

The Impact of Internal Marketing for Human Resources on Strategic Flexibility An Analytical Descriptive Research in the Iraqi Ministry of Health

Ruaa Abdel Moeen Hassan Al-Khateeb¹; Dr. Muhammad Yassin Rahim Al-Hashmawi²

¹Public Administration Department, College of Administration and Economic, University of Baghdad, Iraq.
¹ruaa.hasan1204@coadec.uobaghdad.edu.iq

²Public Administration Department, College of Administration and Economic, University of Baghdad, Iraq.

Abstract

The current research aims to show the impact of internal marketing on human resources in its dimensions (training and development, incentives and rewards, internal communication, and empowerment) (as an independent variable in strategic flexibility, production) with its dimensions (Ministry of Health, flexibility, flexibility, market flexibility) The center of the ministry, specifically the administrative, financial and legal department, to represent the research community and implement the practical aspect. Where the research community reached (180) employees, while the size of the researched sample was (120) employees of the research community. The research problem was the weakness of incentives, rewards, internal communication and empowerment in the researched ministry. The researcher relied on the descriptive approach and dimensional analysis in completing the current research. The researcher used the questionnaire as a main tool, in addition to conducting field visits and personal interviews and collecting a lot of data by diagnosing the actual reality of the ministry under study. The researcher sought to use a set of statistical methods and measures such as the arithmetic mean, relative importance, standard deviation, and coefficient of variance to describe the answers of the sample. Has been tested hypotheses and (relationship correlation and influence) and reached the researcher to the group of conclusions, most notably there is the impact of internal marketing in strategic flexibility, and that the administration ministry surveyed more focused suspicion on the training and development of staff and its keenness to establish training courses for all categories within the internal marketing process, either Incentives and rewards are the least in terms of the focus of the ministry's management, and recommendations have been developed based on the conclusions, including that the ministry maintains its focus on training and development of employees and increases its focus on internal marketing procedures for human resources, especially incentives and empowering workers and relying on focus on.

Key-words: Internal Marketing of Human Resources, Strategic Flexibility.

1. Introduction

Organizations in general in our world today face great challenges due to the intensity of competition and the rapid changes in the environment, as the main feature of the organizations in which they work has become the stability of one variable, which is change, and if organizations want to continue facing these challenges and live in such an environment, organizations must be concerned Marketing to provide the best service, including service organizations, as they will look to impose their position in the market and achieve profits in their operation and activity, so it was obligatory for them to pay attention to internal marketing. and employees' capabilities and increase their awareness of the role it plays in achieving these goals.

The marketing function is not the job that is concerned with providing services, but it is also the job that is concerned with the working individuals and this is called internal marketing.

Hence, this research came to shed light on the impact of internal marketing on strategic flexibility in the ministry under study and to try to show the relationship between internal marketing elements and strategic flexibility, as well as identifying the problem that the ministry suffers from. The Iraqi Ministry of Health was collectively chosen to implement the current research because it is extremely important in providing state institutions and public and private service organizations.

2. The Theoretical Side

First - Internal Marketing for Human Resources

1- The Concept of Internal Marketing for Human Resources

The concept of internal marketing appeared at the beginning of the fifties of the last century by quality managers in Japan, and it looks at the activities performed by employees as internal products (Damour, 2009: 172). Service providers who have high capabilities in providing services to customers (Vary & Lewis 2000: 43). Berry approached the point of view of traditional marketing, where he assumed that the worker's job can be counted as the company's product and the development of traditional marketing models and methods that were based on making the work of the worker desirable (Farzad, 2007: 14). Internal marketing is not a new phenomenon, and it was not new when the term was first used in the service marketing literature in the seventies of the last century, as companies always use morale, support activities, marketing campaigns, employee attitudes and motives (Gronoroos 2006: 384). In 1981, Berry defined internal marketing as the application of marketing

philosophy and policies to employees in the organization, as they are the best employees that can be hired and retained (Chen & Lin, 2013: 99).

As for the researcher, she defines the concept of internal marketing for human resources: it is a management philosophy that focuses on establishing long-term positive relationships between the organization and its employees, as a previous and necessary stage for attention and success in the external market, through, developing and developing their performance and skills, stimulating and strengthening internal relationships with them, and using Effective tasks and appropriate tools in their employment in a manner that benefits both parties.

2- Dimensions of Internal Marketing for Human Resources

A- Training and Development: Training is a learning process and an effective means aimed at acquiring the desired skills, attitudes, and behaviors required by the employees of the organization to increase their performance and efficiency. Therefore, this process can contribute to achieving a set of goals, most notably: (Peter et al. 2013: 84).

1- Ensuring effective work performance and bridging the gaps between the required performance standards and the actual performance of employees.

2- Increasing the employees' loyalty to the organization and their desire to work.

3- Helping the organization's employees to perform their required duties in the best way and with the desired efficiency and effectiveness.

4- Raising the morale of the employees in the organization, because increasing the employee's experience in his work and developing his skills and information during the training phase gives him an internal sense of safety and importance, which may contribute to reducing the turnover rate.

As for (Mullin et al 2015: 79), he sees it as the process of workers acquiring experiences in order to bring about a change in behavior that leads to the achievement of the goals and objectives of the organization, that is, it is a transfer of experiences at the level of human resources with the aim of harmonizing the actual behavior and the behavior desired by the organization in a way that leads to achieving its objectives.

B- Incentives and Bonuses: Incentives are factors or means that the administration chooses very carefully in order to create or direct human behavior in order to contribute effectively to raising productive efficiency and fulfilling workers' needs and motives, (Komal et al 2015: 63) and beyond (Robertson & Cooper 2016: 27) A physiological process that works on drawing the behavior and trends of the individual in a way that contributes to achieving both the optimal performance of the organization

and the fulfillment of personal needs and desires. Individuals who seek to obtain incentives, both material and moral, in order to satisfy their personal needs will spend more effort and time to obtain them, and thus have contributed directly or indirectly to achieving the goals of the organization in which they work with high efficiency and effectiveness (Mayer et al. 2017: 78).

C- Internal communication: Internal communication includes the transmission of important messages between members of the organization. In the past, internal communication focused on collective communication of managers' decisions and senior management strategies to the lowest levels, and thus it focused on vertical communication from top to bottom, due to the lack of mechanisms Feedback and the means of communication between members of the organization, and internal communication has become ineffective because it ignores the vertical communication from the bottom up and the horizontal communication between the departments. important to all relevant members of the organization (Dynamis 2014: 17). Communication is a process of purposeful transfer of information from one person to another, with the purpose of creating a kind of mutual understanding between them, and communication is the process of exchanging ideas and information in order to create a common understanding and trust between the human elements of the organization, And administrative processes are based on the exchange of data and information, and on the other hand, the manager as a leader in his work needs to be Achieve the goals of the organization to direct, and also needs to understand his employees and direct their behavior in a way that ensures that this behavior does not conflict with the organizational goals, at least (Al-Zubaidi et al., 2015: 327).

D- Empowerment: Empowerment from the point of view of (Opoku et al. 2015: 14) is a broad participation of workers in management and work, as workers will contribute a large amount to making strategic and executive decisions, as well as formulating policies and solving problems. While (Goodman, 2015: 75) counted the process that supports human resources so that they can make effective and efficient decisions that contribute to continuous quality improvement. Whereas (Harrell & Fors, 2016: 82) defined it as delegating authority to workers through sharing information and other activities in a way that contributes to achieving positive results at work and achieving goals at the individual and organizational levels.

Second - Strategic Flexibility

1- The concept of strategic flexibility: It is a dynamic ability that helps the organization to adapt and change during the time that leads to maintaining a state of competitive advantage in the long run. The above stages (Lau 1996: 11-15) On this basis, the most important thing that achieves the

competitive advantage of organizations and makes them able to face uncertainties in the internal and external environment is to have strategic flexibility that enables them to analyze the work environment and anticipate and anticipate events and other benefits that guarantee them Staying in the business unit within competitive organizations (Hit et al., 1998: 22-42). The strategic flexibility has also enhanced the positive effects of the technological ability to explore, so that when the strategic flexibility increases, the technological capacity for exploratory innovation increases, as shown by (Zhou & Wu 2010): 547) It is through strategic flexibility that organizations can achieve competitive advantages, as indicated by Aaker & Mascarenhas 1984: 74). And that strategic flexibility comes from being able to work in a competitive environment described as dynamic and changing (Yonggui & Hing, 2004: 34-59).

2- Dimensions of Strategic Flexibility

A- Competitive flexibility: Competitive flexibility means the organization's ability to compete in a turbulent and unstable environment (Al-Maadidi and Al-Taei, 2011: 122). That is, its ability to compete in local and global markets that are characterized by intense competition, the technological transformation or the strategic movement of competitors in a particular market leads to changing the rules of the competitive game and the organization that is able to respond to the new behaviors of the competitor, it is easy for it to deploy important resources and use the various strategies available to compete effectively (Abbott & Banerji, 2003: 3). The flexibility of strategic organization's ability to resist neo-current behavior of competitors, and its ability to rearrange important resources and easily, dissemination and devoted to the production processes market and respond to requests from customers, TnoṢaa KhṢartha strategy available to it to compete effectively, and confirm to respond to the needs of unique consumers, partners, and technological change, and the process Innovation and Creativity (Abbas and Hassan, 2018: 11).

B - Production Flexibility: Production flexibility reflects a company's ability to produce/provide services and goods in most major markets around the world, at a competitive price, with a short period of time. In the development of strategic flexibility it is a critical choice, where to determine and coordinate production activities. Dimensions and level change, production of new products, production flexibility also includes: Modification of existing products capabilities. (Abuzaid, 2014: 169).

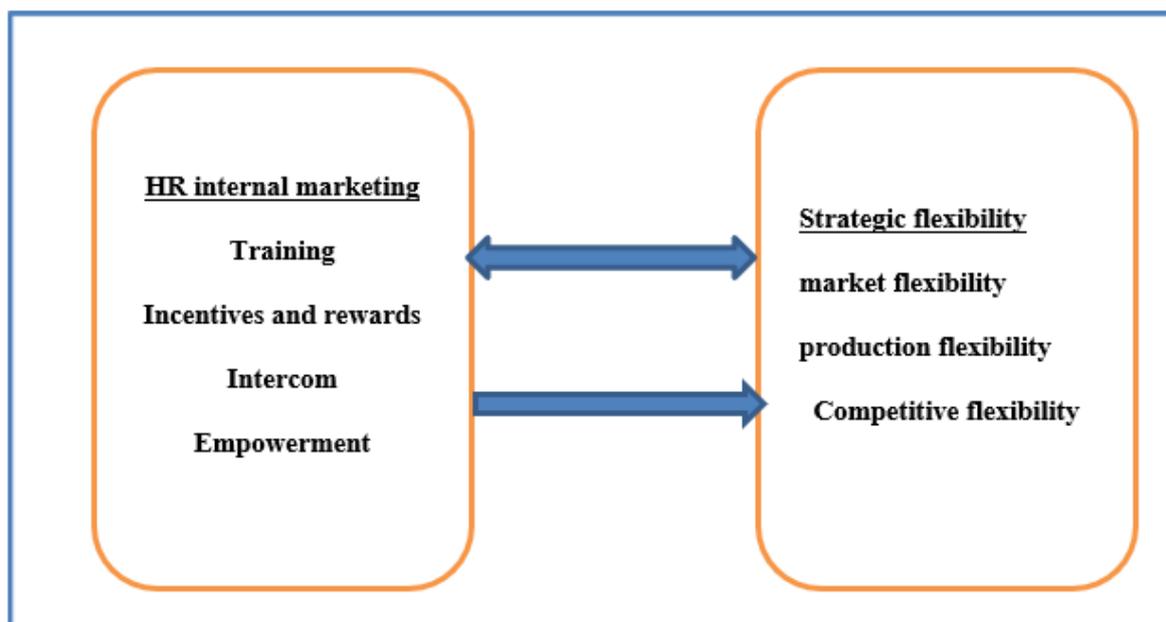
It is the company's ability to manufacture its products in most major markets around the world and provide them in a short time, at competitive prices. And (Jad, 2010: 127) believes that in many

cases, it is necessary to design one of the production processes that are developed or to re-design one of the processes provided for the service that already exists, in order to achieve innovation that leads to fundamental and unprecedented improvements. Emphasis must be placed on the need to take all necessary measures to ensure the survival and continuity of the new design of the production process of the product according to the new performance levels that are required to be maintained.

C- Market flexibility: Market flexibility is the ability of organizations or companies to respond to market changes or influence. It is also defined as the ability of companies to re-evaluate and adjust their marketing efforts in a short time in order to respond to the changing conditions of the business environment. Among the dimensions of flexibility in the market are the following: market share, rapid response to customer demands, and entry into new markets. It is the ability of the organization operating in the international market to re-evaluate its marketing efforts within a short period of time in response to environmental changes. Both (Darren, 2005: 168) and (Al-Atwi, 2011: 138) explained that what expresses the organization's ability to manufacture and modifying its products according to the demands of customers in the different markets in which the organization deals, represents market flexibility.

3. Research Methodology

In order to achieve the purpose of the study and reach its specific objectives, the researcher designed a scheme that outlines the main hypotheses.



1). Research Assumes

1- The first main hypothesis: There is a significant correlation between the internal marketing of human resources with its dimensions and the strategic flexibility of the organization.

2- The second main hypothesis: there is a significant impact relationship of the internal marketing procedures for human resources with its dimensions and the strategic flexibility of the organization.

First - The Correlation between Internal Marketing for Human Resources and Strategic Flexibility

Table(1) shows the existence of a (significant correlation between internal marketing of human resources and strategic flexibility), as the correlation coefficient between internal marketing and strategic flexibility was achieved (0.857**) at the level of significance (0.01), which is a strong, significant and positive correlation in the sense that The increase in the internal marketing variable of human resources is offset by an increase in the same direction in the variable, the strategic flexibility of the organization. This indicates that the researched ministry, whenever it seeks to achieve internal marketing for human resources through training, empowerment, effective internal communication and incentives, with the presence of cooperation and compatibility between the senior leaders represented by general managers, department managers and people in the researched ministry, they participate in the process of humiliation and humiliation. Positively on achieving strategic flexibility in the ministry under study.

Table 1 - Correlation Matrix between Internal Marketing of Human Resources and Strategic Flexibility

Table Correlation matrix between internal marketing of human resources and strategic flexibility				
Strategic flexibility	Independent Variable Dimensions Strategic Flexibility Strategic Flexibility			Variable Approved Variable independent
	Competitive flexibility	Productive flexibility	Market flexibility	
**0.639	**0.560	**0.616	**0.647	Training& development
**0.674	**0.583	**0.663	**0.662	Incentives, bonuses
**0.795	**0.707	**0.775	**0.767	Effective intercom
**0.819	**0.757	**0.774	**0.807	Empowerment
**0.857	**0.756	**0.830	**0.843	HR Internal Marketing
* *The correlation is significant at the significance level (0.05).				
** The correlation is significant at the level of significance (0.01).				

Source: From the researcher's work based on Spss v.25

Second - Analyzing the Impact of the Internal Marketing Dimensions of Human Resources on Strategic Flexibility

Table (2) shows (there is a significant effect between internal marketing of human resources and strategic flexibility). The researcher presents the degree of contribution of the internal marketing variable to human resources and its dimensions in explaining the variance of the degree of strategic flexibility and its dimensions, and the results were extracted for simple linear regression analysis, as in Table (2) below:

Table 2 - Impact Matrix HR Internal Marketing and Strategic Flexibility

Strategic Flexibility	Dimensions Strategic Flexibility			Variable Approved Variable Independent		
	Competitive flexibility	Productive flexibility	Market flexibility			
0.406	0.313	0.367	0.433	R Square	Training and development	Dimensions of the variable Internal marketing for human resources
80.594	53.675	68.428	90.160	F Values		
.000	.000	.000	.000	P morale		
0.637	0.559	0.606	0.658	β Values		
0.416	0.309	0.405	0.423	R Square	Incentives, bonuses	
83.893	52.733	80.388	86.627	F Values		
.000	.000	.000	.000	P morale		
0.645	.556	0.637	0.651	β Values		
0.680	0.575	0.625	0.653	R Square	Effective intercom	
251.271	159.777	196.618	221.824	F Values		
.000	.000	.000	.000	P morale		
0.825	0.758	0.791	0.808	β Values		
0.689	0.576	0.613	0.693	R Square	Empowerment	
261.920	160.018	186.909	266.812	F Values		
.000	.000	.000	.000	P morale		
0.830	0.759	0.783	0.833	β Values		
0.734	0.587	0.676	0.740	R Square	internal marketing of human resources	
324.997	167.965	246.089	336.658	F Values		
.000	.000	.000	.000	P morale		
0.857	0.766	0.822	0.861	β Values		

Source: From the researcher's work based on Spss v.25

4. Conclusions

A- The results showed that the Iraqi Ministry of Health has a good recruitment plan, as there is a diversity in the age groups owned by the Ministry, although the age group (30- less than 40) is the most frequent category, as it is an excellent category in bidding. In spite of this, we see a deterioration in the service reality in general for the Ministry, due to the rigid routine work entrusted to each employee, which causes a lot of delay when emergency and urgent cases occur.

B- The results showed that there is a high interest on the part of the Ministry of Health in conducting training courses on a regular basis that contribute to the development of the capabilities and skills of its employees. Sending employees randomly, and as it is now common in some departments, to send the employee who does not have work in the current period of the training course. These losses are borne by the Ministry in time, effort, money and the overall planning of the Ministry. And when this procedure is applied, it will help enable the employee to do more than one task as a result of increasing his knowledge and skill.

C- The results and personal interviews conducted by the researcher showed that they did not follow the job description of most of the employees in the Ministry of Health, because there are employees with a specialization completely different from the job they work in, especially in job positions such as department managers, people and even general managers who are exclusively medical staff and then This procedure has negatively affected the implementation process of decisions and the correct conduct of administrative work within the ministry in question.

D- Finally, the researcher finds that the main and real problem that the Iraqi Ministry of Health suffers from is its weakness in adopting the correct and systematic administrative thought. As the problem is not financial or severe centralization or decentralization or delegation of powers, but rather the attention to the formal and purely routine aspect of the administration and neglecting the real side of it, has negatively affected the Ministry of Health and to raise the levels and capabilities of individuals working in it in terms of internal marketing of human resources And not enabling them to delegate powers and strategic flexibility.

5. Recommendations

A- Paying more attention to the application of the knowledge capabilities and expertise possessed by the researched ministry by creating work teams specialized in devising advanced methods

to serve the health reality, as well as creating websites that build bridges of communication between these teams and citizens to ensure access to providing excellent service in field of health service.

B- Providing new services in the Ministry of Health on a regular basis in order to contribute to serving citizens and increasing market flexibility in them.

C- Conducting training courses, workshops and seminars on strategic flexibility and its dimensions (market flexibility, production flexibility, competitive flexibility) and its importance in the Ministry of Health, where there should be a training course for those holding the position of department head and above for a period of (6 months) concerned with administrative and statistical issues exclusively. Knowing that this procedure was in place before (2003) and was responsible for it (the National Center for Administrative Development and Information Technology) of the Ministry of Planning. Where the employee is not promoted or assigned to a higher job position unless he successfully passes these courses.

D- Paying more attention to empowering workers and delegating them some powers and involving them in formulating strategies and the decision-making process related to their work, by selecting people who represent workers in communicating their proposals and problems realistically to the advanced departments in the investigated ministry, which enhances their morale and creates an atmosphere of trust and cooperation between the administration and workers.

References

Damour, Hani Hamid (2009) *Marketing Services, Fifth Edition, Wael House for Publishing and Distribution, Amman - Jordan.*

Al-Maadidi, Maan Waad Allah and Al-Tai, Ayman Jassem Muhammad (2011), "The Contributions of Strategic Leadership in Enhancing the Strategic Flexibility of Business Organizations", *Al-Rafidain Development Journal, College of Administration and Economics, University of Mosul, No. 105, Volume 33.*

Al-Zubaidi, Ghani Daham Tanay and Hafez, Abdel Nasser Alak and Abbas, Hussein Walid Hussein, *Organizational Behavior Management, first edition, 2015, Dar Ghaida Publishing and Distribution, Amman - Jordan.*

Abbas, Firas Khudair and Hassan, Zaina Hammoud (2018) (The role of strategic information systems and knowledge sharing and its impact on strategic flexibility - an applied study in Zain Communications Company / Iraq) A letter submitted to the University of Al-Qadisiyah College of Administration and Economics to complete the master's degree in Business Administration, Department of Business Administration.

Jawad, Shawqi Naji, Hijazi, Haitham Ali, Al-Ajlouni, Muhammad Iqbal, (The Impact of Knowledge Activation Environment in Entrepreneurial Organizations: A Proposed Model for Jordanian Organizations), Al-Zaytoonah University of Jordan, College of Economics and Administrative

Sciences, Tenth Annual International Scientific Conference Leadership in the Knowledge Society 26-29/4/2010.

Al-Atwi, Muhannad Hamid Yasser, "The Impact of Strategic Flexibility in Entrepreneurship of Business Organizations / An exploratory study of the opinions of a sample of managers, especially small public companies in the construction materials industry sector in Najaf Governorate", *Journal of the College of Administration and Economics / Karbala*, Volume 1, Issue 3, 2012.

Darine, (Bouzidi) 2005 "Contribution to the preparation of a strategy for an institution in the construction sector, the case of the Institution of Achievement in Biskra", A master's thesis, Algeria.

Peter, J. Paul, H., James & Donnelly, Jr., (*Marketing Management Knowledge and skills*), 11th.ed. McGraw – Hill/ Irwin, U.S.A, New York, 2013.

Gronroos, Christian, 2006, *Service Management and Marketing, Customer Management in Service Competition*, 3Ed, published by John Wiley & Sons, Ltd, UK.

Mullins, John W. & Walker, Jr., Orville, C., (*Marketing Management-A strategic Decision-Making Approach*), 8th.ed., McGraw – Hill International Edition, U.S.A, New York. 2015.

Aaker, D. A. & Mascarenhas, B. (1984) "The need for strategic flexibility", *The Journal of Business strategy*, Vol. 5, No. 2.

Abbott, A. and Banerji, K. (2003), Strategic Flexibility and Firm Performance: The Case of US Based Transnational Corporations, *Global Journal of Flexible Systems Management*, Vol. 9, No, 3.

Chen, Yu-Chuan & Lin, Shinvi, 2013, *Modeling Internal Marketing and Employee Loyalty: A quantitative Approach*, *Asian social science*, publish by Canadian center of science and education, V. 9, No. 5.

Dynamics, Management Business, 2014, A holistic Approach on Internal Marketing Implementation, Vol. 3, No. 11, Nov 2014, pp. 09-17, ISSN: 2047-7031 www.brndynamics.com

Komal, K., Samina, N. & Aisha, A. (Effect of Direct Participation on Organizational Commitment). *International Journal of Business and Social Science* Vol. 2 No. 9, 2015.

Lau R.S.M. (1996) "Strategic Flexibility, A New Reality for World – Class Manufacturing", *S.A.M Advanced Management Journal*, Vol. 61, No.2.

Mayer, J.P., Allen, N.J., & Smith, C.A (Commitment to organizations and occupations: Extension and test of three-component conceptualization), *Journal of Applied Psychology*, vol. 4, issue 1, 2017.

Robertson, I.T. & Cooper, C.L. (Full engagement: the integration of employee engagement and psychological well-being), *Leadership and Organization Development Journal*, vol. 31, issue (4), 2016.

Varey, Richard J. & Lewis, Barbara R, 2000, *Internal Marketing Directions for Management*, 1Ed. Published in the Taylor & Francis, UK.

Yonggui, W. & Hing-po, Lo., (2004), "Customer-Focused Performance and its key Resource - Based Determinations: An Integrated Framework", *Customer Relationship*, Vol.14, No.1/2.

Zhou, K. & Wu, F. (2010) "Technological Capability, Strategic Flexibility, and Product innovation". *Strategic Management Journal Strat. Mgmt. J.*, 31.

Farzad, Atousa, 2007, The Effect of Internal Marketing on Organizational Commitment, An Investigation Among State – Owned Banks in Isfahan, Iran.

Hitt, Michael A. & Keats Baibaia W & De Maiie, Samuel M., (1998) " Navigating in the new competitive landscape: Building strategic flexibility and competitive advantage in the 21st century" *Academy of Management Executive*, 1998, Vol. 12.

Goodman, Eric. (The Competing Values Framework: Understanding the Impact of Organizational Culture on the Quality of Work Life), *Organization Development Journal*, Vol. 19, No. 3, 2015.

Harrell, G.D. & Fors, M.F. (Internal marketing of a service), *Journal of Industrial Marketing Management*, Vol. 21, 2016.

Amalu, H. I., Agbasi, L. O., Olife, L. U., & Okechukwu, A. (2021). Responsiveness of Service Sector Growth to Financial Development in Nigeria: Evidence from 1981-2019. *Journal of Advanced Research in Economics and Administrative Sciences*, 2(3), 1-12.

<https://doi.org/10.47631/jareas.v2i3.305>

Opoku, R., Atuobi, Yiadom, N., Chong, C., & Abratt R. (The impact of internal marketing on the perception of service quality in retail banking: A Ghanaian case). *Journal of Financial Services Marketing*, Vol. 13, issue (4), 2015.