 1999), on raising the performance of these employees has a significant impact on the quality of the services and products offered hence the importance of internal marketing by stimulating and developing internal staff to continuously improve the way it serves external customers.

## Dimensions of internal marketing

The first dimension of marketing is the recruitment and attraction of employees. The appointment is referred to as a series of procedures and activities that are offered to provide the organization with the necessary human resources to fill important functions. (Jones, 1986). The second dimension, training, is a multifaceted effort and activity of the organization to improve the individual's performance in the job he occupies. This is to maintain its distinguished cadre and train workers in the organization or outside the organization in the processes of communicating with clients or performing the required activities. (M.2024).

## Internal Marketing Characteristics

Internal marketing is characterized by two characteristics: internal marketing is a social process that it is applied within the organization to manage the mechanisms of interaction and exchange between the organization and its employees. Workers need not only material needs but there are social needs such as security and belonging and want to satisfy them. This is what is achieved through internal marketing. (Herrmann, 2023), the second characteristic is that internal marketing is an administrative process that helps to integrate different functions within the organization by ensuring that all employees have sufficient degrees and experience of the practices they do.

## Internal Marketing Objectives:

- Improve customer service, by hiring better and more efficient clients.
- Improving staff morale and commitment among them in general.
- Work to keep employees informed about what the organization or company is doing so that they are more aware of their field of work, progress and development (Jaura & Sharma, 2023).
- Providing the opportunity for progress and development in the work (Pavlidou & Efstathiades, 2021).
- Cooperative relations between employees.
- Provide an appropriate working environment and familiarize employees with the value and importance of their participation to the success of the company or organization (Zhang, Chen, Wei, & Dai, 2022).
- Encourage employees to express their opinions about the organization or company, whether cash or praise, as well as provide and give the company with funds, for employees' salaries.

**Managerial competence means** a manager's skill in successfully utilizing the information, theories, and management science before him, selecting and applying the appropriate management attitude to establish the desired goals, as defined as the skills for guiding workers (García-Cabrera, Martín-Santana, de la Cruz Déniz-Déniz, Suárez-Ortega, García-Soto, & Melián-Alzola, 2023), as well as the tasks and responsibilities of leadership and successful management. Another definition of managerial competence is effective management functions. Successful management has an acceptable degree of general experience in planning, management, guidance, and oversight.

### **Dimensions of administrative efficiency**

- Communication: means sharing ideas and opinions with others.
- Task Force: To act effectively as a member of the Group as well as a leader of the Group.
- Self-management: i.e. self-evaluation, behavior, and formulation of performance standards.
- Leadership: means influencing and supporting others to complete business.
- Critical thinking (conscious): It means creating more creative solutions to different problems.
- Professional competence: indicating the professional possession of the leader.
- Practical efficiency: efficiency related to the same performed function.
- Functional efficiency: Efficiency related to relationships and all units.
- Effectiveness of relationships: Efficiency related to behaviors, communication and the management of workers.
- Structural efficiency: efficiency on methods and measures used.
- Cultural competence: competence related to attitudes occurring within the institution, customs and principles (Erdmann & Ponzola, 2021).
- Serial efficiency: efficiency related to the management function.

### **The Importance of Developing Managerial Competencies**

Competencies are critical in modern organizations because they are responsible for achieving, creating excellence and creativity, and seek to develop their competitiveness. Thus, they become a modern necessity for the sustainability of enterprises, achieving competitive advantage and enabling them to face current and



future difficulties. Many experts and specialists emphasize that having these competencies is more important than having physical capital. (Ho & Chen, 2023), today's institutions face the great challenge of improving these competencies and their management towards their goals.

### **Stages of Management Efficiency Development**

- Phase I: Includes personal competencies.
- Phase II: focuses on the capabilities of managing the organization's competencies.
- Phase III: Identifying core competencies, means mobilizing important organizational competencies that can be invested to achieve a competitive advantage.

### **Impediments to Management Efficiency Development**

- Management's inferior perception that management does not require qualification and certain skills and expertise, and can be practiced by anyone regardless of their characteristics (Arnetti & Hasan, 2023), as well as believing that management is genetic and not acquired qualities, which causes a lack of belief in the need to develop the manager through training, education, and continuous supervision.
- Lack of belief in the Department's development process as a training exercise. The success of training is evidenced by bringing together individuals trained during the year or comparing what was spent on training in a year with the previous year, and consideration of increased spending is indicative of the success of the mission. (Atkinson, 2023), considering training as a formality that distinguishes institutions from others, is threatened by management training and the administrative development process.
- The low ability of the supervisors to train the inability to convert the acquired knowledge due to the following: the inability of the trainee to benefit from the training. Rigid and monotonous regulation that does not allow renewal (Khan, 2018).
- The president's lack of conviction about the usefulness of training, and their rejection of everything new.

### Sample - Study population

The study community was appointed by some of the 175 local bankers in the governorate of Assyut, where the available sample method was used and 120 of them were selected from local banks. The equivalent of RaoSoft and Morgan scales were used, which gave the same ratios in terms of sample size and distributed a questionnaire from which 110 questionnaires were recovered for analysis.

**Table (1) Distribution of study sample by professional and personal characteristics**

Variable	Variable Categories	Number	%
Gender	Male	70	63.5
	Feminine	40	36.5
	Total	110	100
Years of experience	Less than 5 years	34	31
	From 5 to 10 years	31	28
	From 11 to 20	28	26
	More than 20 years	17	15
	Total	110	100
Scientific qualification	Bachelor's degree	54	49
	Above My University	56	51
	Total	110	100

**Source: Researcher's identification analysis based on (SPSS)**

### Discussion of study results and questions:

Question: What is the relationship between internal marketing management and attracting administrative competencies in local banks?

**Table (2) Shows the Relationship between the internal marketing department and the attraction of administrative competencies in local banks**

Variables	Computational averages	Standard deviation	Binding coefficient	Level of connotation
Internal Marketing Department	<b>4.2612</b>	<b>0.34258</b>	<b>*0.630</b>	<b>**0.00</b>
Attracting managerial competencies	<b>4.2691</b>	<b>0.36770</b>		

Data from the previous table show that there is a strong and positive correlation between the internal marketing department and the attraction of administrative competencies in local banks where the link coefficient (is 0.630) This result reflects a strong positive correlation, that is, the more internal marketing management the greater the attraction of administrative competencies in local banks. It is also noted through data in the previous table that there is a relationship between internal marketing management and attracting administrative waste in local banks through the indicative level of 0.00. This ratio also reflects a statistical function that is less than 0.05. This also confirms that there is a better relationship between internal marketing management and improved administrative competencies Working to keep employees up to date with what the bank is doing so that they are more aware of their field of work as all these factors help to attract managerial competencies in banks.

**Question: Average response about internal marketing management of internal staff by type.**

**Table (3) shows statistically significant differences at the indicative level.**

Variable	Type	Number	Average	Deviation	Value (v)	Level of connotation
<b>Gender</b>	Male	<b>70</b>	<b>4.2124</b>	<b>0.35081</b>	<b>-2.005</b>	<b>0.04</b>
	Female	<b>40</b>	<b>4.3467</b>	<b>0.31386</b>		

Data in the previous table show that there are statistically significant differences at the indicative level. ( $\alpha = 0.05$ ) In the average search sample response to the degree of internal marketing management of local banks and the employee's perspective by gender variable where it reached the level of indication (0.04) which is less than (0.05), this result means that the zero hypothesis is not accepted and the differences in favor of females are due to the fact that females may be interested by the bank management in

their male image in providing them with training courses as well as in internal marketing.

**Question: Sample response about internal marketing management and its relationship to educational level**

**Table (4) shows the averages of the response of examiners to the degree of internal marketing management of local banks**

Variable	Type	Number	Average	Deviation	Value (v)	Level of connotation
Educational qualification	Bachelor's degree	70	4.2370	0.35174	-725.-	0.47
	Above My University	40	4.2845	0.33502		

Data showed the previous table that the averages of the response of examiners to the degree of internal marketing management of local banks had no statistically significant differences at the indicative level. ( $\alpha = 0.05$ ) according to the scientific qualification variable where its value was the level of significance (0.47) which is greater than (0.05). This result shows that there is no rejection of zero individuality which means that there are no differences of statistical connotation in the average response of research samples to the degree of internal marketing management of the bank from the point of view of the employees Thus, there were no differences in their responses in judging the degree of internal marketing management in local banks from the employees' perception of the averages of individual responses to the degree of internal marketing management in local banks from the viewpoint of employees due to the variable scientific qualification.

**Table (5): Average arithmetic and standard deviation to the degree of attraction of managerial competencies from the perspective of internal bankers.**

Question	Arithmetic Average	Standard deviation	Evaluation
The Bank's management identifies and describes the competencies associated with future functions	4.67	0.490	High
The Bank's management relies on external sources to attract the best competencies	4.62	0.524	High
Management provides various means and capabilities for competent staff	4.57	0.552	High
The organization provides programs and formative courses on an ongoing basis to its employees	4.37	0.570	Medium
The Bank's management works to build and instil trust in its employees	4.27	0.609	High
The Bank's management adopts catalytic methods to attract competencies from the labour market and competition institutions	4.21	0.847	High
The Bank's management works to raise the efficiency of its employees by upgrading them and transferring them to higher positions	3.86	0.657	High
Nine bank managers to put the right personality in the right place	3.55	0.670	High
The Bank's management encourages employees through an effective incentive and reward system	3.71	0.795	High

It is clear from the data in the table that the degree of attraction of administrative competencies in local banks from the viewpoint of the staff was large and that all its paragraphs were also large. The average calculation is between (4.67) and (3.73). The

results also showed that local banks are interested in the ratio of competencies in a large form from the viewpoint of the employees Related to future jobs to attract competencies and also rely on external sources such as labor offices and others to attract the best competencies. This offers attractive and competitive privileges to the efficiency found in the market in order to attract them to work in the bank as well as the bank's management also relies on motivational methods to attract competencies from the labour market and competitive institutions.

## Results

- The degree of attracting administrative shoulders in local banks from the eyes of employees was great.
- The degree of internal marketing management in local banks came from the eyes of employees was all large.
- There is no exit in the average response of individuals appointed to study the degree of internal marketing management in local banks from the viewpoint of employees according to the scientific qualification variable.
- There are differences in the average response of individuals appointed by the study towards the degree of internal marketing management in local banks from the viewpoint of employees by gender variable and the differences were in favor of female submembers.
- There are no differences in the average response of individuals appointed by the study towards the degree of attracting administrative competencies in local banks from the viewpoint of employees according to the scientific qualification variable.

## Recommendations

- The Bank's management should continue to have a communication system that allows the delivery of information to employees to perform their tasks.
- The Bank's management should continue to take care of the competent and distinguished employees as much as possible.
- The Bank's management should continue to strive to put the right personality in the right place.
- The Bank's management should continue to encourage all employees through the incentive and reward system of bank workers.

- Bank management must seek to attract competencies, scientific cadres, and highly skilled management.
- The Bank's management should continue to benefit from the talents of competent employees in making informed management banking decisions.

### References:

Arnetti, S., & Hasan, F. (2023). The Implementation of Competency Development of State Civil Apparatus in The Framework of Fulfilling The Rights of Civil Servants In West Sumatra Province. *Jurnal IUS Kajian Hukum dan Keadilan*, 11(1), 176-195.

Atkinson, C. L. (2023). Competence in bureaucracy. In *Global encyclopedia of public administration, public policy, and governance*, (pp. 2244-2248). Cham: Springer International Publishing.

Bansal, H. S., Mendelson, M. B., & Sharma, B. (2001). The impact of internal marketing activities on external marketing outcomes. *Journal of quality management*, 6(1), 61-76.

Chebbi, H., Yahiaoui, D., Sellami, M., Papasolomou, I., & Melanthiou, Y. (2020). Focusing on internal stakeholders to enable the implementation of organizational change towards corporate entrepreneurship: A case study from France. *Journal of Business Research*, 119, 209-217.

Erdmann, A., & Ponzoa, J. M. (2021). Digital inbound marketing: Measuring the economic performance of grocery e-commerce in Europe and the USA. *Technological forecasting and social change*, 162, 120373.

García-Cabrera, A. M., Martín-Santana, J. D., de la Cruz Déniz-Déniz, M., Suárez-Ortega, S. M., García-Soto, M. G., & Melián-Alzola, L. (2023). The relevance of entrepreneurial competences from a faculty and students' perspective The role of consensus for the achievement of competences. *The International Journal of Management Education*, 21(2), 100774.

George, R. (2021). Quality Service Experiences Through Internal and Relationship Marketing. In *Marketing Tourism and Hospitality: Concepts and Cases* , (pp. 419-446). Cham: Springer International Publishing.

- Herrmann, T. (2023). Account-Based Marketing: Much More Than a New Automation Trend. *In Marketing and Sales Automation: Basics, Implementation, and Applications*, (pp. 177-187). Cham: Springer International Publishing.
- Ho, S. C., & Chen, J. L. (2023). Developing the e-commerce competency for entrepreneurship education from a gamified competition. *The International Journal of Management Education*, 21(1), 100737.
- Jaura, G. S., & Sharma, T. (2023). A Study on Recent Marketing Trends. *Eduzone: International Peer Reviewed/Refereed Multidisciplinary Journal*, 12(1), 1-10.
- Jones, P. (1986). Internal marketing. *International Journal of Hospitality Management*, 5(4), 201-204.
- Khan, A. H. (2018). Administrative efficiency and effectiveness with the application of e-government: A study on Bangladesh public administration. *User centric e-government: Challenges and opportunities*, 105-116.
- Lings, I. N. (1999). Managing service quality with internal marketing schematics. *Long Range Planning*, 32(4), 452-463.
- Meadows, A. B., Finstuen, K., Hudak, R. P., Carrillo, J. D., Lawrence, J. B., & Wright, K. (2003). Perception of managerial and administrative competencies of professional pharmacists in the US Department of Defense. *Journal of the American Pharmacists Association*, 43(4), 488-496.
- Nuseir, M. T., El Refae, G. A., Aljumah, A., Alshurideh, M., Urabi, S., & Kurdi, B. A. (2023). Digital Marketing Strategies and the Impact on Customer Experience: A Systematic Review. *The Effect of Information Technology on Business and Marketing Intelligence Systems*, 21-44.
- Papadas, K. K., Avlonitis, G. J., Carrigan, M., & Piha, L. (2019). The interplay of strategic and internal green marketing orientation on competitive advantage. *Journal of Business Research*, 104, 632-643.
- Pavlidou, C. T., & Efstathiades, A. (2021). The effects of internal marketing strategies on the organizational culture of secondary public schools. *Evaluation and Program Planning*, 84, 101894.



- Piercy, N., & Morgan, N. (1991). Internal marketing—The missing half of the marketing programme. *Long range planning*, 24(2), 82-93.
- Pitt, L. F., & Foreman, S. K. (1999). Internal marketing role in organizations: a transaction cost perspective. *Journal of Business Research*, 44(1), 25-36.
- Tang, A. D., Chang, M. L., Wang, T. H., & Lai, C. H. (2020). How to create genuine happiness for flight attendants: Effects of internal marketing and work-family interface. *Journal of Air Transport Management*, 87, 101860.
- Wongsansukcharoen, J., & Thaweepaiboonwong, J. (2023). Effect of innovations in human resource practices, innovation capabilities, and competitive advantage on small and medium enterprises' performance in Thailand. *European Research on Management and Business Economics*, 29(1), 100210.
- Zhang, T., Chen, Y., Wei, M., & Dai, M. (2022). How to promote residents' collaboration in destination governance: A framework of destination internal marketing. *Journal of Destination Marketing & Management*, 24, 100710.