

**T.C.
ISTANBUL GEDİK UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**THE IMPACT OF INTERNAL MARKETING TO ORGANIZATIONAL
PERFORMANCE A CASE STUDY OF MEDICAL SUPPLY
MANUFACTURER IN SAMARRA**

MASTER'S THESIS

Mohammed Akram Al-MAHMOOD

Business Administration Department

Business Administration Master in English Program

JANUARY 2022

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İSTANBUL GEDİK ÜNİVERSİTESİ
LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ MÜDÜRLÜĞÜ

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DECLARATION

I'm Mohammad Akram, I declare that this thesis entitled “The Impact of Internal Marketing to Organizational Performance A Case Study of Medical Supply Manufacturer in Samarra” is the original work I did to obtain my MBA at the College of Business Administration. I also acknowledge that this thesis or any part of it has not been submitted for any degree or other research paper at any university or other institution. (06/01/ 2022)

Mohammad Akram Al-MAHMOOD



DEDICATION

Who gave me the years of her life and taught me the meaning of patience and perseverance and instilling faith in my heart... my dear mother.

To who has always supported me and treated me like his best friend, which words cannot describe him... my dear father.

To those who support me in life and who are the most precious thing I have...
my dear brothers

To who took my hand since childhood and he was like the light that lights my way...
my brother Ahmed Rashid.

To whom I find her in my side when I need her, in distress before joy, she is my best friend whom I consider her as my sister... dear Niveen

That wonderful person who has a great impact on my life... my dear Duaa Samir

To all of you, I offer this humble effort

PREFACE

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January 2022

Mohammad Akram Al-MAHMOOD

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THE IMPACT OF INTERNAL MARKETING TO ORGANIZATIONAL PERFORMANCE A CASE STUDY OF MEDICAL SUPPLY MANUFACTURER IN SAMARRA

ABSTRACT

This study analyzed the impact of internal marketing procedures, which consist of several elements including, empowering and motivating communication within the organization, with organizational performance, and dealing with organizational performance through its importance, its measurement, and the strategies used to improve it through internal marketing, which has become one of the vital and contemporary issues, as interest in internal marketing has increased in organizations, especially after the emergence of the role and importance of Internal marketing is to obtain individuals with high capabilities and skills who are able to assume responsibility and provide services of a high level of quality to customers. Because of the limited studies that dealt with the relationships between these variables, especially in the Iraqi environment, the researchers sought to address these variables in this study in order to reach a study of the relationship and the impact between them. The study provided a theoretical briefing on internal marketing as well as on organizational performance, as for the practical framework of the study, the health institutions sector was chosen as an appropriate field for conducting the field side of the study, where the sample "General Company for the Pharmaceutical Industry and Medical Supplies / Samarra" was selected. The questionnaire as a main tool for collecting data from individuals working in this organization, the problem of the study centered on the extent of the impact of internal marketing procedures on organizational performance, the study adopted a set of hypotheses to solve this problem. In order to achieve the study's objectives and hypotheses, a hypothetical model was formulated that shows the nature of the effect between the study variables. The study concluded with a set of conclusions and recommendations that were reached through the results of the field study, the most important of which are:

1- There is a significant correlation between internal marketing procedures and organizational performance.

2- Internal marketing procedures affect organizational performance.

The study also made some recommendations for the organization, the sample of the study, the most important of which is working on the continuation of internal marketing programs that lead to improving organizational performance, which is reflected on their performance, as well as informing researchers in the future for research in this field.

Keywords: *Internal marketing (IM), Organizational Performance (OP), General company for the manufacture of medical supplies / Samarra (SDI)*

İÇ PAZARLAMANIN ORGANİZASYON PERFORMANSINA ETKİSİ SAMRRA'DAKİ TIBBİ MALZEME ÜRETİCİLERİNİN VAKA ÇALIŞMASI

ÖZET

Bu çalışma, organizasyon içindeki iletişimi güçlendirme ve motive etme dahil olmak üzere çeşitli unsurlardan oluşan dahili pazarlama prosedürlerinin organizasyonel performans üzerindeki etkisini ve önemi, ölçümü ve dahili yollarla geliştirmek için kullanılan stratejiler yoluyla organizasyonel performansla ilgilenmeyi analiz etmiştir. Özellikle organizasyonlarda içsel pazarlamaya olan ilginin artmasıyla birlikte hayati ve güncel konulardan biri haline gelen pazarlama, özellikle içsel pazarlamanın rolü ve önemi ortaya çıktıktan sonra, sorumluluk üstlenebilecek yetenek ve becerileri yüksek bireyler elde etmektir. ve müşterilerine yüksek kalitede hizmet sunmaktır. Özellikle Irak ortamında bu değişkenler arasındaki ilişkileri ele alan sınırlı çalışmalar nedeniyle, araştırmacılar bu çalışmada bu değişkenleri ele alarak aralarındaki ilişki ve etkiye dair bir çalışmaya ulaşmaya çalışmışlardır. Çalışma, içsel pazarlama ve örgütsel performans hakkında teorik bir brifing sunmuş olup, çalışmanın pratik çerçevesine ilişkin olarak, sağlık kurumları sektörü, çalışmanın saha tarafını yürütmek için uygun bir alan olarak seçilmiş olup, "Genel Şirket" örneği İlaç Endüstrisi ve Tıbbi Malzemeler için / Samarra" seçildi. Anket, bu organizasyonda çalışan bireylerden veri toplamak için temel bir araç olarak, çalışmanın problemi, içsel pazarlama prosedürlerinin organizasyonel performans üzerindeki etkisinin boyutuna odaklanmış, çalışma bu problemi çözmek için bir dizi hipotezi benimsemiştir. Araştırmanın amaçlarına ve hipotezlerine ulaşmak için, çalışma değişkenleri arasındaki etkinin doğasını gösteren varsayımsal bir model formüle edilmiştir. Çalışma, saha araştırmasının sonuçlarından ulaşılan bir dizi sonuç ve önerilerle sona ermiştir ve bunlardan en önemlileri şunlardır:

1- İç pazarlama prosedürleri ile organizasyonel performans arasında önemli bir ilişki vardır.

2-Dahili pazarlama prosedürleri örgütsel performansı etkiler.

Çalışmanın örnekleme olan örgüte yönelik bazı önerilerde de bulunulmuştur. Bunlardan en önemlisi, örgütsel performansın iyileştirilmesine yol açan içsel pazarlama programlarının devam ettirilmesi ve performanslarına yansıyan çalışmalardır. Bu alandaki araştırmaların geleceği.

Anahtar Kelimeler: *Dahili pazarlama (IM), Organizasyonel Performans (OP), Tıbbi malzeme üretimi için genel şirket / Samarra (SDI)*

1. INTRODUCTION

1.1 Background

In many researches and studies, the interest in developing new products was focused on designing and developing products, as well as trying to provide the product at an appropriate price. how to meet these needs in the hope of achieving the goals of the organizations, but the process of the success of institutions at the present time does not focus only on the quality, price or promotion of the product, but rather depends on some of the elements and variables that support the institution, especially at the present time in light of intense competition and the surrounding environment, where successful institutions start their activities and interests from within the organization. It begins to focus on its internal resources, because all organizations in the world are basically based on one foundation, which is the human resource that is behind the success of organizations. without it, the organization would be nothing more than buildings and equipment, where large and successful organizations focus on the human element by seeking to find factors that contribute to making the human element is qualified to contribute to the achievement of the goals of the organization and thus its success. the concept of internal marketing came from here to take care of the performance of employees, especially with those workers who provide services and have direct contact with customers. the concept of internal marketing is relatively new, and is based on the principle that the organization's employees are the customers and its first market, and that they have needs that must be satisfied, and the application of internal marketing contributes to improving the performance of employees, this means that there will be an improvement in the organizational performance of the organization, which will positively affect the quality of service provided to the customer. external, internal marketing is one of the most important marketing strategies that contribute to reducing costs and increasing profits, as in addition to developing employees' skills and improving their performance to be able to provide better services that achieve external customer satisfaction, which in turn will contribute to achieving profitability for the organization, as internal marketing

activities improve the competitiveness of the enterprise and its enhancement. its efficiency, the job through the internal market must be considered a service provided to employees, Al-Ghamdi & Al-Fran, (2000) .

One of the modern marketing concepts is internal marketing that emerged in the late twentieth century to simulate external marketing, which is based on meeting the informational, cognitive and functional needs and desires of employees towards their organization and the products and services it deals with, and transforming the relationship that was built between the organization and customers into the relationship between the organization and its employees, the application of this concept also aimed to establish the base of considering employees in the organization as customers and the need to deal with them as a source of important ideas and to achieve a high degree of satisfaction with them, which will be reflected in the future on the satisfaction of external customers, Tallosh & Faris,(2019)

Through what has been mentioned, it is clear that internal marketing plays an important role in the performance of the organization, as organizational performance has become at the present time very much dependent on following the internal marketing strategy. advanced employee performance contributes to improving organizational performance with better quality and convinces external customers' perceptions of service quality although internal marketing focuses on employees of organizations as internal customers and tries to meet their needs, the main objective of internal marketing is to increase service quality for external customers to have a loyal base of satisfied customers which contributes In increasing revenue, decreasing costs and building market share etc., the main objective of internal marketing is that the employees of the company can be considered as their most important marketing tool. lines, adapting the company's marketing strategies to the needs of each client they work with, Chandrika,(2017). as for organizational performance, performance is considered a basic indicator for judging the effectiveness of users in the organization. it is both from a theoretical availability or from an applied point of view that it has attracted many studies that aim in its entirety to scrutinize its concept. for the tasks to be accomplished, performance is the result of a combination of several factors such as the effort exerted, the awareness of the role, and the level of capabilities that the individual enjoys, and any activity that leads to a result, especially behavior that changes the environment in any way, and performance is the degree of achieving and

completing the tasks that make up the job of the individual and it sets the way that the individual fulfills or satisfies the job requirements, and there is often confusion between performance and effort. effort refers to the energy expended. performance is measured on the basis of the results achieved by the individual, Khaled Swaih & Karim Jame, (2019).

Accordingly, conducted my research "the impact of internal marketing on organizational performance" and chose, General Company for the manufacture of medicines and medical supplies\ Samarra (SDI)

The importance of this research is as it is one of the first researches that talks about the impact of internal marketing on organizational performance in the health, sector. the purpose of this research will be stated and we will discuss the applications of the research results in (SDI) later, the research methodology and data tools will be briefly explained through the study population, statistical analysis, sampling method, and applied statistical methods that were used to analyze the data.

1.2 Research Objectives

Based on the definition of the problem at hand and the basic assumptions, the purpose of this research is actually an attempt to achieve the following objectives:

- 1 Determine the theoretical framework of the study by presenting the concept of internal marketing and its impact on organizational performance.
- 2 Determine the objectives of internal marketing and the advantages it provides to organizations that adopt this concept.
- 3 Provide a set of recommendations that improve the actual practices of internal marketing strategies, policies and programs and enhance organizational performance.

1.3 Importance and Value of the Research

The importance of the current research lies in the fact that it makes an important contribution at the level of internal marketing, as few studies match the topic of internal marketing and its impact on organizational performance in health institutions, and try to explore its impact. Internal Marketing. From the complexities of the topic of internal marketing during its application, and making this research one

of the few researches in the field of applying internal marketing in the health sectors as a contribution to facilitating the work of researchers in this field, as this study provides important information for the marketing decision maker regarding the need to pay attention to internal marketing and the organizational performance of employees from In order to achieve a better quality of service delivery and thus improve organizational performance. Therefore, organizations can encourage and develop this sector and devote the idea of improving the performance of organizations through the application of the concept of internal marketing. This study is important in improving the level of employee performance and developing it through motivation and communication programs and others. Internal marketing activities that ultimately lead to the employees' performance of their tasks in an integrated manner.

1.4 The Limits of the Study

It is limited to studying the impact of internal marketing on the performance of employees in organizations and studying its impact on workers in the medical sector, as the study is limited to (SDI) and will not be transferred to other companies to save effort and time. This study depends on sampling.

2 LITERATURE REVIEW

2.1 Internal Marketing

One of the basic definitions of all the literature in the Inbound Marketing Concept Statement is the definition given by “Berry- Parasuraman (2004)” in marketing competitive services through quality, where they view inbound marketing as “that means” that develops, motivates and retains qualified personnel to perform well by satisfying their needs and desires. Abul Naga (2008) claimed that, later another more modern concept of internal marketing was introduced for the first time, which was in 1976 by “Berry” and others, as one of the solutions to the problems related to providing high-quality services that are characterized by symmetry and consistency at the same time, despite the rapid growth of writings In the field of internal marketing study, the organizations that have practiced and applied this concept are very few, and the reason for this is due to the lack of agreement in general on a unified concept of internal marketing, internal marketing is considered to be the internal coordination and exchange between the organization and its employees in order to achieve success in the external exchanges between the organization and its customers, where the employees in the organization are considered as internal customers Pride & Ferrel (2003). internal marketing has been defined as the task that depends heavily on hiring, training and motivating employees in the organization in order to meet the needs and desires of customers, emphasizing that everyone in the organization must adopt appropriate marketing principles Kotler,(2010). in a definition presented by Zeithaml, (2000) as the process of selecting and hiring the right workers, training, motivating and rewarding them, while providing them with the necessary equipment and appropriate technology in order to achieve an increase in high-quality service. according to Joshi (2007), internal marketing is not limited to the field of administrative activities such as influencing efficiency, securing the needs of employees, training and motivating them, and creating flexible and appropriate working conditions, but rather this must be communicated through marketing theories and principles so that the employees of the organization become

internal clients who work to understand and deepen the relationship with customers. as for Tsu-Wei & Shiu,(2010) the special idea of internal marketing is based on the idea that the institution adopts the concept of internal marketing as a management philosophy based on the principle of investing in the human element, through great interest in appointing, training, preparing, motivating and providing the appropriate environment for him and then working to satisfy his needs and desires before actually heading to the foreign market. perhaps we can say that the definition presented by Gronroos (1981) is considered the original on which the previous definitions depended, as he referred to internal marketing as “selling the company to employees who must be motivated in a way that enables them to deal with consumers according to the concept of consumer orientation.” This indicates Definition that there is great importance in order to focus on instilling some concepts such as consumer orientation in the employee in a way that can lead to the creation of a company that is fully oriented to the consumer, and oriented as well as completely to the market. Gronroos (1994) also tried to clarify the basic elements of the concept of internal marketing, so he assumed that internal marketing for employees can be achieved well by providing distinguished services to them and dealing with them in the same way of dealing that is applied in the concept of consumer guidance. In other words, this means that activating the practice of internal marketing policy requires to use the marketing activities that are customary within business organizations with their employees.

2.2 Objectives of Internal Marketing

Employees in organizations have a decisive role in influencing the degree of achieving customer satisfaction, which makes it imperative for these organizations to constantly work to prepare and develop their members to become a high degree of understanding and deep knowledge of customers' needs and desires. Internal marketing aims to achieve a number of objectives, the most important of which are: Al-Sabbagh, (2005)

1) Emphasizing that all employees of the organization have ideas and understanding of the expectations and awareness of external customers about the level of service provided by the organization to them, as well as emphasizing the role of each worker

in achieving the expectations of external customers in line with the goals of the organization

2) Creating a climate within the organization in a way that motivates employees (internal customers) in order to identify the needs and desires of external customers, and this is done by selecting and assigning individuals in job positions that are commensurate with the competencies and skills of these individuals

3) Emphasis on the ability of individuals to perform their roles in the organization as marketers, because marketing is not only a task or activity of marketing management, but rather the task of all individuals in the organization

4) Obtaining the support of the administrators who are the main decision makers in order to ensure that the plans are implemented in the required manner, in particular the provision of human and financial resources, and to verify that there is no conflict in the organization's policies

5) Work to ensure that all of the job satisfaction, organizational commitment, job participation and work motivation are increased by employees

6) Supporting and configuring employees' behavior and orientations as much as possible in order to enable them to implement the organization's plans and strategies

7) Ensure the acquisition of the commitment of employees in the organization to implement plans and strategies, especially those which relates to the marketing aspect.

Al-Damour(2004) pointed out that, the general objective of internal marketing is to create a work force characterized by stability and development in the organization as well as with a high morale and their sense of responsibility, as this helps reduce the level of work turnover and contributes to increasing employee satisfaction and helps to create a stable organizational environment for the purpose of positively affecting the achievement of the goals of the organization, and that the general and broad view of internal marketing as a management philosophy with its applications can be seen at the strategic and tactical levels at the same time, by defining integrated and coherent goals, figure 1 illustrates this

Table 2.1: Objectives of internal marketing and areas of application

Objectives levels	Applications
General Objective	<input type="checkbox"/> Making employees more understanding, motivating and caring for customers.
Strategic Objective	<input type="checkbox"/> Creating the internal environment that supports the customer orientation of individuals.
Tactical Objective	<input type="checkbox"/> Support the internal training policy, and support the planning and control procedures <input type="checkbox"/> Employees must understand why they are expected to act in a certain way when a particular situation occurs. <input type="checkbox"/> The service must be fully developed and accepted internally before being put on the market, and internal communication and personal selling channels must be activated

Source: (Al-Damour,2004,p343), Marketing of Services, 03 Edition, Dar Wael Publishing, Jordan, 2005

2.3 Internal Marketing Characteristics

It is necessary to know and diagnose the characteristics of internal marketing, because these characteristics are tools that contribute to identifying the pros and cons of internal marketing, whether in the field of research or in the field of its practical application, in addition to that these characteristics help in identifying and verifying the extent to which the concept of internal marketing can be applied Within organizations, as well as the ease of benefiting from the results achieved by internal marketing in organizations. Varey (1995) Mentioned that Internal marketing is characterized by a number of characteristics

1) Internal marketing is considered a social process, because internal marketing is implemented and implemented within the organization for the purpose of conducting the exchange and interaction between the organization's management and its employees, as the workers' needs are not limited only to material needs, but there are other needs, which are moral and social needs such as security and belonging. And friendship, where customers want to satisfy these needs and this is achieved through internal marketing

2) Internal marketing is an administrative process through which work is done to integrate the various functions within the organization through;

3) The organization verifies that all its employees have sufficient knowledge and experience about those activities that they carry out, to reach the achievement of those activities that lead to satisfying the needs of external customers

4) Ensuring that all employees of the organization are prepared and motivated to perform their work efficiently.

According to Kelemen,(2007) Internal marketing is characterized by three characteristics:

1) Internal marketing is a future orientation and one of the ways of thinking, as it has a vision of achieving profits for the organization in the long term by going towards the customer and towards the employee in a balanced and compatible manner

2) Internal marketing works to integrate the functional activities of the organization because it is an organizational and administrative philosophy

3) Internal marketing is a social process whose purpose is not only to satisfy the material needs of employees, but also goes beyond that as it works to provide security and job stability for them, in addition to working to establish mutual relations among them as groups and then between them and customers.

2.4 Importance of Internal Marketing

Internal marketing is extremely important because it satisfies the needs of employees in organizations, which results in them feeling satisfied in their jobs, which is reflected in their attitudes toward the organizations in which they work. As a result, internal marketing contributes to the process of improving organizational performance, and the organization achieves its objectives as a result of internal marketing.

1) Importance of internal marketing in the organization

When it comes to reaching consumers, internal marketing is a critical element for the business. It does this by developing and inspiring the two employees who work for the organization to carry out their jobs efficiently and effectively. In other words, internal marketing is regarded the road chosen by the organization for the aim of accessing its overseas markets, and the performance it achieves is a competitive position in those markets, which has a beneficial impact on the overall performance

of the organization. This contributes to the achievement of the organization's objectives. There are many dimensions that demonstrate the significance of internal marketing for a company. These include: Ahmed & Badil, (2003)

A) Change Management:

Many organizations go through some form of transformation during their life cycle; this can be accomplished through mergers and alliances that occur within the organization, or by shrinking the size of its business; or it can be accomplished through the introduction of new systems, such as the introduction of information technology or new business practices; or it can be accomplished through a variety of other changes, such as the organization changing its name, brand, or even its missions. If it is important to communicate with all parties about the organization's goals, policies, or programs, the process of communication with all parties must take place. In order for an organization to respond to environmental changes, it must first establish good coordination and harmonious cooperation between departments within the organization, and then establish a communication system that provides strong internal support for all change processes carried out by the organization, and as a result, contributes to making this change acceptable to all.

B) Building the public image of the organization:

Individuals' perceptions of different organizations are influenced by their strengths and weaknesses in relation to the nature of communication between them and those organizations on the one hand, and the extent to which those organizations' activities are interesting or affect them on the other. The process of forming a mental image of an organization is influenced by the process of forming a mental image of another organization.

It is a time-consuming and complicated procedure. In today's world, companies confront significant obstacles, such as the collapse of organizational boundaries and the distinction between its internal activities and its external interactions, due to the mixing and intertwining of internal and external relations in the company. An important part in the process of defining an organization's image and physical structure is played by internal marketing. Among the organization's clients are members of the community, and its departments are tasked with aligning human resource management practices with organizational structure, strategies, vision, and

goals, as well as with the professional and social needs of its employees, in order to contribute to creating an effective organization image for the community.

C Building the strategy of organization's

Implementing any strategy involves careful preparation, considerable work, and close cooperation with others. between the organization and its employees, as internal marketing efforts work to reduce the intensity of the differences that occur between employees in the organization through the process of activating the internal communication strategy, motivating employees and working to build the required commitment to implement it..

2 The Importance of Internal Marketing for Employees:

The application of internal marketing programs and policies brings many benefits to the employees within the organization, including these benefits: Ahmed & alt, (2003)

A- Achieving Employee Satisfaction

Because customers always expect the best from an organization, modern management is based on the principle that employees always expect the best from their employers. by viewing employees as internal customers, internal marketing aims to motivate, train, and support employees, as well as improve internal communications, thereby reducing the intensity of conflicts between employees and ultimately leading to the satisfaction of their desires. it has a positive impact on their contentment.

B- Developing and Improving Employee Performance:

Management can move the desire in the individual by satisfying his motives and needs that lead to raising the productive efficiency of the individual, and internal marketing helps internal marketing operations enable the business to identify these motivations and demands and to act to meet them, which makes improving performance a natural outcome of internal marketing operations.

C- Sense of Organizational Commitment:

The lack of organizational commitment of the workers in any organization will have disastrous results that may lead to close it. the main thrust of the concept In order to guarantee that workers believe that the organization's management cares about them

and is working to address their requirements, internal marketing must first establish that employees believe that the company is committed to them and enthusiastic about their organizations.

2.5 Main Elements of Internal Marketing

By reviewing the literature, note that there are a range of competing definitions and activities that all say they address the topic of internal marketing. In order to validate such statements, it may be provided a set of criteria that each definition should meet. must meet in order to be considered legitimate. can be evaluated on the basis of these respiratory claims, Rafiq and Ahmed (2000), identified a set of essential elements of internal marketing as they developed these through analysis of the main literature. these elements are as follows:

- 1) Staff motivation and satisfaction
- 2) Customer guidance and customer satisfaction
- 3) Coordination and integration of functions
- 4) A market-like approach to the above
- 5) Implement specific institutional or functional strategies.

Accordingly, they developed a definition of inbound marketing that says as “a planned effort using a market-like approach, to overcome organizational resilience to change, and align, motivate, coordinate and jointly integrate employees towards effective implementation of institutional and functional strategies in order to deliver, customer satisfaction through the process of creating enthusiastic and customer-oriented employees” consider that the core activities of internal marketing represent the inside information of the organization's policy from employee training processes, creating community spirit and motivation. these include personnel management elements. Figur (2.1) shows the internal distributions between information management standards and the organization's implementation of a particular strategy that is at the heart of service organizations, the quality of service, this concept is based on customer guidance through which a market-like approach to motivate employees, as well as coordination between various functions, is achieved, the centrality of customer guidance reflects its importance in the marketing literature and

its central role in achieving customer satisfaction and thus achieving organizational goals. Rafiq and Ahmed showed that the main role of training is in customer guidance and satisfaction, they also showed that staff needs are the need for the right type and a good level of training to perform their jobs, this can help reduce ambiguity among customers and help employees meet customer needs more effectively. Rafiq and Ahmed, (2000).

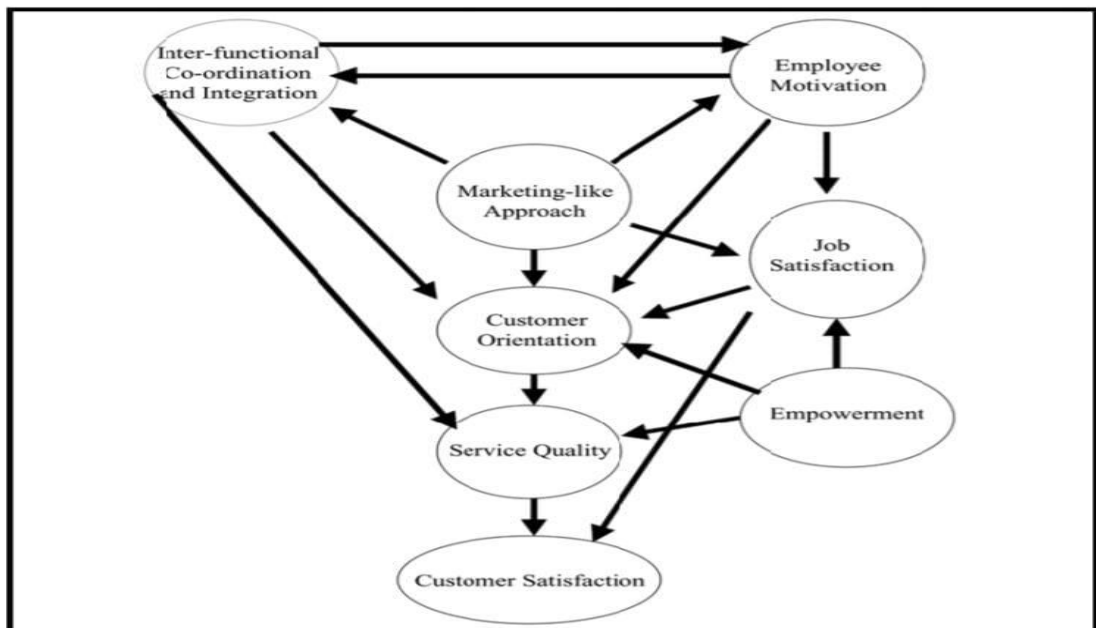


Figure 2.1: A Frame Work of Internal Marketing

Source: (Rafiq & Ahmed, 2000)

2.6 Internal Marketing Dimensions

2.6.1 Internal communication

Downes and Adrian,(2004), internal communication is important in the activity in the organizational performance activity, because employees in an organization always need to receive valuable input in the performance of their work. as the old communication process is divided into three components that are considered one of the basic components, Singh (2015): it starts with the sender, who in turn sends a message through the channel to the receiver, at first the sender begins to improve and develop an idea through a message and then sends it to the other party who in turn he analyzes the message and gets the meaning. the development of a message is called encoding, and the process of parsing the message is known as decoding. there is another feature called the feedback cycle. when the interaction is between two

people, the communication becomes one-way. when one of them receives the message, he responds to it, as the reactions of the sender and receiver are the same as the feedback cycle that was mentioned in Figur (2.2), so it can be note that the sender does not have the ability to know if the other parties have analyzed the message correctly and cannot know how to interact with the message in terms of feedback, so management must give the message special attention and priority, the supervisor must have knowledge of how workers respond For directions and plans as the manager also needs to know the ways and means of progress of the work and the manager also has to know how the employees feel about the situation relating to the work in general.

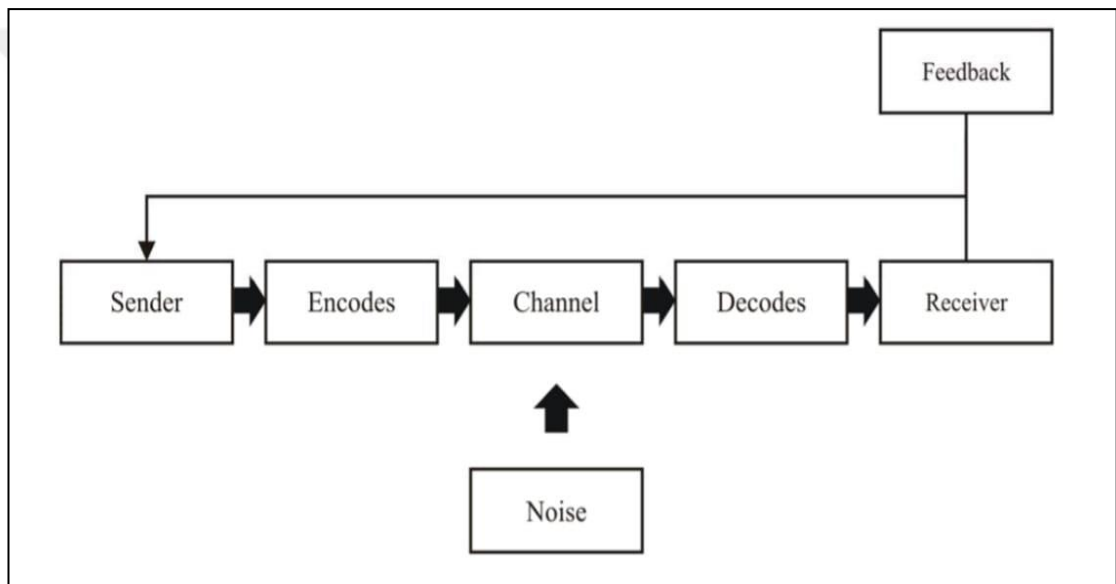


Figure 2.2: Flow of Internal Communication

Source: Kalla, (2005)

The contact form looks simple, But it has several limitations. for example, it needs important human relations factors and as a result we have to look at it as an essential tool for the purpose of the communication process. Quirke (2008) claims that the communication process must be understood as a process for the continuous that has neither beginning nor end, the goal should be to share thinking permanently rather than announcing the outcome. Fundamentally, “communication is based on a two-way exchange of information. communication is between managers and employees. communication is between leaders of the organization on the one hand and with one of its main audiences on the other: employees” Dolphin, (2005). As a result, it is noted that in the theoretical and applied fields, communication appears to be of great

importance in building relationships with employees. communication should build trust between managers and employees, management researchers Thomas, Zolin, and Hartmann (2009) have noted that “when employees perceive that they are getting timely, accurate and relevant information from supervisors and their colleagues, they are more likely to feel less vulnerable and more able to rely on their co-workers and supervisors”. previous studies have found that managers’ internal communication with their employees motivates employees to provide superior customer services Lowenstein, (2006). “Employees’ knowledge and skills about both their jobs and the organization provide the opportunity to become organizational advocates with clients, who in turn can enhance the reputation of the company” Gronstedt, (2000). Internal communication provides many important end results for the organization, as it contributes to increasing productivity and profitability, Gallup, (2012). there is a part of overall strategic communication or organizational communication and this part is the question of who owns the communication where it crosses is critical. Academia has advocated the importance of integration in both internal and external communications so that there is a clearer message for all stakeholders and especially employees. Wright (1995) found through his study that effective communication is two-way communication because through it both employees and managers listen to each other. Kalla (2005) emphasized that internal communications include formal and informal communications that occur at all levels within an organization. “Effective face-to-face communication does not require a certain level of expertise and public relations professionals are trained in both formal and informal communication.” Academia This has been their primary focus, and practitioners have slowly embraced this in their institutions. In other words, they considered communications as being within the competence of human resources, while internal communications were responsible for external communications. For the purpose of stakeholders getting to know a clear message from the organization, Silos cannot be created for both internal and external communications but must be combined for more effective communications". Internal communication has two sides: the first is done to the communication between managers and employees, while the second captures the communication between managers from different departments and hierarchical levels.

2.6.2 Employee motivation

Motivating employees was one of the main issues in the international literature on internal marketing issues, especially in the early stages of development. as the many attempts in the process of quality improvement were the main reason for the fact that the origins of the internal marketing concept lies in these efforts. individuals do not show inconsistency when executing tasks, and thus cause the level of quality in the service they provide to vary. the problem of "variance" focused on organizational efforts that seek to provide employees in order to provide continuous service characterized by the highest level of quality. the general effect of what was mentioned previously was to highlight the issue of seeking to motivate employees and achieve their satisfaction through seeing and treating employees as internal customers. "The biggest product that customers buy is work and the act of human performance and that is the main focus of employee satisfaction. this arises as a result of attracting high-performing labor, and then retaining and motivating it becomes of great importance" (Thompson et al., 1978; Sasser & Arbeit, 1976) . attracting and retaining experienced employees as they are considered high-ranking and motivating them is a topic of particular importance in situations where service quality is the only real differentiating factor from competitors. with this logic, the challenge of getting satisfied employees as well as satisfying customers has strong momentum. an important means of achieving employee satisfaction is by treating them as customers.

After the results of the study presented by Hawthorne & Terpstra, (1979) were published, many researchers became focused on understanding employee motivation and working to understand how to motivate them. "there were five main approaches that led to the acceptance and implementation of motives, namely Maslow's Hierarchy of need theory, Herzberg's Two-Factor theory, fromm's expectation theory, Adams Equity theory, and Skinner's Reinforcement theory. according to Maslow, there are five levels of needs for employees: physiological, safety, the social, ego, and self-actualization" (Maslow, 1943). as shown in Figure (4), where Maslow argued that it is a priority that the needs of the lowest level must be provided to achieve employee satisfaction and then move in the next step to a higher level than those needs that are sought in the process of motivating employees.

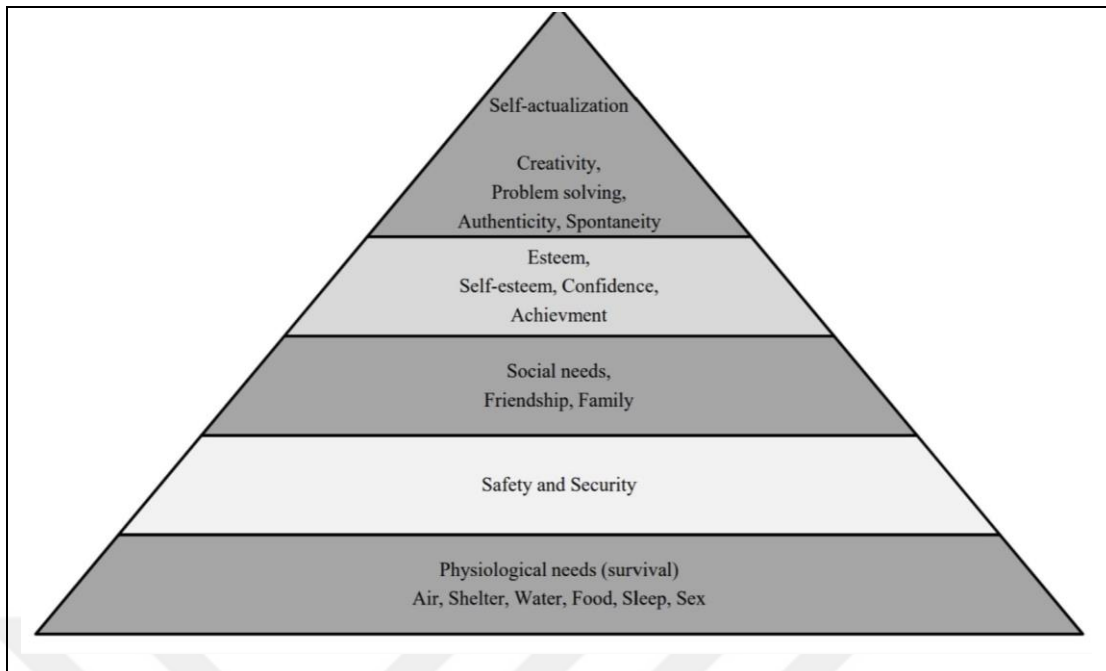


Figure 2.3: Maslow Hierarchy of Needs

Source: Maslow, X. (1943).



Figure 2.4: Herzberg's Hygiene and Motivational Factors

Source: Herzberg, (1959)

Vromm's theory is based on "the belief that an employee's efforts will lead to better performance and better performance will result in rewards" Froome, (1964). the rewards may be positive or they may be negative. When the reward that the employee receives is positive, the employee's motivation increases, which leads to greater performance. In the case of negative rewards, the more negative the reward

the employee receives, this will reduce the the percentage of the employee's probability of motivating and thus reducing performance (Figure 2.5).

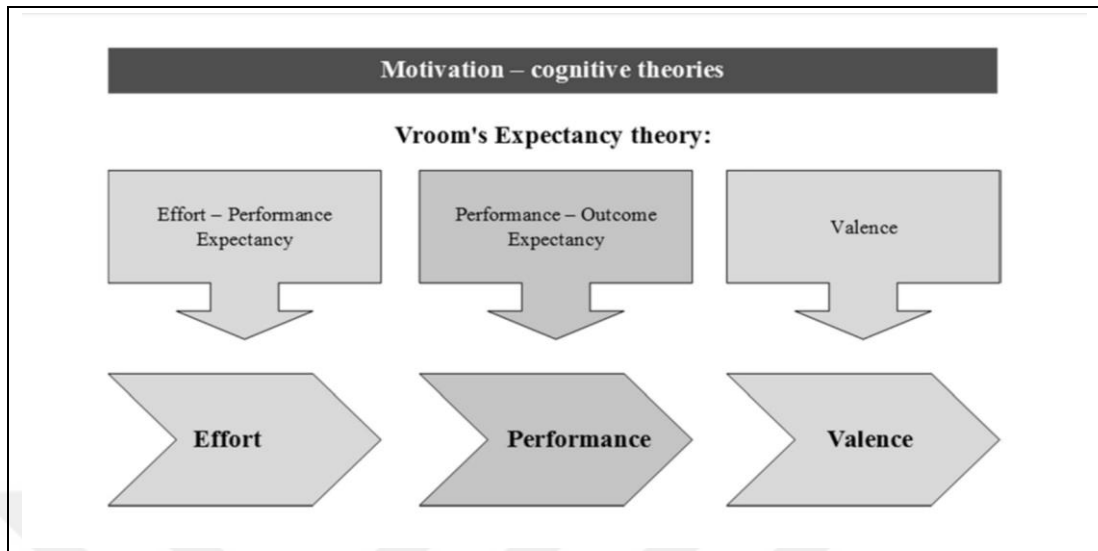


Figure 2.5: Vroom's Theory

Source: Vroom, (1964)

According to Adams (1965), when it comes to hypothetical elaborations of employee equity, employees seek for "equity between themselves and other workers. " when the ratio of employee results over inputs is equal to the ratio of other employee outcomes over inputs, equity has been achieved." employee actions that result in favorable results will be repeated, while employee behaviors that result in bad consequences will not be repeated, according to Skinner's hypothesis (1953). managers should encourage and reward employees for engaging in actions that result in favorable outcomes. managers should discourage employees from engaging in activity that will result in bad effects. the following definitions of motivation have been provided by Lindner, (1998): the psychological process that gives behavior purpose and direction Kreitner, (1995); the proclivity to behave in a purposive manner in order to satisfy specific, unsatisfied needs, Buford, Bedeian, & Lindner, (1995); the internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to succeed, Lindner (1998). Bedeian (1993) in the words of the Azeem's & Quddus review (2014), "work motivation is defined as the collection of internal and external influences that begin work-related behavior and determine its shape and direction as well as its intensity and length." work motivation, according to Pinder (1998), is an unseen, internal, and speculative construct, and as a result, researchers must rely on existing theories to help them in the measuring of respectively . in terms of

motivation at work." if we ask ourselves why highly motivated personnel are required, the answer is simple: survival requires them, Smith (1994). employees that are motivated are essential in today's continually changing settings. organizations thrive because of the efforts of their highly motivated workers. employees that are motivated are more productive. managers must understand what drives people in the context of the duties that they do in order to be effective in their positions. Motivating people is undoubtedly the most difficult of all the tasks that a manager must complete. Due in part to the reality that what drives employees is continually shifting, this has occurred, Bowen & Radhakrishna (1991). Du Toit (1990) adds that work motivation is influenced by individual, job, and organizational factors, Nyarko, Twumwaa & Adentwi (2014). Business greatness can only be realized when people are thrilled and inspired by their job, according to (Finck, 1998 : Essays, UK, 2013). Furthermore, stressful situations like violence, tragedy, terror, or job instability cause employees to be stressed and perform poorly at work, Klein, (2002). So according Watson (1994), corporations have realized which only a happy and motivated staff can boost profits. employee performance is a product of both ability and motivation, therefore one of management's key jobs is to motivate people, Moorhead & Griffin, (1998). the organization establishes a system of rewards for intangible motives that fulfill the different demands of employees. For this reason, it has evolved several intangible methods such as job design and management style as well as organizational culture, training and career development. Job design produces a very essential sector of intangible motivation strategy since attitudes towards business and pleasure considerably effect work motivation and even the individual's entire life. modern businesses have reorganized completely, changed their environment and culture, and changed their whole interactions to find new ways to motivate and grow employees. low organizational hierarchies, which are more common owing to decentralization, cannot boost employee development. rather of moving in the hierarchy to higher pay levels, the incentive and salary structure approach should encourage employees to better their professional and personal growth. a motivating system's effectiveness depends on how well it matches the company's needs.

2.6.3 Empowerment inside of an organization

Despite significant progress made by academics in developing a kind of employee empowerment, they have not been able to reach consensus on the phrase for what

employee empowerment actually meant in practice, Conger & Kanungo, (1988). following a review of the literature, the primary theoretical approaches in management and psychology have emerged. a relational paradigm that outlines how persons in positions of executive authority (i.e., managers) share power and formal authority with others who do not hold such positions (i.e., workers) is known as employee empowerment, Conger & Kanungo (1988). Obviously, this is all coming from a management standpoint. The philosophical foundations of this construct may be traced back to the first contributions to the human relations movement in the field of organization theory, Potterfield, (1999). For a long time, academics who adopted the managerial perspective had a propensity to connect empowerment directly with delegating or sharing decision-making authority with frontline staff through different participatory management practices. This was especially true until the 1990s, Kanter (1983). employee dissatisfaction with the inadequate characterization of employee empowerment resulted in two major developments: a clear understanding of empowerment as a multifaceted model approach to management that implies more than just co-sharing authority with subordinates, and the re-conceptualization of empowerment as a psychological construct. Berry and Parasuraman argue that participatory management, which manages subordinate participation in the decision-making process, in taking actions, and in solving any problems or conflicts at work in a logical way that is appropriate for the organization's objectives and the creativity components, is of critical importance for employees with the goal of achieving and creating new means for performing their tasks, including those involving risks (1991). When Bowen and Lawler define empowerment as a "approach to service delivery," they mean a collection of management techniques that are geared at sharing four organizational "components" with frontline personnel.

- 1-** Information pertaining to the functioning of the company.
- 2-** Rewarding employees based on their contributions to the organization's success.
- 3-** Knowledge which enables workers to comprehend and make contributions to the performance of the organization.
- 4-** The authority to make decisions that have an impact on the direction and performance of an organization.

Significantly, they have suggested that the aforementioned components are interconnected with one another and have the ability to have a multiplicative effect on the performance when combined. Other academics, dissatisfied with the portrayal of the employee empowerment as just a relational concept, have pooled their resources to establish the constructs of empowerment, which is now under development. As recently developed by Conger and Kanungo (1988), "empowerment is an internal cognitive condition characterised by advanced sentiments of self-efficacy" or improved intrinsic work motivation, (Thomas & Velthouse 1990) : Conger and Kanungo 1988) argued that one's motivation to increase effort is partially a function of two expectancies: the expectation that someone whose efforts will lead in the desired level of performance (expectancy I, also known as self-efficacy expectation) and the expectation that performance will result in a desired outcome or reward (expectancy II, also known as reward expectation). They based their argument on Vroom's (1964) work on the expectancy theory (expectancy II). Employee empowerment should be understood in the broadest sense as a process that includes a set of management practices (e-sharing authority, means, information-related processes and rewards) that have an impact on performance (effort, productivity) not only directly but it also implicitly through their effect on employee knowledge and understanding (self-efficacy, motivation, and job satisfaction). Keeping in mind that empowered personnel often have a better level of confidence in their abilities to complete a task successfully, they put forth greater efforts and endeavor in those efforts when confronted with unfavorable circumstances. It is possible for employees' results to be more boosted when they have a sense of autonomy at work, together with the sensation that they are in control of the outcome. Rather of just increasing their activities or "working harder," empowered employees would be able to improve their efficiency by working "smarter" or by seeking out new and more imaginative ways to do particular tasks. This was referenced to by, Thomas & Velthouse (1990) when they indicated that intrinsically driven persons "may display flexibility in regulating their own task achievement, as well as the commencement of new projects when challenges or opportunities emerge." For example, specific and demanding goals are intended to be utilized as a tool to motivate and improving the performance of employees, according to general principles (Locke and Latham 1990). Employees that are oriented toward accomplishment as a result of top-down communication that transmits management

priorities and goals might be stimulated to seek out new methods and techniques to attain the goals that have been established. Poor feedback linked with failure can be unsettling and lead to the desire to seek new means of closing the performance gap as often as possible, Salge, (2011), therefore motivating staff to be creative. Innovative approaches to public sector performance have been stressed as a means of improving public sector outcomes and in the United States, Australia, the United Kingdom, and everywhere else, Bartos, (2003). Despite the fact that there is limited evidence to date, a rising number of different research show that innovation is favorably associated with successes in government, Borins(2008). "Forms of organizational capability, such as performance management approaches, can act as a mediating factor in positive relationships". Walker, Damampour, and Devece, (2011). Many ideas can not see the light of day because of a lack of progress made during the implementation phase of the project (Hartley 2005). Many innovations in the public sector are attributed to elected officials and political appointees, but frontline employees who generate new ideas through experimenting, accidental occurrences, and some other forms of experience have also been identified as sources of innovation (Breux and others, 2002). When it comes to the public sector, goal ambiguity can be detrimental to the effectiveness of goal setting as a motivational strategy (Rainey 2009). However, when it comes to the workplace, objectives often are sufficiently clear for this empowerment practice to have a positive effect on the extent to which the employee feels encouraged and stimulated to innovate. Employee empowerment has evolved into a regular trend over the previous decade, and it's growing closer to being recognized as something more than just a passing trend, depending on one's point of view (Abrahamson, 1996). Fundamentally, the notion of empowerment promotes improved individual motivation at work by delegating responsibility to the lowest level of an organization, where only a competent choice may be reached, Conger & Kanungo (1988). The notion of empowerment has its origins in substantive topics like internal motivation, job design, participatory decision-making, social learning theory, and self-management, among other things.

2.7 Studies that are related to the Internal Marketing

Bojarskytė,(2017) aimed to investigate the existence of a relationship between internal marketing practices and employee behaviors involved in innovative

organizations, and to measure the magnitude of the relationship between internal communication and training and contribution to internal market research as a concept of three-dimensional internal marketing practices and employee engagement behaviors which are efforts, advocacy and passion. the quantitative research was using primary data collected by surveying innovative organizations in Lithuania. the research found a positive relationship between the variables, with the exception of the relationship between internal communication and the efforts of employees, and found that the relationships are weak between some variables due to differences in employees' needs and expectations towards organizations. the importance of this research is that it expands the current knowledge about internal marketing practices with regard to the behaviors of participating employees. the study recommends that innovative organizations should seek to design internal marketing programs if they want to influence the behaviors of participating employees.

Bermúdez-González, et al (2016) aimed to reveal the relationship between employee and manager commitment, using internal marketing practices, in nursing homes based on survey data from nursing homes in Finland, we tested several hypotheses based on the literature on how internal marketing practices (internal value exchange, internal communication, training) correlate with employee and management commitment. Hence, this study compares the organizational commitment of the two groups. In addition, the mediating role of public residence in these relationships was tested. the study found that there are differences in precedents regarding the commitment of the employee and the manager in terms of internal value exchange. this is an important extension of employee literature and management commitment in which managerial commitment, in particular, is under investigation, and where the relationship between antecedents of the two types of commitment has not been studied, the study recommends the implementation of various emphasis on internal marketing programs for employees and managers in order to re-establish work environments that can lead to improving service delivery, and to achieve this the study also recommends facilitating open and honest communication and exchange of values in care homes and considers it critical according to the study, as it is a step to improve quality of service and retention of employees and managers.

Alghamdi & Alfarran,(2020), aimed to identify the extent to which internal marketing policies and administrative transparency are practiced at Taif University,

and their impact on the level of internal customer satisfaction (employees), as well as observing the mediating effect of administrative transparency on the relationship between internal marketing policies and internal customer satisfaction. In that educational services facilities and universities in particular, can be benefited from in developing and improving the quality of services provided by management to employees through the correct application of the policies and strategies of internal marketing programs directed to their employees and then looking at them as internal customers where care must be taken to increase their level of satisfaction, in this study, the researcher adopted the descriptive analytical approach by distributing a random questionnaire to the study sample. The results of this study showed the lack of interest of the university administration in internal marketing policies due to the lack of awareness of the university administration and its employees. The importance of applying internal marketing in the work environment, and the university administration's lack of interest in applying internal marketing policies contributed to the low customer satisfaction. In a way that helps to improve their level of job satisfaction, as this is done by increasing the incentives and rewards offered to employees, as well as increasing interest in their training, encouraging building a good relationship between employees, and improving the communication system within the university.

Acar, et al (2012), studied to find out the extent of influence that internal marketing plays on employee performance as well as the mediating role of organizational commitment. The researcher collected data through questionnaires from managers of 19 private hospitals in 6 governorates in order to test the hypothesis correlation and regression analysis was used. The researcher reached conclusions where the study clearly showed that there are important relationships between internal marketing practices, employee performance and organizational commitment. In addition, the results showed that organizational commitment has a partial mediating role, and therefore this study is supposed to contribute significantly to the literature and administrators who have clients in need of different services that result from changing time and values in terms of organizational commitment and effective applications and following strategies for internal marketing that increase improving and developing employee performance.

Al-Hawary et al (2013), aimed to find out the impact of internal marketing practices on job satisfaction in Jordanian commercial banks, and the targets were those working in commercial banks in Jordan, and a random sample was selected from this category, where the statistical package (SPSS) was used. to test the hypothesis resulting from the collection of data from 203 employees of commercial banks in the Sultanate of Oman, in this study, measures approved from previous studies were used, but the researcher developed them, and based on statistical and evaluation analysis, the researcher concluded that there is an impact of internal marketing practices on employee job satisfaction, accordingly, the researcher recommended that decision makers and managers should be given motivation and full focus and attention to transforming their employees into their most reliable and permanent assets.

Abu al-Khair, (2018) The study entitled “Internal Marketing and its relationship to the level of work engagement among employees at Al-Quds Open University” aimed to identify the degree of internal marketing practice at Al-Quds Open University in its various branches, at the level of achieving work engagement among employees from the workers’ point of view, and the detection of statistically significant differences between the average estimates of the study sample members for the degree of internal marketing practice in the university branches. the internal process in more efficient and effective ways, and the continuous evaluation of the quality level of the educational service provided to students in all its dimensions to ensure their satisfaction with it and the development of the skills of workers technically and behaviorally and their participation in decision-making in other words to improve organizational performance.

2.8 Organizational Performance

Organizational performance is the process of improving an organization's effectiveness and member satisfaction. When many of the organization development efforts are directed toward enhancing organizational learning with the purpose of subsequently affecting organizational performance, this is one of the three critical aspects of the organizational development process that will lead to organizational performance, Jon & Randy (2009). the term "organizational performance" referred to the actual or results produced by an organization as compared to the desired

outputs, aims, and objectives of the organization, Jon & Randy (2009). There are four kinds of organizational performance measures: first, human resource outcomes, second, organizational results, third, financial accounting outcomes, and finally, capital market outcomes. Human resource outcomes are the most common type of organizational performance measure. In terms of human resource outcomes, changes in employee behavior have an impact on employee satisfaction, turnover, and absenteeism among other things. Labor productivity, customer contentment, and the overall quality of product services are all examples of organizational outcomes. Returns on assets, return on assets, and profitability were some of the financial accounting outcomes that were measured. The capital market outcomes indicate how the market judges an organization, and they are comprised of three indicators: the stock price, the growth rate of the stock price, and the return on investment (return on investment), Dyer & Reeves (1995). Overall, organizational performance may be described as the result that indicates or reflects the organization's efficacy or efficiency in terms of corporate image, capabilities, and financial performance, Khandekar & Sharma (2006). Work performance refers to the manner in which employees carry out their responsibilities. The performance of an employee is decided during a work performance review, during which an employer considers factors such as leadership abilities and productivity in order to evaluate each worker on an individualized basis. Job performance evaluations are often conducted once a year and can decide if an employee is eligible for a raise, whether he or she is a good candidate for a promotion, or even whether or not the individual should be dismissed, Rowold (2011). There were a plethora of methods for evaluating employee work performance. According to Rowold (2011), high performance work systems and practices have been highlighted as having a critical role to play in the fulfillment of corporate objectives and the enhancement of organizational effectiveness. In spite of the fact that there is no consensus on the optimal configuration or bundling of such systems and procedures. The rationale behind this is that high - performance work systems affect and align employees' attitudes and actions with the strategic goals of the business, and that this results in increased employee commitment and, hence, increased organizational performance. Campbell (1990), as quoted by Xinyan, Jianqiao, and Degen (2010), posits that job performance is comprised not just of task-related factors, but also of contextual variables such like interpersonal and motivational components, all of which contribute to a two-dimensional construct of

performance. Locke and a buddy have established a complete framework that connects objectives to performance, according to Schermerhorn, Hunt, and Osborn, (2005). to assist elucidate the relationship between goal setting and performance, components of expectation theory were incorporated into the model, which also took into consideration some moderating circumstances, such like ability and work competency.

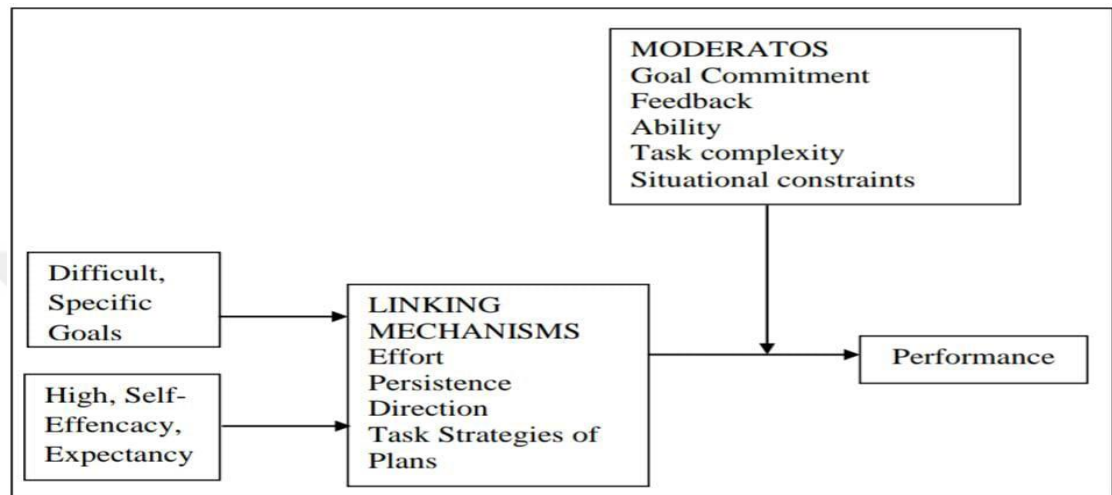


Figure 2.6: The Locke and Latham Goal-Setting Framework, which outlines the essentials of goal-setting.

Source: (Schermerhorn et.al, 2005, p 165)

The authors of Schermerhorn et al. (2005) define performance assessment as "the systematic evaluation of an individual's performance and the provision of feedback that allows for performance modifications." Performance appraisal is important from the standpoint of evaluation since it informs people of their standing in relation to objectives and standards. so the results of a performance review provide input to choices about awarding awards and managing the organization's various human resource divisions and divisions. perceived from the standpoint of counseling, performance assessment improves the implementation of choices pertaining to the planning for and obtaining commitment to the continuing training and personal development of subordinates. "Peter" is a euphemism for "Peter and the Wolf" (2005) Historically, the performance of a company has been correlated with the increase in shareholder value. Performance may also be assessed in terms of decrease of environmental impact, improvement of occupational health and safety performance, and growth in customer satisfaction, among other metrics. according to

Sriwan (2004), the performance of a company should be evaluated in relation to a given aim in order to determine if the objective has been met. the absence of an aim means that the organization lacks a criteria for deciding between various investment strategies and initiatives. example: if the goal of an enterprise organization is to maximize its return on investment, the organization would attempt to achieve this goal by adopting investments with return on an investment ratios that are higher than the organization's present average return on an investment ratio. however, if the firm's objective is to maximize its profitability, the corporation will make any investment that would result in a positive profits, even if this means lowering the company's existing average return on an investment ratio in the process. In order to keep a firm on track in terms of reaching its objectives, it is critical to monitor performance.

2.9 Fundamentals of Organizational Performance

Organizational performance is an important measure of the success of service and commercial organizations and is seen from multiple perspectives of different stakeholders and is closely related to the surrounding environment in which profit and non-profit organizations operate, Mohammed and Al Jubouri, (2014). organizations are formed with the intention of attaining specific objectives. In order to identify and attain these objectives, it is necessary to assess and evaluate the performance of organizations. because of this, the notion of organizational performance has acquired considerable popularity throughout the years. there have been several studies into the notion of organizational performance in order to uncover the structures that might have a substantial influence on an organization's success. the extent of understanding organizational performance must be determined, and Robbins,(1995). believes that organizational performance measures the organization's long-term goals, which are survival, adaptation, and growth. the importance of distinctive organizational performance is shown in its dependence on the organization's ability to be good at innovation, protect intangible knowledge assets, and use it efficiently, Teece, (2001). it has been argued by the researchers that organizational performance may be assessed using a univariate method, in which one innovation focuses on profit or productivity. the extent of the organization's ability to achieve its goals in light of resource constraints, Martz, I'm here for you (2013).

Organizations functioning in competitive contexts have realized that traditional performance measurements such as financial ones are no longer sufficient to manage them, as they must be more sensitive to the numerous problems they confront. Neely and Kennerly (2003). Due to their concentration on short-term accomplishments, or rewards for short-term and/or wrong behavior, traditional performance measurements are regarded insufficient. This causes management frustration, which eventually impacts the organization's capacity to generate a competitive advantage. Ramezan and others (2013). Non-financial performance indicators, such as quality of service, product quality, customer happiness, volunteerism, production cycle efficiency, as well as the overall efficacy of organizations' initiatives, were switched from financial performance measurements to non-financial performance measures. Mohammed and Yusif (2012); Fullerton & Wempe (2013) (2009). Non-financial performance measurements must be taken into account in order to achieve an accurate measure of performance of the organization. effectiveness, efficiency, and customer satisfaction are just a few examples of complicated measurements that are both versatile and thorough when it comes to measuring organizational performance. namely, Mohammed and Al-Jubouri (2014). what follows is an explanation:

A- Effectiveness:

The concept of effectiveness is a very important concept because it plays a key role in evaluating the organization's achievement and determining the degree to which it achieves its goals and discovering defects and weaknesses in it in order to be overcome. in addition, it is possible through effectiveness to find a normative basis for the organization's behavior and administrative practices, Daham Oud, (2012). The concept of effectiveness is a broad concept that takes into account a number of variables at the organizational level and at the level of administrative units, and distinguishes between two types of goals to be achieved, official and operational Daft, (2007). according to Lusthaus, et al., (2002), the starting point for evaluating the performance of the organization is its effectiveness, which is the extent to which the organization is able to achieve its organizational goals to the fullest. Daft, (2007) defined effectiveness as achieving the desired goal. as for Robbins, (1990), he defined it as the ability of organizations to obtain various resources and use them effectively to achieve goals in addition to their ability to balance and stability. effectiveness has been determined by a number of different criteria and indicators,

and they differ from one organization to another that they wish to achieve. if these criteria are achieved, they can be described as effectiveness. From this point of view, as for, Daham & Odeh, (2012), they identified eight criteria that achieve effectiveness for organizations, which are as follows: Emphasis on achieving goals, paying attention to customers and understanding their needs, increasing productivity through the participation of subordinates in the organization, understanding the goals of the organization and interacting with it, and having good relations with similar organizations. the simplicity of the organizational structure and the low cost of auxiliary services.

B- Efficiency:

The concept of efficiency relates to the amount of resources used (inputs) to produce one unit of output. an organization can achieve levels of products or services with more limited resources than organizations, which are known to be more efficient, Daft, (2007), and the role of efficiency appears. in the process of determining the extent of the organization's success in the process of tightening the relationship between the used inputs and outputs in a manner as a type, which aims to reduce inputs and increase outputs. efficiency is considered important in planning and control processes. in the planning stage, it serves as a tool for guidance in organizational decision-making, and in the control stage, it works to detect if the established standards and means are consistent with the general objectives of the organization, Daham & Oudeh (2012). efficiency is focused on awareness, quantity, and good use of workflow and time. efficiency is measured through several measures by comparing inputs to outputs during a specific period, which include, Al-Shammaa & Hammoud, (2009) :

- 1- Overall measures of efficiency, including: net profit in total assets or property right,
- 2- Partial measures of efficiency, including: sales in relation to the number of employees.
- 3- Qualitative measures of efficiency, including: Upgrading the quality of products using the same resources.

Daham & Odeh (2012) believe that efficiency is also measured through a set of indicators, including: cost, satisfaction of subordinates, and creativity, as efficiency focuses on quality, quantity and good use of production components using time and work movement, in addition to that the overall efficiency of organizations affects their ability to achieve its goals.

C- Customer satisfaction:

Customer satisfaction is a business philosophy that shows responsibility and the ability to meet customers' needs, manage their expectations, and highlight them, and highlights the importance of creating value for them, Nobar & Rostamazadeh,(2018). customer satisfaction is one of the most important indicators of organizational performance measurement. as the competitive satisfaction of customers' desires through the provision of new products and services and its advantage over competitors is considered one of the chapters of competitive promotion methods for organizations, Mohammed and Al-Jubouri,(2014). Future customers by organizations, and customer satisfaction is often seen as a set of goals that organizations need to achieve in order to reach and maintain the customer, Ivarov & Avasilcal,(2014) Customer satisfaction can be defined as an individual's perception of either dissatisfaction or pleasure by comparing the perceived performance of the product in relation to the person's expectations Mendoza, et al., (2007). target customer satisfaction is measured through this dimension by using output measures such as market specificity, and maintaining the customer, and the acquisition of new customers, which leads to the creation of value for the target customer (Mohammed and Al-Jubouri, (2014); Kaplan, (2001), Also, the development of a database related to customer satisfaction would lead to continuous improvement in the services provided to this customer, in addition to achieving these things that would improve organizational performance in general, Mohammed & Al-Jubouri, (2014). in order to gain customer satisfaction, Parasuraman and others developed a general perspective for service companies, based on empirical research in the various services sector, consisting of five dimensions, through which it seeks to satisfy the customer, Parasuraman, et al., (1988):

1-tangibility: It includes the physical facilities, equipment, and the appearance of the staff.

2- Reliability: It expresses the ability to fulfill the fulfillment of services accurately.

3- Response: It expresses willingness to help customers and provide quick service to them

4- Warranty: It expresses the employees' enjoyment of knowledge, fitness and their ability to enhance confidence and reassurance to customers.

5- Empathy: It expresses the care and attention that employees provide to their customers or clients

2.10 Organizational Performance Types

2.10.1 Financial performance

Corporate performance is measured broadly by measuring the financial success of an organization. the financial stress of most profit-oriented companies can be assessed in terms of “top line” (eg, sales) and “bottom line” (eg profitability) measures, Davis et al. ., (2000). with regard to financial indicators, the issue of enterprise profitability is critical because it serves to show the efficiency of the organization and the extent to which managers are able to increase sales while keeping variable expenses as low as possible, Davis et al., (2000). the most common metric for measuring financial profitability is the profit margin. other frequent metrics include financial profitability attributable to assets as well as return to equity, return on investment and return on sales. Robinson (1982); Galbraith & Schendel, (1983).a research done on Malaysian small and medium-sized enterprises found that among the financial measurements chosen by SMEs in Malaysia are sales, sales growth, net profit, and growth profit (as well as other measures), Abu Kasim et al., (1989). For the period 2006-2008, the average annual sales growth rate for three consecutive years was used to calculate sales growth (Sulaiman, 1989 ; Hashim, 2000). a company's profitability, on the other hand, is measured with three financial ratios - the return on sales (ROS), the return on investment (ROI), and the return on asset (ROA) - that were calculated throughout the previous three years, from 2006 to 2008. Using the financial statistics from three consecutive years (return on sales, return on investment, and return on assets), a Business Performance Composition Index (BPCI) is calculated, which is comparable to the assessment employed in the research by Hashim and colleagues (2000). due to the fact that it gives a comprehensive analysis of a firm's profitability,

the BPCI is an often used index by academics to measure profitability (i.e., combination of ROS, ROA and ROI). As a result, the usage of BPCI may be the most accurate method of determining profitability. also of note is that include the three financial ratios as components of the BPCI offers a more full and fair picture of the firm's financial performance as compared to utilizing only one measurement, such as return on sales, return on assets, or return on investment. the return on sales (ROS) is computed by dividing for the fiscal year by total sales. the return on assets (ROA) is calculated by dividing net income for the fiscal year by the sum of debt and equity. the return on assets (ROA) is calculated by dividing net income for the fiscal year by total assets. In previous investigations, such as those conducted by Lee (1987) and Hashim, Wafa, and Sulaiman (2004), the BPCI was utilized as a measure of profitability. The formula for BPCI is $(BPCI=ROS+ROI+ROA/3)$, and it is obtained from the mean values of the three variables: ROS, ROI, and ROA.

2.10.2 Non-financial performance

In addition to financial indicators as a means of evaluating a firm's performance in any sector, additional industry-specific measures of effectiveness may also be used to assess the organization's success in that area. Job satisfaction, organizational dedication, and staff turnover are some of the metrics to look for (Mowday, Porter & Steers, 1982; Mayer & Schoorman, 1992; Hosmer, 1995; Rich, 1997; Zulkifli & Jamaluddin, 2000). generally speaking, job satisfaction is described as a happy or good emotional state that results from an individual's evaluation of his or her job or work experiences, Rich (1997). according to Robbins (2003), work satisfaction is defined as a positive overall attitude toward one's employment; the number of rewards received should at the very least be equal to the amount of rewards anticipated. Jobs that are satisfying, according to Idham (1975), are those that provide a wide range of skills and tasks that are meaningful to the worker. these include satisfaction with supervisory abilities, job identity and significance, independence, and feedback from the job itself. These are all factors that contribute to satisfaction with supervision, satisfaction with coworkers, satisfaction of work, satisfaction with pay, as well as satisfaction with promotion. because job satisfaction is an attitude rather than a behavior, it has significant consequences for workers' physical and mental health, which may have a negative impact on the performance of the company. as a result, work satisfaction is a critical determinant in demonstrating

relationships between performance characteristics and value preferences in the majority of organizational behavior research studies (Hackman & Oldham, 1975; Hansen, Morrow & Batista, 2002; Robbins, 2003). organizational commitment, on the other hand, has been characterized in a variety of different ways. Organizational commitment refers to the readiness to put out effort in order to achieve the aims and ideals of an organization, as well as the desire to continue to be a member of that organization indefinitely (Mowday et al., 1982; Reichers, 1985; Nyhan, 2000; Robbins, 2003). the emotive component of organizational commitment shows the kind and quality of the tie that exists between an employee and their supervisors or managers (Oliver, 1990). intrinsic incentives, on the other hand, have the potential to impact organizational commitment. organizational commitment, both emotional and monetary, is critical to the retention of high-quality staff, Nyhan (2000). employee turnover is correlated with both work satisfaction and organizational commitment, according to research. generally speaking, employees who are dissatisfied with their jobs and disengaged with their organizations have poor morale and are less driven. They will have a strong desire to quit their jobs, which will result in an increase in turnover rates (Hackman & Oldham, 1975; Reichers, 1985; Sulaiman, 1989 & 1993; Nyhan, 2000; Robbins, 2003). for these reasons, in this research, employee turnover is utilized as the nonfinancial measure of organizational effectiveness since it incorporates both work happiness and dedication to the company's mission. In this research, the technique used is similar to that used in prior investigations by Newman (1974), Baysinger and Mobley (1983), and Arthur (1994). (1994). When it comes to measuring organizational performance, employee turnover may be an essential metric to consider. Firms that are successful in reducing voluntary employee turnover are able to lower expenses while simultaneously increasing profits. although employee turnover may be either functional (that is, good to the company) or dysfunctional (that is, destructive to the firm), as a general rule, it is exceedingly expensive, and most companies are better served by lower rates of staff turnover than higher levels of turnover (Newman, 1974; Baysinger & Mobley, 1983; Arthur, 1994). According to Mayer and Schoorman (1992), the level of confidence that workers have in their managers has a direct effect on the turnover rate. As a result, managers or CEOs, in their capacity as leaders of top management, play a critical role in ensuring that the level of trust among workers remains high. It is more probable that workers will think that their contribution to the firm, both directly and

indirectly, will be acknowledged and rewarded in some manner when they have a high degree of confidence in their managers or CEOs. as a result, workers who have low levels of trust are more likely to discount the incentives that companies provide to encourage them to remain active members of their respective organizations (Mayer & Schoorman, 1992; Roberta, Coulson & Chonko, 1999; Hassan, 2002).

2.11 Strategic Performance System Measurement (SPSM)

It is critical for every business to have a performance measurement system already in place since such a system is critical in the development of strategic plans as well as the evaluation of the achievement of organizational goals Ittner & Larcker, (1998). conventional performance measuring systems were formerly based on traditional management/cost accounting system, which was in use at the time. as a result, there have been those who are critical of it. based on the claims made by Johnson and Kaplan (1987), standard cost or managerial accounting systems, which were first developed in the early 1900s, are no longer appropriate for measuring performance in today's competitive corporate climate. Traditional performance measurement has been criticized primarily for its over-reliance on cost information as well as other financial data that are short-term in nature, and for placing insufficient emphasis, if any, on long-term value creation activities that are intangible in nature and that generate future growth for the organization. a recent study by Kaplan and Norton (2001) found that many organizations nowadays place a greater emphasis on managing intangible assets (such as customer relationships, innovative products and services, high-quality and responsive operating processes) rather than managing tangible assets (such as fixed assets and inventory), which are primarily of a financial nature. as a result, when performance measurement methods are not maintained up to date with the most recent occurrence, the changing nature of value creation makes it more difficult to quantify performance. the authors, Ghalayini and Noble (1996) argued that traditional performance measures are out of date and lagging metrics that are the result of previous decisions, are not related to corporate strategy, are not relevant to practice, and are difficult to understand by factory shop-floor employees. they also argued that traditional performance measures are in conflict with continuous improvement, are unable to meet customer requirements, and place an excessive emphasis on cost reduction efforts. it is said that standard financial metrics

are flawed because they are focused on the short term rather than the long term. they are more concerned with the past than with the future. because of this, Kaplan and Norton (1992, 1996a, b, c2001) developed the balanced scorecard, often known as (BSC), which provides a mix of financial and non-financial performance measurements in an effort to solve the limitations of conventional performance evaluation systems. the Balanced Scorecard (BSC) was first developed as a concept for determining whether a company's smaller-scale operational operations are aligned with its larger-scale strategic goals, as defined by its vision and strategy. Analog Devices was the first company to create and deploy the technology, which occurred in 1987. the balanced scorecard contributes to a more holistic picture of a company by concentrating not just on financial results but also on human concerns. this, in turn, assists companies in acting in their best long-term interests. the strategic management system assists managers in focusing on performance metrics while maintaining a balance between financial objectives and the perspectives of customers, processes, and employees. measures are often used as predictors of future performance. with the use of a mix of financial and non-financial measurements, the balanced scorecard may be used to execute and monitor an organization's strategic objectives. he or she should be able to transform the company's vision and strategy into goals and measurements that are balanced across four perspectives: financial, customer, internal business process, and learning and development. a framework is provided to ensure that the strategy is transformed into a cohesive set of performance measurements. in accounting research, empirical study on BSC has grown more popular and has gained pace (Lingle & Schiemann, 1996; Hoque & James, 2000; Hoque et al., 2001; Maiga & Jacobs, 2003). a timely use of numerous performance indicators in the BSC model is needed in today's competitive climate, since businesses cannot depend simply on internally generated and targeted financial metrics to evaluate their own operations and performance. in the context of performance measurement, the phrase "balanced" refers to a healthy balance between financial and non-financial performance measurements, as well as between lagging and leading indicators and between an internal and external view on performance. in a cause-and-effect connection, the BSC measurements are connected together to cover four views, namely the financial perspective; the customer perspective; the internal business process; and the learning and development perspective. due to the fact that there should be a relationship between performance measures and strategy,

every performance measure on a BSC makes an effort to address a component of the company's overall plan. organizations use the BSC to concentrate their efforts, improve communication, create organizational goals, and provide feedback on strategy. the BSC is also used to provide input on strategy, Anthony & Govindarajan, (2003).

2.12 Measurement of Organizational Performance

Despite widespread recognition of the significance of organizational performance, there has been much discussion concerning matters such as language and conceptual foundations for performance assessment. Ford and Schellenberg (forthcoming) (1982). there is no one performance metric that can adequately explain all facets of the phrase Snow & Hrebiniak, (1980). Although most researchers including, Kotter & Heskett (1992), Marcoulides and Heck (1993), Denison and Maishra (1995), Peter & Crawford (2004), Lee (2005), and others (including Lee, 2005) measured organizational performance using quantitative data such as return on investments, return on sales, and so forth; there was also inconsistency in the measurement of organizational performance. achieving high levels of performance has been defined as a combination of efficiency-related metrics, which relate to the input/output connection, and effectiveness-related indicators, which deal with problems such as corporate development and staff happiness. additional performance indicators, both financial and nonfinancial, have been developed from both objective and perceptual sources in order to construct overall performance. Objective measurements include financial indicators derived from secondary sources such as return on assets, return on investment, and profit growth, among others. These measures are non-biased and are especially suitable for single-industry research because of the homogeneity of measurement across all companies in the sample, which makes them particularly useful for single-industry studies, Venkatraman & Ramunujam (1986). financial measurements allow researchers to develop trend analyses and benchmarking studies, among other things, Drew (1997). personnel perceptions of the organization's efficacy or financial health, as well as their general level of happiness, are examples of perception sources. these subjective evaluations of performance have been utilized extensively in organizational theory to analyze organizational efficiency as well as total employee satisfaction, among other things. a growing

number of stakeholders are placing increasing pressure on organizations to satisfy multiple stakeholder groups, necessitating the development of more complex measures of organizational effectiveness. overly simplistic single variable models are inadequate representations of the multi-goal existence of organizations that exist in the real world, Kirchhoff (1977). a wide variety of metrics, including input efficiency, output efficiency, and, in certain circumstances, transactional efficiency, seemed to be used by the majority of practitioners to characterize the word performance, Stannack (1996). according to Doyle (1994), there was no one or optimum measure of organizational effectiveness that could be used universally. for organizational performance, each organization has its own set of goals and performance metrics. however, according to, Hamel & Prahalad (1989) and Doyle (1994), profitability was the most often utilized indicator of organizational success in business organizations at the time of their research. This viewpoint is reinforced by Nash (1993), who said that profitability was the most reliable measure of whether or not a company had achieved its goals. Another group of scholars, such as Galbraith and Schendel (1983), endorsed the usage of return on assets (ROA), return on equity (ROE), and profit margin as the most often used metrics to evaluate business success. Return on Assets (ROA) is calculated by dividing net income for the fiscal year by the entire value of the company's assets. the term "Return on Equity" (ROE) refers to the amount of net income returned as a proportion of the amount of equity held by the company's shareholders. profitability is measured by disclosing how much profit is generated by a firm with respect to the money that shareholders have put in the company. as Richardo (2001) pointed out, successful firms were those that had the best return on equity as well as those who had implemented a performance management system that "aligned" every area of the company, from top management all the way down to the factory floor. Nicholas (1998), on the other hand, said that many firms did not provide a fair picture of their overall performance to their employees. there was an overemphasis on financial factors, as well as a preoccupation with prior success, which was disappointing. Performance measures were typically not linked to the strategies and goals of the overall organization, and they were inward-looking, failing to capture aspects of performance that were necessary for gaining and retaining customers, as well as for establishing long-term competitive advantage in the marketplace. On the basis of an examination of the empirical literature between 1987 and 1997, Zou and Stan (1998) presented seven

categories of financial and non-financial scales, as well as a composite scale, to quantify export success. Sales metrics, profit measures, and growth measures are examples of financial measures, while perceived success, satisfaction, and goal accomplishment are examples of non-financial indicators. If we compare financial metrics to other indicators, which are more subjective, we can see that financial measures are more objective. the success category includes metrics such as a manager's perception that exporting helps to a company's overall profitability and reputation, as well as other factors. the satisfaction with the company's export performance is measured, while target accomplishment is measured by the manager's judgment of performance in relation to the company's goals. finally, composite scales are measurements that are derived from the sum of the scores obtained from a number of performance indicators. The degree to which an organization is capable of meeting the demands of its stakeholders as well as its own survival needs, according to Griffin (2003), is characterized as organizational performance. accordingly, although specific profit margins, high market share, and having the greatest goods may be the end consequence of completely meeting the definition of performance in their entirety, they should not be considered synonymous with performance. according to Griffin (2003), organizational performance is impacted by a plethora of elements that are coupled in a variety of ways to both improve and detract from performance in different situations. Venkatraman and Ramanujam (1986) suggested that there are two key challenges related with the operationalization of organizational performance, and Griffin (2003) argues that both of these concerns are strongly supported by Venkatraman & Ramanujam (2003). first and foremost, what exactly is the construct? to put it another way, how does one assess the overall success of an organization? Second, what are the data sources that should be employed in the measurement of this construct, and how do they differ from one another? would it be better to utilize archive (or secondary) measurements or respondent (or primary) data since it is more reliable? Venkatraman & Ramanujan (1986) distinguish three dimensions of performance: financial performance, business performance, and organizational effectiveness, the latter of which has been referred to as organizational performance since its inception. they suggested that while assessing organizational success, researchers should include not just financial data, but also operational indicators, in addition to financial indicators. measures such as new product launch, product quality, manufacturing value-added, and marketing effectiveness are

examples of operational indicators that may be used. these operational measurements may be indicative of a company's competitive position in its industry area, and they may also be indicative of its financial success. It would thus be preferable to use a multi-indicator strategy to operationalize the firm's performance rather than a single sign when operationalizing its performance. according to the opposing side of the argument, no one measure is necessarily better than another, and that the definition that a researcher chooses should be dependent on the disciplinary framework that is being used for the research project in question, Cameron & Whetten (1983). because of the diversity in their research goals, Hofer (1983) asserts that various disciplines of study will and should utilize a variety of measures of organizational effectiveness. it is true that in strategic management research, the conception of corporate success is often based on financial metrics, which is not surprising. as a result, academics have relied on indicators based on financial measurements such as sales growth, profitability, and profits per share. market-based measurements such as versions of the stock market return, as well as other approaches have been employed in past research. however, each of these measures has its own set of shortcomings, Barney (1997). the source of data utilized to design the construct, which is the second significant difficulty related with operationalizing company performance, is the second major concern. Data about a company's performance may be gathered from a variety of sources (secondary data) or directly from the company itself (direct data) (primary data). while financial data from secondary sources may be more readily available in the case of a major, publicly traded corporation, such information is particularly difficult to come by in the case of small businesses and sole proprietorships. because most small businesses are privately owned and their owners are neither obligated by law to disclose financial results nor generally prepared to share such information willingly with outsiders, objective statistics on the performance of small businesses are seldom accessible, Dess & Robinson (1984). furthermore, financial statements of small businesses may be erroneous due to the fact that they are often not audited. furthermore, small business owners and managers are more likely than larger business owners and managers to offer subjective assessments of their company's success, Sapiena, Smith & Gannon, (1988). because secondary sources of performance data are less likely to be impacted by the personal biases of respondents, there is a widespread opinion among academics that secondary sources of performance data serve as the optimal source of performance data. Dess

and Robinson (1984) suggested, however, that when objective measurements of performance are unavailable, as is often the case in small enterprises, subjective metrics might serve as a fair substitute. In a similar spirit, Chandler and Hanks (1993) claimed that evaluating performance in relation to rivals is a useful measure of organizational performance. The notion is used while evaluating the performance of businesses. Porter (1980) and Brush (1992) found that firms are more likely to be aware of the activities of their competitors when these measures are anchored to objectively defined performance criteria. When these measures are anchored to objectively defined performance criteria, the validity of the measures is increased, Chandler & Hanks (1993). In a similar vein, Brush & Vanderwerf (1992) discovered that owner-reported measures of performance had a high degree of dependability. Apart from that, while managers at smaller firms may be reluctant to provide detailed financial results, they may be more open to disclosing wider measures of their success, such as their performance in comparison to their industry's peers. Using two factors (Bird and Beechler, 1995; Charan, 2004; Helfat et al., 2007) to evaluate organizational success, Liao and Rice (2010) found that the performance of a company was measured by sales growth and predicted sales growth. Arago-Correa & Colleagues (2007) developed an eight-item scale to assess organizational performance after reviewing how it has been examined in various works of strategic research. For example, Venkatraman and Ramanujan (1986) the CEOs were asked to analyze the success of their respective companies during the last three years, as measured by return on assets, return on internal resources, and sales growth in their respective primary goods or services and markets. They were also asked to compare the results of these metrics with the performance of their key rivals, noting which ones were significantly better than the mean. Recent research has shown that the usage of scales measuring performance in relation to key rivals is one of the most often employed strategies for providing an objective reference for sampled managers (Steensman & Corley, 2000). Many academics have relied on managers' subjective impressions in order to assess the success of their organizations. Others favor objective facts, such as return on assets, above subjective data. In recent years, scholars have generally proven that there is a strong correlation and concurrent validity between objective and subjective data on performance, implying that both are legitimate for determining the overall performance of an organization (Dess & Robinson, 1984; Venkatraman & Ramanujan, 1986). According to the literature on

organizational performance, performance is all about attaining the goals that organizations/firms establish for themselves in order to be successful. financial, or profit-making, aims of an organization or corporation may differ from nonfinancial purposes, such as raising awareness within a certain group, which are nonfinancial objectives. organizational performance can be divided into two categories: financial performance and nonfinancial performance.

2.13 Studies That are Related to Organizational Performance

Verhulp, (2006) aimed to conduct an investigation in a jewelry store in the Western Cape to determine whether the performance management system will contribute to facilitating the achievement of the organization's strategic goals and objectives. . as well as the contribution of the administrative system to improving the status of employees and thus directing them towards achieving the strategic goals of the organization. Initial investigations showed that the organization was using a performance appraisal process that was not effective in facilitating the strategic goals of the organization. accordingly, the researcher conducted this study by submitting a questionnaire to 33 employees in the organization based on the main important elements of performance management, and responses were received from 31 employees, one from the senior management, two from the management component, three from the control body, and 25 members general staff. their answers to the questionnaire were analyzed and evaluated, through data analysis, it was found that the result of the study shows that the organization has problems that hinder the achievement of its strategic goals, and the researcher recommends that through this conclusion, the performance management system would help the organization in many of these areas to overcome specific problems the organization's management will be able to design and implement a performance management system to facilitate the achievement of the organization's strategic goals.

Taibaoui & Boderbala (2019), aimed to present a model that helps in implementing the balanced scorecard for the purpose of measuring strategic performance in Laghouat Mills Company, during the period (2014-2017). And studying the dimensions that the balanced scorecard focuses on, as well as presenting the balanced scorecard as a model of strategic performance measurement models. the study found the importance of this card in measuring financial and non-financial performance as

well as in the short and long term, and that the company attaches great importance to customers and the prospects for learning and growth, which helps it achieve their goals. strategic objectives and ensuring excellence and continuity.

Daghiri, & Ibrahim. (2020), the aim of this study is to identify the degree of availability of job performance standards for primary school teachers in Samtah governorate, as well as to identify the degree of difference and differences in the opinions of the individuals on whom the study was conducted to understand the availability of job performance standards in Samtah governorate according to study variables such as academic qualification and years of service In education, the researcher in this study applied the descriptive approach, where the number of study members reached 63 principals in the primary stage, and the questionnaire was used as a tool for the study. the importance of this study is shown by providing quantitative data for those who do developing educational policies about the reality of job performance and its methods for primary school teachers for the purpose of strengthen the positive aspects and strive to modify and reduce the negative aspects. according to the findings of the research, the degree to which work performance criteria are available varies. for primary school teachers in Samtah governorate reached a high degree, for this reason the study recommended providing material and moral incentives to teachers who meet job performance standards well in order to motivate them to continue their commitment to these standards, and encourage other teachers to abide by them.

Innocent (2015) the aim of this study is to investigate organizational culture and the external environment have an impact on the link Between corporate entrepreneurship, market orientation, strategic orientation, and organizational performance in Nigerian commercial banks. the data for this research was gathered from 297 commercial bank managers, who participated in the survey. It was decided that the data analysis and questionnaire would be conducted using version 19 of the software. the findings of the study confirmed that entrepreneurship in companies, market orientation, as well as strategic orientation are all positively and significantly related to organizational performance, and where the analysis indicated that the culture of an organization of teamwork mediated the relation between corporate leadership and organizational performance, the study discovered that, while

corporate leadership, market orientation, and strategic orientation are all significantly related to organizational performance,

Musa,(2019) aimed to determine the importance of strategic thinking in various dimensions to clarify the impact of strategic thinking on organizational performance in service institutions (universities) through the strategy of evaluating human resources performance. Qassim Green University employees, as their response to the strategic thinking scale and the distinguished university performance scale, when analyzing the data in the (SPSS) program, the researcher concluded that there is a discrepancy in the university's adoption of strategic thinking practices. in its scientific and societal activities, which contributes to the collective participation of the study sample members in decision-making. which enhances work behavior and outstanding organizational performance. the researcher's recommendations were to choose the right institution to get out of the problems and crises it faces at work, through strategic thinking that gives comprehensiveness in the development of university performance and puts the correct assumptions at the right time to seize the opportunities available to the organization.

Musmuliana, (2012). the study aims to look into Metro Specialty Hospital's performance and determine the most critical aspects that influence the company's success (MSH).the importance of this study is to focus on the factors affecting organizational performance in MSH Employee motivation, work environment, training and skill development, and management participation were all examined by the researcher as elements impacting organizational effectiveness. one hundred and twenty-two surveys were handed out to one hundred and twenty MSH personnel, with 82 questionnaires being returned for study. analysis of the data was carried out using the Statistical Package for Social Sciences (SPSS) (SPSS). the findings of the multiple regression analysis revealed that the independent variable, which is training and skill, as well as management engagement, is a significant predictor of organizational effectiveness. the findings of the study revealed that there is a statistically significant association between organizational performance and factors such as work environment, training, skill, and management engagement.

2.14 The Relationship between Organizational Performance and Internal Marketing

It has been shown in multiple studies, Guest (1997) that the link between organizational success and internal marketing exists across a wide range of industries such as the banking, hotel, nursing, and other service sectors. according to the aggregated findings, firms that employ internal marketing or that "connect human resources management to strategy report greater financial performance outcomes" are more likely to succeed financially, Huselid (1995). organizational commitment is strengthened by internal marketing techniques, Poor (2013), which helps to enhance financial results along the service-profit chain. a substantial body of evidence indicates that "levels of organizational service orientation are positively connected with organizational profitability (firm ROA) and with the financial success of a banking institution as assessed by its consumer products performance (loans and deposits)" (Lytle and Timmerman, 2006; Vazifehdoost et al., 2012). In addition, the implementation of internal marketing strategies has been shown to increase customer loyalty, Ghoneim & El-Tabie (2014) and enhance organizational performance. studies by Wang, GaoLiang (2011) and Abzari et al. (2011) reveal that internal marketing has a direct influence on employee work satisfaction and loyalty, Yu-Chuan Chen & Shinyi Lin (2013), and that favorable feelings toward consumers are encouraged by employees who are satisfied with their jobs. according to these findings, internal marketing strategies are a predictor of organizational success, but they do not indicate that business performance has an impact on human resource outcomes, Koys (2003). This leads to the conclusion that "the performance of hotels is primarily driven by the rigorous implementation of human resources management techniques (work team, selection and appointment procedures, as well as performance assessment), Abou-Moghli & AboRumman, (2012). "as a result, internal marketing plays a significant role in organizations by aligning workers and managers with the firm's goals by providing effective communication channels, establishing a positive company culture, and so on, enabling employees to meet external marketing objectives" , Chang & Chang (2009). internal marketing mix elements (top management support mix, process optimization mix, cross-functional co-coordination mix) are found to have a significant linear relationship in other service industries, which means that the application of internal marketing practices at

the firm level should enhance positive interactions between employees, which in turn should improve their relationships with the external customer, Panigyrakis & Theodoridis (2009). The value placed on workers results in an increased level of motivation among employees, which has favorable effects for customer happiness and profitability" , Lings and Greenley, (2010). as a result, internal marketing enables businesses to "ensure that frontline personnel stay dedicated and offer great service to please their clients" via internal marketing campaigns. Budhwar & colleagues (2009) developed a formalized formalized formalized formalized formalized (Budhwar et al., 2009). according to Sanchez Hernandez & Miranda (2011), organizations that improve internal information dissemination and become more attentive to their workers will see an improvement in their organizational performance over the long term, Rodrigues & Pinho, (2012). to support this claim, researcher, Yan-Kai Fu (2013) demonstrated that when airline companies "adopt effective educational training or internal marketing with respect to job empowerment, they will succeed in encouraging flight attendants to accept airline assignments, and the flight attendants will employ sincere, appropriate emotions in the performance of their work." in accordance with Harel & Tzafirir (1999), who assert that training is the solitary independent variable that has been demonstrated to be statistically significant in determining perceived organizational performance, the findings of this study are valid.

3. CONCEPTUAL FRAMEWORK

The study's independent variable is Internal Marketing, and the dependent variable of the study is Organizational Performance.

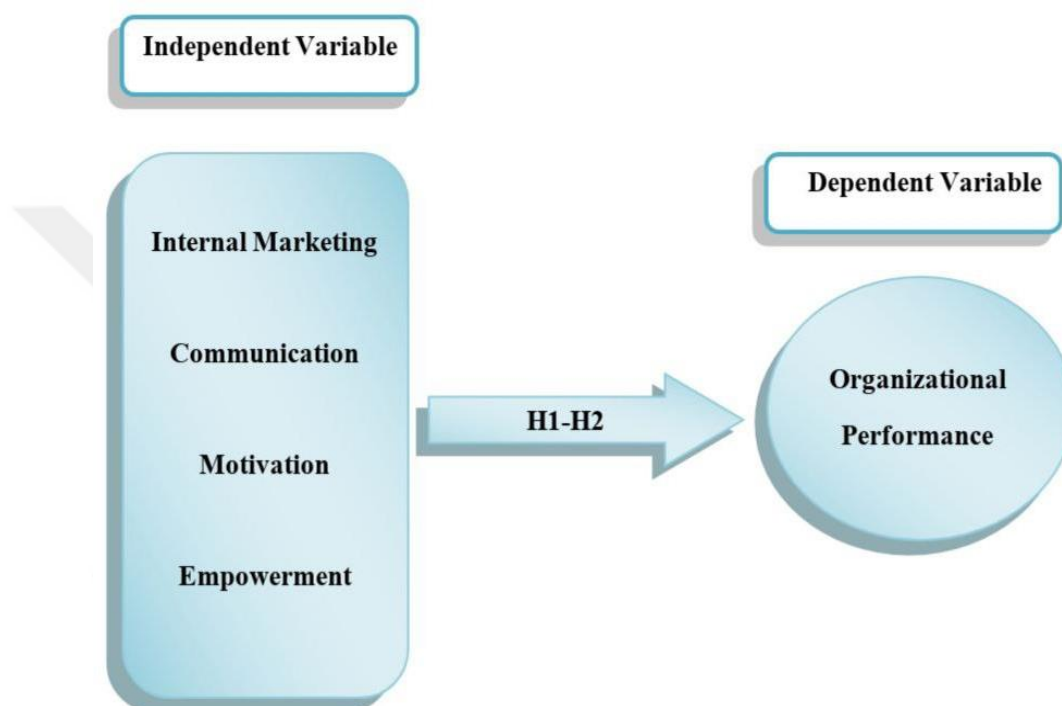


Figure 3.1: Conceptual Framework

3.1 Research Hypothesis

1) There is a statistically significant correlation between internal marketing and organizational performance, the following hypotheses are derived from it

A- There is a statistically significant correlation between motivation and organizational performance

B- There is a statistically significant correlation between empowerment and organizational performance

C- There is a statistically significant correlation between communications and organizational performance

2) There is effect of internal marketing on organizational performance,the following hypotheses are derived from it

A- There is effect of motivation on organizational performance

B- There is effect of empowerment on organizational performance

C- There is effect of communications on organizational performance



4. RESEARCH METHODOLOGY

In this section, we discuss the research plan, investigation models, and test factors for (independent and dependent) variables. This section additionally describes the rate, test, instrument, survey reliability, information-gathering procedures, and reaction rates to patterns of information. the research strategy is a whole perspective that needs public approval of the investigation and works for all purposes and decisions. This section effectively designed the discussion procedure by creating and developing a collaborative organizational action plan. This section indicates that the measures used for all variables have been developed according to modern marketing methods and their impact on organizational performance. Finally, the section also defines the methods used to analyze the data and the methods that are included in the analytical process. This section ends with a summary of the key points regarding the methods and practices used throughout the study

4.1 Design

In practice, the quantitative approach will be relied on, whereby quantitative research allows the researcher to identify and integrate himself into the problem or concept under study. in the calculations, the final results are presented in a statistical form, and in this study the data collection process will depend on the questionnaire, then it will be quantitatively coded and statistically analyzed, this section ends with a summary of the main points regarding the methods and practices used throughout the study.

4.2 Sample Participants

The data set for this examination was referred to by the health sector, (SDI). This target group was chosen in light of the fact that the role and size of the company and its spread in several governorates of Iraq and its effective contribution to the health sector. the respondents are generally employees of the company, the bulk of the

employees in the survey are employed in the main company in Samarra Governorate. we use data that interacted with 242 samples.

4.3 Sampling

The questionnaire that was added in the thesis appendix was sent online and by e-mail to employees who work in various departments of the organization, and then the data was collected through the answers obtained by e-mail.

4.4 Instruments

Data was collected through a questionnaire. the survey can be found in the appendix. the survey was estimated to measure the impact and correlation of internal marketing with its three dimensions (communication, motivation, and empowerment) on organizational performance in the organization on which the questionnaire was conducted. This survey consists of 16 items, the first 12 items used to measure the internal marketing dimensions (Avolio, BJ, & Bass, BM, 1995) and 4 items used to measure organizational performance (Lee, H. and Choi, B., 2003). Also incorporating some control factors (gender, age, educational level, length of work in the company, years of experience).

4.5 Data Analysis and Scales

The data obtained from the internet via the questionnaire were analyzed using SPSS 26 program. The analyses applied for the research were interpreted to reach the desired purpose. Some results have been achieved with statistics suitable for the research purpose. With the questionnaire form, demographic information of the participants was obtained, and the judgments of the scales were asked to be evaluated. Scale variables were determined by applying factor analysis to the scales, respectively. Reliability analysis was applied to the scales and the obtained variables to test whether they were suitable for research. It is concluded that reliability is obtained from the scale of the variables. Following these procedures, normality test, correlation and regression analysis were performed, as well as effect values. The hypothesis was evaluated by identifying how and to what extent the variables interact with one another. Hypothesis results are interpreted.

4.6 Respondent Characteristics

The demographic variables used in this study are in the following Table 4.1

Table 4.1: Respondents characteristics

No.	Individual Characteristics
1	Gender
2	Age
3	Educational level
4	Length of work in the company
5	Years of experience

4.7 Results and Findings

This chapter discusses the data analysis and findings of the study. the questionnaire used in this retrospective study was carefully analyzed to ensure that the data gathered was presented clearly with the aid of tables, percentages and graphs, where possible. a retrospective chart analysis was conducted to capture the data essential to accomplish the research objectives.

4.8 Demographic Frequencies

In the table below, some demographic data of the research participant is compiled

4.8.1 Gender

Table 4.2: Gender-wise distribution

Gender				
Variable	Frequency	Percent	Valid percent	Cumulative percent
Female	149	61.6	61.6	61.6
Male	93	38.4	38.4	100.0
Total	242	100.0	100.0	

As seen in the table above, the total participants of the study are 242 respondents, 61.6% of the respondents are females while 38.4% of the respondents of the study are males.

4.8.2 Age

Table 4.3: Age-wise distribution

What is your age group?				
Variable	Frequency	Percent	Valid percent	Cumulative percent
25 years or under	27	11.2	11.2	11.2
26-40 years	150	61.9	61.9	73.1
41-55 years	57	23.6	23.6	96.1
55 or older	8	3.3	3.3	100.0
Total	242	100.0	100.0	

Table 4.3 shows the age of the participants. It is seen that the majority 61.9% was within the age group (26-40) years. People of the ages 25 years or under constitute 11.2% of the sample. People aged 41-55 constitute 23.6%, and people aged 55 or older constitute 3.3%.

4.8.3 Education level

Table 4.4: Education level

What is your education level?				
Variable	Frequency	Percent	Valid percent	Cumulative percent
Did not complete high school	1	0.4	0.4	0.4
High school diploma or equivalent	6	2.5	2.5	2.9
Some college or an associate's degree	59	24.4	24.4	27.3
Bachelor's degree or higher	176	72.7	72.7	100.0
Total	242	100.0	100.0	

When the educational level was examined, it was found out did not complete high school were 0.4%, High school diploma or equivalent were 2.5%, Some college or an associate's degree were 24.4%, and Bachelor's degree or higher were 72.7%.

4.8.4 Work company of the respondents

Table 4.5: Work Company of the Respondents

How long have you been working for the company?				
Variable	Frequency	Percent	Valid percent	Cumulative percent
Less than 1 year	51	21.1	21.1	21.1
1-2 years	43	17.8	17.8	38.8
3-5 years	66	27.3	27.3	66.1
Above 5 years	82	33.8	33.8	100.0
Total	242	100.0	100.0	

In view of the total working for the company of the participants every year, the percentage of people with less than 1 years were 21.1%, between 1-2 years were 17.8%, between 3-5 years were 27.3%, and above 5 years were 33.8%.

4.8.5 Experience of the respondents

Table 4.6: Experience of the Respondents

What is your work experience?				
Variable	Frequency	Percent	Valid percent	Cumulative percent
Less than 5 years	60	24.8	24.8	24.8
5-10 years	47	19.4	19.4	44.2
10-20 years	94	38.9	38.9	83.1
More than 20 years	41	16.9	16.9	100.0
Total	242	100.0	100.0	

Considering the total work experience of the participants every year, the percentage of people with an experience of less than 5 years were 24.8%, between 5-10 years were 19.4%, between 11-20 years were 38.9%, and more than 20 years were 16.9%.

4.8.6 Distractions for the respondents

Table 4.7: Mean, Median, Mode, and Stander Deviation for the Study Respondents

	Gender	Age	Education	Work company	Experience
Mean	1.3843	2.1901	3.6942	2.7397	2.4793
Median	1.0000	2.0000	4.0000	3.0000	3.0000
Mode	1.00	2.00	4.00	4.00	3.00
Std. Deviation	.48744	.66712	.53652	1.13890	1.04345
Variance	.238	.445	.288	1.297	1.089
Sum	335.00	530.00	894.00	663.00	600.00
N	242	242	242	242	242

Table 4.7 shows that the education of the respondents have the highest value of mean 3.69 and lowest mean gender of the respondents. the highest value of median was 4.0 with education of the respondents. Std. deviation 1.13890 which was the highest value of the work company, and 1.297 was the highest value of variance of the work company also.

4.9 Research Model and Variable

The study was chosen to obtain a broader overview of the organizational performance in (SDI) as an dependent variable, and internal marketing as an independent variable (see table 4.8).

Table 4.8: List of research variable

No.	Variable Name	Variable Type
1	Internal marketing	Independent Variable
2	Organizational performance	Dependent Variabl

4.10 Normality Distribution Analysis of Data

Table 4.9: Normality Test

Scales	Kolmogorov-Smirnov		Shapiro-Wilk	
	Statistic	Sig.	Statistic	Sig.
Organization performance	0.164	.000	0.950	.000
Motivation	0.224	.000	0.887	.000
Empowerment	0.140	.000	0.953	.000
Communication	0.184	.000	0.886	.000

The normal distribution for data was examined in the examinations. it was understood that the data were distributed normally and parametric test applications were continued.

Table 4.10: Descriptive Statistics

Scales	Std. Deviation	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Motivation	.52912	-.558	.156	1.974	.312
Empowerment	.65690	-1.317	.156	2.253	.312
Communication	.66729	-1.397	.156	2.567	.312
Organization performance	.72210	.628	.156	.694	.312

According to the normality examination, the Kolmogorov-Smirnov test indicated that the data were normally distributed. Another test was the normality in the table "Shapiro-Wilk". Scale. Shapiro-Wilk significant here. Since their values were greater than 0.01, the data was considered to be normally distributed.

Table 4.11: Mean, Mode, and std. Deviation for internal marketing

Scales	Motivation	Empowerment	Communication	Organization performance
Mean	3.3326	3.9442	3.7469	2.9535
Median	3.2500	4.0000	4.0000	2.7500
Mode	3.25	4.00	4.00	2.75
Std. Deviation	.52912	.65690	.66729	.72210
Variance	.280	.432	.445	.521
Sum	806.50	954.50	906.75	714.75
N	242	242	242	242

Table 4.11 shows that organization performance scale has lowest mean of the data and the mode of the data was 2.75. the highest value of std. deviation of the data was .72210 with organization performance scale and also this scale has highest value of the variance of the data. The lowest variance of the data was .280 with motivation.

4.11 Skewness and Kurtosis Statistics

Table 4.12: Skewness and Kurtosis Analysis for Organization Performance

Organization Performance Items	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Question 1.	-.058	.156	.060	.312
Question 2.	.391	.156	-.407	.312
Question 3.	.405	.156	-.610	.312
Question 4.	.238	.156	-.394	.312

Skewness assesses the extent to which a variable's distribution is symmetrical. If the distribution of responses for a variable stretches toward the right or left tail of the distribution, then the distribution is referred to as skewed. Kurtosis is a measure of whether the distribution is too peaked (a very narrow distribution with most of the responses in the center)" (Hair et al., 2017, p. 61).

"When both skewness and kurtosis are zero (a situation that researchers are very unlikely to ever encounter), the pattern of responses is considered a normal distribution. A general guideline for skewness is that if the number is greater than +1 or lower than -1, this is an indication of a substantially skewed distribution. For kurtosis, the general guideline is that if the number is greater than +1, the distribution is too peaked. Likewise, a kurtosis of less than -1 indicates a distribution that is too flat. Distributions exhibiting skewness and/or kurtosis that exceed these guidelines are considered non-normal" (Hair et al., 2017, p. 61).

As a result, the table 20 above shows the skewness and kurtosis of the data, as we can see the table all kurtosis of the factors are less than -1 that means the data is mesokurtic and there is platykurtic that means the kurtosis is negative and we can call it flattened that means the curve of the data is more lower value. The standard deviation error of kurtosis shows there is a large positive value for kurtosis indicates that the tails of the distribution are longer than those of a normal distribution. The ratio of skewness to its standard error can be used as a test of normality (that is, you can reject normality if the ratio is less than -1 or greater than +1). So, our data shows that there is a substantially skewed distribution.

Table 4.13: Skewness and Kurtosis Analysis for Motivation

Motivation Items	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Question 1.	-.844	.156	1.024	.312
Question 2.	-1.251	.156	1.218	.312
Question 3.	.525	.156	-.350	.312
Question 4.	.118	.156	-.821	.312

Table 4.13 above shows that data skew is a negative and positive values, indicating that the data is skewed toward the left and right tail. The other side of the data shows that there is a positive and negative values for kurtosis this indicates that the distribution peaks and has a thin tail. The table shows that standard the skew error of having a positive skew indicates that the right tail and the positive value of kurtosis indicates that the tail of the distribution is longer than the tail of the normal distribution.

Table 4.14: Skewness and Kurtosis Analysis for Empowerment

Empowerment Items	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Question 1.	-1.171	.156	2.307	.312
Question 2.	-1.396	.156	3.009	.312
Question 3.	-1.048	.156	1.370	.312
Question 4.	-.995	.156	2.029	.312

Table 4.14 above show the skewness of the data is negative values for the skewness that indicate data that are skewed left tail. The other side of the data shows there is a positive values of kurtosis indicate that a distribution is peaked and possess thick tails. The table shows the Std. Error of Skewness that there is positive value for skewness indicates a long right tail and also the data shows that there is a positive value for kurtosis indicates that the tails of the distribution are longer than those of a normal distribution.

Table 4.15: Skewness and Kurtosis Analysis for Communication

Communication Items	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Question 1.	-1.083	.156	.993	.312
Question 2.	-1.126	.156	1.338	.312
Question 3.	-.134	.156	.255	.312
Question 4.	-1.070	.156	1.520	.312

Table 4.15 showed that the skewness of the data is negative values for the skewness that indicate data that are skewed left tail. the other side of the data shows there is a positive values of kurtosis indicate that a distribution is peaked and possess thick tails. Also, the table showed the Std. Error of Skewness that there is positive value for skewness indicates a long right tail and also the data shows that there is a positive value for kurtosis indicates that the tails of the distribution are longer than those of a normal distribution.

4.12 Explanatory Factor Analysis

Explanatory factor analysis (EFA) is often used to explore the factor structure of a measure and the opportunity to research with a small number of sub-dimensions instead of working on a large number it is the size reduction method that recognizes. Kaiser-Meyer-Olkin (KMO) for each scale bartlett, which provides the measurement of sampling adequacy and consistency of variables the sphericity test was also found to be statistically significant. As a result of the tests, the sample to be used in the explanatory factor analysis is at a sufficient level in terms of analysis and factor analysis was found to be appropriate. data compliance performed the factor retention method to determine the factor structure by verifying it with tests. As "varimax rotation method" and principal component analysis method has been applied. As a result of the explanatory factor analysis, the scales were made following their original dimensions. Has shown factorization.

The following tables include factor analyses of the research scales

Table 4.16: Factor Analysis for Organization Performance

	Dimension- Items	Components Value	Total Variance Explained
Organization Performance	1.	.646	56.606
	2.	.780	
	3.	.833	
	4.	.738	
Total Variance Explained: 56.606			
Kaiser-Meyer-Olkin measure of Sampling Adequacy		.727	
Approx.. Chi-Square			219.855
Bartlett's Test of Sphericity	Df		6
	Sig.		0.000

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

As can be seen in the table 4.17, the organization performance scale showed factorization with one dimension. A KMO value of 0.727 indicates the suitability of the research sample size. The resulting factor can explain the scale at a rate of 56.606%.

Table 4.17: Factor Analysis for Motivation

	Dimension- Items	Components Value	Total Variance Explained
Motivation	1.	.776	68.150
	2.	.738	
	3.	.632	
	4.	.579	
Total Variance Explained: 68.150			
Kaiser-Meyer-Olkin measure of Sampling Adequacy		.491	
Approx.. Chi-Square			80.059
Bartlett's Test of Sphericity	Df		6
	Sig.		0.000

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization

As seen in the table 4.18 the motivation scale showed factorization with one dimension. A KMO value of 0.491 indicates the suitability of the research sample size. The resulting factor can explain the scale at a rate of 68.150%.

Table 4.18: Factor Analysis for Empowerment

	Dimension- Items	Components Value	Total Variance Explained
Empowerment	1.	.731	64.554
	2.	.823	
	3.	.861	
	4.	.794	
Total Variance Explained: 64.554			
Kaiser-Meyer-Olkin measure of Sampling Adequacy		.792	
Approx.. Chi-Square			327.801
Bartlett's Test of Sphericity	Df		6
	Sig.		0.000

Extraction Method: Principal Component Analysis Rotation Method: Varimax with Kaiser Normalization

As seen in the table 4.18, the empowerment scale showed factorization with one dimension. A KMO value of 0.792 indicates the suitability of the research sample size. The resulting factor can explain the scale at a rate of 64.554%.

Table 4.19: Factor Analysis for Communication

	Dimension- Items	Components Value	Total Variance Explained
Communication	1.	.819	52.882
	2.	.824	
	3.	.325	
	4.	.813	
Total Variance Explained: 52.882			
Kaiser-Meyer-Olkin measure of Sampling Adequacy		.712	
Approx.. Chi-Square			195.689
Bartlett's Test of Sphericity	Df		6
	Sig.		0.000

Extraction Method: Principal Component Analysis Rotation Method: Varimax with Kaiser Normalization

As seen in the table 4.19, the communication scale showed factorization with one dimension. A KMO value of 0.712 indicates the suitability of the research sample size. The resulting factor can explain the scale at a rate of 52.882%.

As a result of the factor analysis tested for all scales, one sub-dimensions were obtained. There are no low-load judgments during factor analysis. All judgments of

the scales are included in the analysis. Bartlett test statistics were found to be high and significant. The high value of KMO value indicates the adequacy of the sample size and its suitability for factor analysis. The new dimensions and scales, respectively; organization performance of 56.606, motivation 68.150, empowerment 64.554, and communication 52.882.

4.13 Reliability analysis

Table 4.20: Reliability Analysis Results

Variable	Cronbach's Alpha value	N of items
Motivation	.229	4
Empowerment	.816	4
Communication	.673	4
Organization performance	.744	4

The Cronbach alpha coefficient, which is a measure of the internal consistency of items, makes it possible to explain or question the homogeneous structure of the items on the scale. Scale elements with a high Cronbach alpha coefficient are interpreted as elements that are consistent with each other and measure the same characteristic. Frequently used Cronbach alpha Likert scales. Cronbach's alpha is expressed as follows (Nartgün Zekeriya, 2015).

If $0 < R^2 < 0.40$ it is not reliable

If $0.40 < R^2 < 0.60$ it is low reliability

If $0.60 < R^2 < 0.80$ it is quite reliable

If $0.80 < R^2 < 1.00$ it is high reliability

The Cronbach's alpha value calculated for the motivation in the table 26 above was 0.229 and the scale is not reliable, the value for the empowerment was 0.816 which indicated that the scale is high reliability, the communication is 0.673 which is quite reliable for research, and the organization performance was 0.744 which is quite reliable. Reliability values for the variables of the scales were around 0.615 and the suitability of the calculated cronbach alpha values was determined.

4.14 Correlation Analysis

Correlation analysis is a statistical analysis that determines whether there is a relationship between two or more variables and, if so, the strength of that relationship. Although the correlation coefficient varies from -1 to +1 (-1 r +1), a value between 0.00 and 0.25 is "very low" and a value between 0.26 and 0.49 means that a value between 0.50-0.69 is "medium", a value between 0.70 and 0.89 is "high", and a value between 0.90 and 1.00 is "extremely high". A positive correlation coefficient indicates a linear relationship between variables, while a negative correlation coefficient indicates an inverse relationship. Correlation values between variables are given in the tables below.

Table 4.21: Correlation Analysis Result

	Mean	Std. Deviation	Motivation	Empowerment	Communication	Organization performance
Motivation	3.33	0.52912	1	0.248**	0.372**	-0.277**
Empowerment	3.94	0.65690	0.248**	1	0.519**	-0.272**
Communication	3.74	0.66729	0.372**	0.519**	1	-0.332**
Organization performance	2.95	0.72210	-0.277**	-0.272**	-0.332**	1

** . Correlation is significant at the 0.05 level (2-tailed).

Correlation values between all variables were calculated and compiled in the table 29 above. when the correlation values between variables are examined, it is seen that cronbach's alpha value between motivation and empowerment is 0.248** it is statistically significant. There is a positive and significant relationship between these two variables. there is a positive and significant relationship between empowerment and communication with a power of 0.0.519** . And also there is a positive and significant relationship between communication and motivation it has been found that there is a positive relationship of 0.372** . While the results showed there is a negative correlation coefficient between organization performance with other variables (motivation, empowerment, and communication) with a power of (-0.277** , -0.519** -0.332**) respectively.

4.15 Regression Analysis

Regression determines the relationship between the dependent variable and many other independent variables. Regression analysis helps to understand how the dependent variable changes when some independent variables change. This method is used to estimate and find cause and effect among variables.

The following is an explanation of the results of testing variables and hypotheses that affect organizational performance.

Table 4.22: Linear Regression Model for Organization Performance and Motivation

Dependent variable: Organization performance		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.213	.286		14.752	.000
	Motivation	-.378	.085	-.277	-4.466	.000

F: 19.948, **Sig.** 0.000
R: .277^a
R Square: 0.77

The F value of the model is 19.948 and the corresponding sig. the value of 0.000 < 0.05 means that the model parameters are statistically significant. The explanation ratio of the model is 0.77. the coefficient of the independent variable is .277^a and its corresponding sign. Since the value is 0.000 < 0.05, the effect of this coefficient on the dependent variable was found to be statistically significant. In this case, the H1 and H2 hypothesis is accepted.

Table 4.23: Linear Regression Model for Organization Performance and Empowerment

Dependent variable: Organization performance		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.132	.273		15.133	.000
	Empowerment	-.299	.068	-.272	-4.374	.000

F: 19.135, **Sig.** 0.000
R: .272^a
R Square: .074

The F value of the model is 19.135 and the corresponding sig. the value of 0.000 < 0.05 means that the model parameters are statistically significant. The explanation

ratio of the model is 0,074. The coefficient of the independent variable is 0. 272^a and its corresponding sign. Since the value is 0.000< 0.05, the effect of this coefficient on the dependent variable was found to be statistically significant. In this case, the H3 hypothesis is accepted.

Table 4.24: Linear Regression Model for Organization Performance and Communication

Dependent variable: Organization performance	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	4.299	.251		17.143	.000
1 Communication	-.359	.066	-.332	-5.450	.000

F: 29.698, **Sig.** 0.000
R: .332^a
R Square: .110

The F value of the model is 29.698 and the corresponding sig. the value of 0.000 <0.05 means that the model parameters are statistically significant. The explanation ratio of the model is 0.110. The coefficient of the independent variable is 0. .332^a and its corresponding sign. Since the value is 0.000< 0.05, the effect of this coefficient on the dependent variable was found to be statistically significant. In this case, the H4 hypothesis is accepted.

4.16 Multicollinearity Analysis

The term multicollinearity was first used by Ragnar Frisch. It describes a perfect or exact relationship between the regression explanatory variables. Linear regression analysis assumes that there is no perfect exact relationship among explanatory variables. In regression analysis, when this assumption is violated, the problem of Multicollinearity occurs. In regression, "multicollinearity" refers to predictors that are correlated with other predictors. Multicollinearity occurs when your model includes multiple factors that are correlated not just to your response variable, but also to each other. In other words, it results when you have factors that are a bit redundant.

Table 4.25: Multicollinearity Analysis Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistic	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	5.093	.346		14.733	.000		
1 Motivation	-.233	.088	-.170	-2.640	.009	.858	1.166
Empowerment	-.136	.077	-.123	-1.760	.080	.727	1.375
Communication	-.221	.079	-.204	-2.792	.006	.668	1.498

Dependent Variable: Organization Performance

As we can see table 33 above tolerance within the limit and VF is also within the limit, tolerance recommended value is greater than 1 for non-presence of multicollinearity. If it's less than 1 then that means, there is proper multicollinearity V value exceeds 10 then the problem multicollinearity but in our case V is less than 10.

4.17 Hypothesis Analysis

Table 4.26: Hypothesis Analysis

Hypothesis	Results
H1: There is a significant relationship between internal marketing and organization performance.	Accepted
H2: There is a significant relationship between organization performance and motivation.	Accepted
H3: There is a significant relationship between organization performance and empowerment.	Accepted
H4: There is a significant relationship between organization performance and communication.	Accepted

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

This study explores the content and objectives of internal marketing, explains the necessity of their implementation, and describes the overall implementation process and its supporting pillars. We have highlighted how an organization's efforts to attract, motivate, develop and retain qualified employees who are able to deliver higher value to clients naturally lead to improved external relations as well as improved organizational performance. For effective implementation, internal marketing should be treated as a managerial process that significantly affects organizational performance. Each stage of the proposed model revolves around solving specific problems in the implementation process. The application of internal marketing defines the situation with some priorities in terms of measures to be adopted by the company and sets the objectives of internal marketing, being a starting point for improving results. Setting internal marketing objectives gives a coherent picture of the results to be obtained. Segmentation of employees allows selection of the most efficient internal marketing tools that are adapted to different employee segments. Management involvement provides the required support for internal marketing programs and promotes a climate of mutual trust between management and employees, facilitating acceptance of internal marketing plans at all hierarchical levels. Internal communication helps inform and motivate employees systematically. In addition, we can conclude the following:

- There is a growing interest in internal marketing activity in industrial organizations and at the level of specialized studies and applied practices in industrial organizations in the world.
- Internal marketing is a philosophy that adopts a scientific approach with a vision and scenarios that can be used by senior management in organizations of all kinds to achieve positive returns on the level of general goals.

- Workers in industrial organizations, including the medical services industry, are its internal market, and effective management of this market is the key to its success in the external market.
- It has become recognized that the superiority and distinction of organizations, including industrial enterprises, depends mainly on the satisfaction and happiness of customers by providing the best services and of high quality, to the extent that it has become a competitive priority for the survival and continuity of these organizations.
- The industrial organizations subject to the survey pay great attention to internal marketing activity, which contributes to improving organizational performance
- The organization's medical and pharmaceutical services achieve the highest quality levels when applying the organization's internal marketing policy.
- This study included the organizational performance in terms of its impact on internal marketing in the health sector in Iraq, specifically (Samarra Company for the manufacture of medicines and medical supplies in Iraq).

5.2 Limitation

The limitation of this study and its findings should be noted with a view to extending the present study.

Limitation of Researcher

The conclusions of this research were circulated to the company (Samarra for the manufacture of medicines and medical supplies in Iraq) in the province of Samarra, where the questionnaire was conducted on it only

In view of the large size of the company, as it has other branches in 5 other governorates, it consists in total of more than 7500 employees, this conclusion relates only to the Samarra company and in the mentioned period. Therefore, a similar search is required for all other branches.

5.3 Recommendations for Future Research

We hope that these suggestions will encourage others to contact the studies in order to enhance our knowledge of internal marketing and organizational performance in industrial companies in Iraq. This search focused on Samarra Company, generalization of the research results to all industries and services in the health sector in Iraq, requires further research. It is useful to replicate this research in other contexts. It is also suggested that future researchers investigate other factors that may have an impact on enhancing organizational performance for employees through internal marketing of their employees to other sectors. It is also useful to create an internal marketing program for the government sectors of the country on the basis of those internal marketing dimensions that enhance organizational performance.

5.4 Discussion

This study aims to study the impact of internal marketing in its three dimensions; Communication, motivation and empowerment on organizational performance in Samarra Pharmaceutical Manufacturing and Medical Supplies Company in Iraq.

H1a. Motivation positively affects the organizational performance of the organization: from the results of the research that can be inferred from the above-mentioned statistics that motivation positively affects organizational performance in the organization. Motivating employees should be one of the main roles of a manager in the organisation; The manager must acknowledge that his employees are the most important asset they have in order to obtain a distinct output - whether it is a tangible product or an intangible service - and that the costs of investing in this asset will always be in the interest of the organization. However, giving employees a sense of accomplishment, and providing them with new opportunities for advancement and promotions, is a major motivator that creates positive job attitudes as identified by Herzberg et al, (1959). This result is also consistent with Ahmad et al. (2003) Discovering the positive relationship between motivation and organizational performance. Samarra Company is currently implementing motivation as one of the important dimensions of internal marketing.

H1b. Empowerment positively affects organizational performance: through the results of the study and after analyzing the data statistically, it can be concluded that

empowerment positively affects organizational performance in Samarra Company. because empowerment is the participatory process by which influence is shared among unequal individuals in a hierarchy (Locke and Schweiger, 1979; Wagner, 1994). Empowerment has been described as a place where employees are empowered to make decisions, Bowen & Lawler, (1992) and as a personal experience where individuals take responsibility for their actions, Pastor (1996). there is participatory management that manages the participation of subordinates in the decision-making process, taking actions and solving any problems or conflicts while working in a logical manner that matches the goals of the organization and the components of creativity are very important for employees to develop. A new way of carrying out their tasks and in risky situations, Berry and Parasuraman (1991) also takes into account the aspect of empowerment. In other words, the involvement of frontline employees in making decisions about their routine job activities is directly related to job satisfaction and thus influences and previous researchers have also highlighted the important relationship between empowerment and job performance for example (Spreitzer,1996; Fulford & Enz, 1995; Hancer & George, 2003).

H1c.Communication positively affects the organizational performance of the organization: Regarding communication, as the above statistics indicate, communication has a positive relationship with organizational performance in Samarra Company. Because of the importance of communication in the organization, employees can pass on their information, ideas, opinions and plans to other employees or supervisory managers. This process can be done through written or oral media. Managers communicate with employees to inform them of the company's new plans, strategies, and strategic objectives using written letters or memos. On the other hand, the manager communicates with the employees to provide them with constructive feedback about their work and to understand their wants and needs. Of course, communication also includes listening to and taking into account the opinions and ideas of employees. When employees feel that they are good contributors, it will encourage them to get involved and get more involved for the sake of the organization. Regarding this dimension, when the manager communicates effectively with the employees, listens to their complaints, answers their questions and provides them with ways to communicate effectively, the organization will encourage them to enhance their work and feel satisfied with their jobs according to

Tourani et al. (2012) Many researchers confirm that communication in the organization has a significant impact on the organizational performance of the organization.

5.5 Managerial Implication

Presenting the results and statistics above, that manpower is the largest resource in Iraq, so it is preferable for decision makers and managers to give motivation and their full focus and attention in converting their employees to their most reliable and durable assets. However, speaking of management implications, managers and decision makers can for example give employees salaries for 14 months instead of 12 months in a year, or give them a percentage of the organization's profits. It would have a huge impact on the employees if the managers were to sit on a monthly certificate of "employee of the month" that would encourage them to do their best. Managers also have to communicate with their subordinates effectively in order to satisfy them with their jobs. Therefore, in order to achieve employee satisfaction, managers have to hold weekly meetings with employees to listen to their opinions and comments about the job and take into account what they have to say. Managers have to facilitate the process of circulating rules and regulations so that every employee can know the updated rules as soon as they are announced.

Managers should engage the practice of empowerment, because it has been shown that when employees are involved in the decision-making process, they provide better customer service. Managers have the option of encouraging employees to make decisions in cases where the decision taken is simple and the routine decision is not a major one, but this small involvement can have huge satisfactory results of the employees towards their jobs and ultimately the satisfaction of the customers to improve organizational performance.

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APPENDICES

Questionnaire

We are conducting research on "**The Impact of Internal Marketing on the Organizational Performance**". We want to check the practice of internal marketing dimensions and their impact on employee performance. This will help us make improvements in organizational performance. The survey is only supposed to take 5 minutes, and your answers will be completely anonymous. You can only participate in the survey once, but you can edit your answers until the survey closes on September 26, 2021. Questions marked with an asterisk (*) are required. This research is prepared by the student Mohammad Akram, supervised by Dr. Ahmed Erkasap.

If you have any questions about the survey, please email us: We really appreciate your contribution.

Please answer the following questions:

1) Gender:

Male Female

3. What is your age?

- a. 25 or under
- b. 26-40
- c. 41-55
- d. 56 or older

2) Please, indicate your education level:

- a. Did not complete high school
- b. High school diploma or equivalent
- c. Some college or an associate's degree
- d. Bachelor's degree or higher

3) How long have you been working for the company?

- a. less than 1 year
- b. 1 year to 2 years
- c. 3 years to 5 years
- d. Above 5

4) Work experience

- a. Less than 5 years
- b. From 5 to 10 years
- c. From 10 to 20 years
- d. More than 20 years

INTERNAL MARKETING

Motivation

According to Broussard and Garrison (2004) motivation is the attribute that moves us to do or not to do something. Please rate your answers according to your opinions and attitudes toward following statements on motivation in your company.

Please rate your agreement/disagreement with the following statements on a 5-point scale, where 1 stands for "totally disagree" and 5 stands for "totally agree"

NO	Item	Strongly agree	Agree	Natural	Disagree	Strongly disagree
1	When I do something extraordinary I know that I will receive some financial bonus/reward annually M1)(
2	My income and the annual increases are very closely tied to my qualifications and my performance (M2)					
3	Everyone gets an annual bonus regardless of their performance (M3)					
4	My income and the annual increases are much related to those of people with similar qualifications working in this or any other industry (M4)					

Empowerment

Empowerment is defined as participation process by which influence is shared among individuals who are otherwise hierarchically unequal (Locke and Schweiger, 1979; Wagner, 1994). Please rate your agreement/disagreement with the following statements on a 5-point scale, where 1 stands for "totally disagree" and 5 stands for "totally agree".

NO	Item	Strongly agree	Agree	Natural	Disagree	Strongly disagree
1	My supervisor allows me to use my own judgment in solving problems E1)(
2	supervisor encourages me to take initiatives (E2)					
3	My supervisor allows me a high degree of initiative (E3)					
4	My supervisor trusts me to exercise good judgment (E4)					

Communication

According to Dwyer (2005) communication is defined as the process whereby people within an organization give and receive messages. Please rate agreement/disagreement with the following statements on a 5-point scale, where 1 stands for "totally disagree" and 5 stands for "totally agree".

NO	Item	Strongly agree	Agree	Natural	Disagree	Strongly disagree
1	Before any policy change my supervisor informs me phase-to-phase in advance (C1)					
2	Supervisors are sincerely interested in listening to what subordinates have to say about their jobs, the problems they have and the solutions that subordinates suggest (C2)					
3	If an employee has a certain personal problem that influences negatively his (her) work performance, (s)he is encouraged to discuss it with his/her supervisor never too busy if one of their subordinate wishes to meet personally (C3)					
4	Supervisors are expected to spend time with their subordinates, explaining them company objectives and how these objectives affect what the company expects from each individual employee (C4)					

Organizational Performance

(Avolio, B. J., & Bass, B. M. ,1995) and 4 items used to measure the organizational performance, (Lee, H. and Choi, B., 2003).

NO	Organizational Performance	Strongly agree	Agree	Natural	Disagree	Strongly disagree
1	Productivity of employees is much lower than industry average.					
2	Employees' trust into leadership is low					
3	Trust among employees themselves is weak					
4	Employees do not feel special commitment to the organization					

RESUME

EDUCATION

Bachelor of Accounting. 2016_2017 Mosul University,

Master business administration 2019-2020 Istanbul Gedik University

EXPERIENCE

Administrative assessment for Bekdad contracting company in 2017

A lecturer in one of the Mosul schools as a voluntary work 2014

I worked with humanitarian organization in several governorates in Iraq in 2012-2013

Director of marketing department at Top of Pyramid company in Istanbul 2019-2020

CERTIFICATIONS

Bachelor

MBA