

The Impact of Internal Marketing in Improving the Corporate Performance of the Company General Grain Trade in Iraq

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Abstract - The research aims to show the effect of internal marketing on improving institutional performance in the General Company for Grain Trading in Iraq, and the researcher has identified the study population of 400 individuals working in this company. The researcher raised the main problem: Is there an effect of internal marketing on the institutional performance of the General Company for Grain Trade? And chose the main hypothesis in this study: There is a statistically significant effect of internal marketing in improving the institutional performance of the General Company for Grain Trade.

The study relied on the analytical descriptive approach. The questionnaire was also relied upon as a tool for collecting information. The results of the study showed that there is a medium positive correlation between internal marketing and the institutional performance of the General Company for Grain Trading from the point of view of the individuals working in the company, The four on institutional performance in the following order: motivation 67%, training 61%, empowerment 56%, internal communication 51.8%.

The most prominent recommendations were to adopt the methodology of rewards and encouragement, granting employees sufficient authority to make decisions, providing subsidized and free training programs by the company's management for its employees, and working on holding periodic meetings with employees and communicating with them.

Keywords: internal marketing, corporate performance, training, motivation, empowerment, internal communication.

Introduction

Marketing is considered one of the most important administrative functions in institutions, and according to the traditional perspective, it focuses on the process of exchanging services and products between the organization and its surrounding environment (customers, customers), and in light of the great developments and rapid changes taking place in

the outside world, especially in the field of management and business, it has become imperative Organizations should pursue and adopt modern strategies and administrative methods that are far from traditional patterns, especially in the fields of (marketing management and human resources management) in order to reach the achievement of the desired goals and objectives for which the organization was found, as service institutions realize that the methods Traditional marketing management practices are of limited effectiveness It must adopt modern management concepts and ideas and strive to keep abreast of the rapid developments and changes taking place in the external business environment.

Based on the foregoing, internal marketing came as one of the modern paths in the marketing of services with its multiple dimensions, most notably (training, motivation, empowerment, internal communication), which considered that the human resource for each organization is in the position of its permanent internal customer, who is no less important than the customer. The external and the works that he performs In it, they are like internal products, (Rafiq and Ahmed, 2000) and that working on his development, training, motivating him, raising his efficiency and ability, empowering him, satisfying his needs and requirements, and providing an appropriate work environment for him will have a significant impact on improving the performance of the institution, and that the main and most prominent factor in the excellence and efficiency of business in institutions is The existence of the creative energies of its human resources and the extent of their willingness to work efficiently, accurately and proficiently with job satisfaction and loyalty.

The first topic / research methodology and previous studies

▪ The research problem

Internal marketing is one of the management concepts concerned with improving institutional work and ways to improve performance, as well as improving the relationship that links the organization with its human resources, especially

in service organizations. Internal products through which their needs and desires are met in order to achieve the goals of the organization. (Rafiq and Ahmed, 2000).

And by extrapolating the reality of the institutional performance in the company due to job experience, the researcher found that there is an urgent need to advance the administrative work in it, with its human resources that lack motivation and empowerment, and thus complete the operations and activities related to them in a traditional routine manner.

Accordingly, the research problem can be summarized in the following questions:

Is there an effect of internal marketing in improving the institutional performance of the General Company for Grain Trade?

The questions are divided into the following sub-sections:

- 1) Is there an effect of training in improving the institutional performance of the General Company for Grain Trade?
- 2) Is there an effect of motivation in improving the institutional performance of the General Company for Grain Trade?
- 3) Is there an effect of empowerment in improving the institutional performance of the General Company for Grain Trade?
- 4) Is there an effect of internal communication on improving the institutional performance of the General Company for Grain Trade?

▪ **Research hypotheses**

The researcher relied on the following main hypothesis:

There is a statistically significant effect of internal marketing in improving the institutional performance of the General Company for Grain Trade.

The following sub-hypotheses are derived from it:

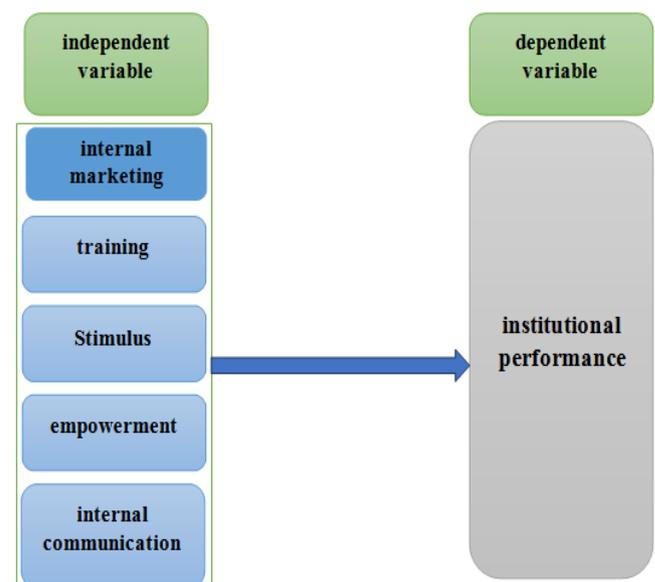
- 1) There is a statistically significant effect of training in improving the institutional performance of the General Company for Grain Trade.
- 2) There is a statistically significant effect of motivation in improving the institutional performance of the General Company for Grain Trade.
- 3) There is a statistically significant effect of empowerment in improving the institutional performance of the General Company for Grain Trade.

- 4) There is a statistically significant effect of internal communication in improving the institutional performance of the General Company for Grain Trade.

▪ **Search form**

- 1) The independent variable: internal marketing and the study will adopt the classification they provided (Al-Zuhairi, 2019) (Bored, 2021) composed of four dimensions: training _ motivation _ empowerment _ internal communication.
- 2) The dependent variable: institutional performance.
- 3) Demographic variables: gender, age, job title, educational level, years of service.

Search form



▪ **Research objectives**

The research aims to show the impact of internal marketing on improving institutional performance in the General Company for Grain Trading, as well as the following objectives:

- 1) Identifying the reality of internal marketing and its dimensions represented by the sub-variables (training, motivation, empowerment, internal communication) in the General Company for Grain Trading.
- 2) Knowing the status of institutional performance in the General Company for Grain Trading.
- 3) Identifying the impact of internal marketing and its dimensions represented by (training, motivation, empowerment, internal communication) on institutional performance in the General Company for Grain Trading.

▪ **The importance of the research**

Scientific importance:

It stems from the importance of the variables (internal marketing - institutional performance), as institutional performance is considered one of the important topics that have received and still receive great attention from researchers and those interested in this field. It is considered one of the new concepts in the field of management. Its importance also emerges from the goal it seeks to reach, which is the link between internal marketing and institutional performance.

Practical importance:

Through the results of the study and the likelihood that the General Company for Grain Trading will benefit from it by becoming a reference for any institution seeking to improve and develop performance through the practices of internal marketing dimensions. The researcher also hopes that this study will result in a scientific addition that will help scholars and researchers in the academic field to identify the dimensions of internal marketing and its impact on improving institutional performance, and that it will be an introduction and a source for future studies later. Therefore, it is hoped that the study will achieve many of practical and scientific benefits and contribute to the enrichment of knowledge field on the one hand and theory on the other.

▪ **Research limits**

Spatial boundaries: It is represented in the headquarters of the General Company for Grain Trade in Iraq - Baghdad.

Temporal boundaries: This is the time period extending during the academic year (2022-2023).

Human limits: it included the employees of the General Company for Grain Trading.

Methods of obtaining information:

The researcher relied on secondary and primary sources to obtain information on the subject of the study, which are as follows:

Primary sources

It was represented by the practical side and through the distribution and collection of the questionnaire.

Secondary sources

The scientific aspect of the study represented in obtaining information from previous literature and Arabic and foreign references such as books, articles and published research, in addition to the Internet.

Previous studies

1. Study of Nimer Qayum (2021)	
Study title	Spill-over Effects of Internal Marketing on Organizational Subjective Performance The indirect effects of internal marketing on personal and organizational performance
Variables and dimensions of the study	Variables: Internal Marketing - Organizational Performance. Internal marketing included the following dimensions: (internal communication, empowerment, and administrative support).
Study methodology	The study adopted the descriptive analytical approach.
Study sample	10 80 employees and 327 clients
Study community	Insurance, banking and postal services sector in India
The aim of the study	Identify the impact of internal marketing on the personal and organizational performance of employees
Study results	The findings that internal marketing positively affects the spirit of teamwork of employees and service efforts, And that internal communication is one of the most influential factors in the spirit of teamwork and organizational performance.
Benefit from the study	Adopting it as one of the previous studies and in the theoretical framework of the research.
2. Study of Kai Ting Lee (2021)	
Study title	The effect of internal marketing on the relationship between job satisfaction and organizational commitment The effect of internal marketing on the relationship between job satisfaction and organizational commitment
Variables and dimensions of the study	Variables: Internal marketing - job satisfaction - organizational commitment. Internal marketing included the following dimensions: (education and training, administrative support, internal communication, human resource management.

Study methodology	The study adopted the descriptive analytical approach.
Study sample	A number of department managers and some employees, through in-depth interviews and audio recordings.
Study community	The news section of the (Ti Tv) television corporation in Taiwan.
The aim of the study	Know the internal marketing relationship between job satisfaction and organizational commitment
Study results	There is a medium effect of internal marketing on job satisfaction and organizational commitment
Benefit from the study	Adopting it as one of the previous studies and in supporting the theoretical framework of the research
3. Study of Chidubem Geoffrey Egboosi and others (2019)	
Study title	Effect of Internal Marketing on Employee Job Satisfaction The effect of internal marketing one mployee job satisfaction
Variables and dimensions of the study	Study variables: Inbound Marketing - Job Satisfaction. Internal marketing included the following dimensions: (selection and appointment, training and development, organizational support, incentives and motivation, retention policy).
Study methodology	The study adopted the descriptive analytical approach.
Study sample	389 employees
Study community	The commercial banking sector in south eastern Nigeria
The aim of the study	To identify the impact of internal marketing one mployee satisfaction in commercial banks in Nigeria
Study results	The presence of a significant positive and moral impact of internal marketing in its dimensions (Selection and appointment, training and development, organizational support, incentives and motivation, retention policy) on job satisfaction.
Benefit from the study	As one of the previous studies and in support of the theoretical framework of the research through the dimensions of the independent variable.
4. Study of Joana Rieira and others (2018)	
Study title	Organizational culture, internal marketing and perceived organizational support
Variables and dimensions of the study	Study variables: organizational culture - internal marketing - organizational support. Internal marketing included the following dimensions: (formal formation of information, generation of formal written information, response, generation of in formal information, communication and dissemination of information).
Study methodology	The study adopted the descriptive analytical approach.
Study sample	615 employees
Study community	Higher education institutions in Portugal
The aim of the study	Identifying the contribution of organizational culture and internal marketing to the organizational commitment of higher education institutions
Study results	There is a real importance with in organizations to implement a supportive culture with appropriate internal communication networks that contribute to employees' perception of outstanding team performance
Benefit from the study	In supporting the theoretical framework of the research and delving into the concept of internal marketing and as one of the previous studies approved in the research
5. Study of Ankur Soni and others (2018)	
Study title	Internal Marketing and Its Impact on Service Excellence
Variables and dimensions of the study	Study variables: internal marketing - service excellence. Internal marketing has included the following dimensions: (quality of service, information, and service delivery).
Study methodology	The study adopted the descriptive analytical approach.
Study sample	514 individuals
Study community	Retail outlets and hotels in Madhya Pradesh / India.
The aim of the study	Motivating workers to excel in a work environment characterized by changing information service and identifying the impact of internal marketing on service excellence.
Study results	There is a need for senior and middle administrations to promote a culture of excellence in service and to make more efforts by strengthening communication processes and delivering the organization's message to all.
Benefit from the study	Supporting the theoretical framework of the research as one of the previous studies.
6. Study of Tayebeh Yousefi and others (2014)	
Study title	Effect of Internal Marketing on Processes of Knowledge The impact of internal marketing on knowledge processes

Variables and dimensions of the study	Study variables: internal marketing _ knowledge operations. Internal marketing included the following dimensions: (price, product, field of communication, place).
Study methodology	This study was conducted using the field descriptive method
Study sample	850 employees of the Nasr Company for the production of liquefied gas in Tehran
Study community	Nasr Company for the production of liquefied gas in Tehran / Iran
The aim of the study	Research and identify the impact of internal marketing on knowledge processes
Study results	There is a positive and significant impact of internal marketing on knowledge processes
Benefit from the study	As one of the previous studies and enriched the theoretical framework of the research

The second topic: the theoretical side the introduction

Marketing in its traditional perspective is one of the most important reasons for the success of organizations and the achievement of their goals and is based on the relationship between the organization and the external customer. In recent decades, the concept of internal marketing has emerged, especially in service organizations, which is based on human resources. They have an internal customer and the business or functions assigned to them are products that enable them to fill their needs and satisfy their desires.

▪ The concept and definition of internal marketing

Internal marketing represents an administrative practice and one of the modern concepts that call for exclusivity, excellence, commitment and integration among employees (Gronroos, 1994). Many studies and researches have dealt with the concept of internal marketing over varying periods of time. Talk about it began in 1950, when it was mentioned in an indiscriminate way. Direct in the literature of total quality management (Mat, 2008: p75) and the quality managers in Japan who considered that the work carried out by individuals represents an internal product and that the organization should pay attention and focus on the needs of its workers and satisfy their desires in order to ensure efficiency and effectiveness in its work (Derbali, 2006: p. 13). And also, through research in the field of service so that this concept suggests that in order to provide distinguished service to customers, the workers must know the value and importance of the service itself. (Tatsuya, 2012: p171)

There were many concepts that dealt with internal marketing, as researchers in this field showed different and divergent points of view through the large and various aspects they touched upon in their research and studies, and these aspects will be dealt with successively, as follows:

Who defined internal marketing as “a management technology or a social process within an organization to solve problems related to internal service productivity, market orientation, successful implementation of appropriate plans, and customer orientation.”

As for (Reored and Enis, 1990), internal marketing was defined as (“the process of employing the same skills used in the external marketing process in the internal marketing process in order to convince employees that they are an essential link in producing the customer satisfaction chain”).

Who defined internal marketing as (“the application of marketing philosophy and policies to the individuals working in the organization who serve customers and therefore they are the best individuals who can be employed and preserved and who will do their best to serve external customers”).

As for (Cahill, 1998), he defined it as “the philosophy of treating employees as truly customers and working to satisfy their desires and practicing training and development processes in order to improve their level of performance.”

As well as (Varey, 2001), who explained the concept of internal marketing as “a management philosophy that provides managers with an understanding and awareness of the role of employees in the organization and requires them to have an integrated view of their work.”

(Farrell et al, 2008) defined it as “a management philosophy aimed at coordinating internal changes between the organization and its employees in order to ensure the success of external changes between the organization and its customers.”

While a group of studies (George: 1990, Wilson: 1990, Gronroos: 1991) adopted a unified definition of the concept of internal marketing as (a management philosophy or application directed to all employees in the organization).

▪ The dimensions of internal marketing

The dimensions of internal marketing varied in previous research and studies, and the researcher relied on the following dimensions in his study:

1. Training

It is one of the most common methods used by organizations to develop the qualifications of their employees and help them perform their work more professionally. It is also considered one of the basic internal marketing activities,

and is used to enhance employee productivity to achieve organizational goals.

Training is defined as "a change in the behaviors and psychological and mental attitudes of the individual towards his work in preparation for providing knowledge and raising the skills of the individual in performing the work." (Rashid Manasra et al. 2014).

Organizations can work to improve the quality of workers' work by providing training and development on a large scale, which is important not to expand productive and service businesses, but to motivate and inspire workers by allowing them to learn about the importance of the jobs and tasks assigned to them and providing them with all the information they need to perform those functions Anonymous, 1998).

2. Motivation

Motivation is defined as those activities carried out by the organization that seeks to urge the individuals working in it to raise the level of production by satisfying their current needs and then generating future needs for them and aspiring towards satisfying them, provided that this is done with stability and continuity. availability in the vicinity Work and its culture are formed, and motivation is a dimension of employee retention, and organizations must pay attention to incentives of all kinds, individual, collective, material, and moral. (Bored, 2021), and incentives are defined as a group of stimuli that are used to stimulate the motivation of the individual, as they are external stimuli that move self-behavior towards satisfying specific needs that he wants to obtain (Abdul Wahed, 2015, p. 18).

The researchers stress that organizations must link the quality of service with rewards, and thus employees work hard to provide good service to their customers. Motivation at the same time is a way to involve current employees in sustainable development programs and obtain a positive result for these programs. Motivation means, in many locations, the desire to reach high levels. of efforts toward organizational goals, conditional on the effort's ability to meet individual needs.

3. Empowerment

Empowerment is defined as "the process of giving the employee the ability to think, take appropriate action, and control work in an independent manner." (Saeed, 2013).

As for (Goodman et al, 2007), he showed that "empowerment means conferring authority on the employee and holding him responsible. It also includes making sure that

the employee is aware of the tasks and duties entrusted to him, and has the information, training, motivation and skills necessary to carry out his tasks successfully."

Verma (2006) defined it as "giving autonomy to the employees to make decisions about their daily activities.

In contemporary administrations, empowerment is considered a competitive advantage, as it provides a sense of ownership and shows positive relationships with commitment to the organization. It also creates employees' sense of responsibility, their strength, and their participation in decision-making, which is due to improving organizational performance.

One of the most important responsibilities of senior management is to empower their subordinates and trust in their capabilities, capabilities and skills in order to enhance their self-efficacy. external clients.

4. Internal communication

Internal communication is defined as "the work network through which information can be collected and transmitted, which is a necessary process for effective decision-making, in addition to its contribution to high-quality customer service, as it provides the collection of necessary information for employees" (Mansour, 2008, p. 66).

Internal communication is also defined as dealings between individuals and groups at all levels and functions and at various levels, as it is one of the most important internal marketing applications that must be applied with external marketing strategies in order to be effective (Ahmad & Rafiq, 2000).

Also, internal communication is considered one of the most vital internal activities within organizations in internal marketing. When management sends specific messages to each category of employees, these messages belong to the category concerned without the rest, and thus maintain the effectiveness of their content (Ahmad & Rafiq, 2000).

Internal communication includes all formal and informal communications that take place in the organization. In general, the place of formal communication is related to tasks and duties, and informally through social interaction and the sharing of new ideas.

Internal communication is a factor for disseminating the information required to enhance employee performance and achieve the organizational goal and helps to strengthen the trustworthy relationship between employees and helps to share information that the organization needs to perform work and develop new products and services.

▪ The concept and definition of institutional performance

Many researches and studies have dealt with the issue of performance from various aspects, and according to those studies it can be indicated that performance is the management activities in all its aspects and aspects that the organization carries out in order to plan, monitor and evaluate the procedures and operations that are accomplished in a specific time, in order to conduct a diagnostic process that allows identification on the state of activity in the organization and whether it is proceeding well and as planned.

Performance is characterized as a broad and evolving concept, and its contents are characterized by permanent mobility due to the changing conditions of organizations and the evolution of their positions due to changes in the internal and surrounding environment on the one hand, and on the other hand, this mobility or dynamism contributed to the different opinions of writers and researchers regarding the definition and concept of performance Institutional despite the large number of research and studies that have taken this concept; This is due to the difference in the standards adopted in its study and measurement.

These are the most prominent definitions dealt with by some of the previous literature:

(Peter Drucker, 1999) defines institutional performance as "the institution's ability to continue and achieve a balance between the satisfaction of shareholders and workers." (Obvious. 2014)

(Scott, 2003) considers institutional performance as "the result of a set of complex interactions that take place between individuals and between the methods, materials and equipment they use, as well as between these individuals and the culture and environment in which they operate".

As defined by (Al-Dawi, 2009) as "the work that is due to the realization of business as it should, which is characterized by comprehensiveness and continuity, and is the determinant of the success of the organization and its survival in the markets, as it reflects at the same time the extent of the organization's ability to adapt to its environment and achieve the required adaptation." Two important terms in terms of efficiency and effectiveness.

And (Abdul-Ghani, 2016) defined it as "the integrated system of the organization's business output in light of its

interaction with the elements of its internal and external environment."

(Zyeada. 2017) defined it as "the result of the effort and behavior of all individuals working in the organization in all departments and divisions in it, which determines the extent of the organization's ability to achieve the outputs and goals of its work through excellence in its performance."

The third topic / the practical side

The questionnaire was relied upon as an appropriate and suitable tool for collecting the necessary data, as it conceals the personality of the participant in the study, which gives the necessary freedom to answer, which represents his personal conviction. The questions are arranged in a style appropriate logical form, being distributed to concerned persons for filling.

The researcher used the Statistical Package for Social Sciences (SPSS V.22) program to analyze the questionnaire data collected for the purposes of the study.

▪ The results of testing the study hypotheses

To ensure the validity of the study hypotheses, the researcher had to formulate a general model that discloses the relationship between the various variables of the study, and in this regard he relied on the multiple linear regression method, as it is fully compatible with the nature and objectives of the study, as this method deals with the relationship between the dimensions of The variable The independent and the dependent variable, and it should be noted here that working in this method requires ensuring that the conditions for its application, efficiency and morale are met.

The researcher has worked on conducting some tests before starting the application of regression analysis to ensure that the data are appropriate to the assumptions of the regression analysis, which are as follows:

▪ The nature of the correlation between the variables of the study

By relying on the Pearson correlation coefficient, we can know the nature of the correlation between the variables of the study for the purpose of providing preliminary support for the hypotheses of the study. The following table shows the results of the statistical analysis of these relationships:

	Internal communication	Empowerment	motivation	training	internal marketing	Institutional performance
Pearson coefficient Pearson Correlation	0.456 **	0.532 **	0.561 **	0.449 **	0.557 **	
Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	
N	194	194	194	194	194	

Through the results of the above table, it was found that there is a significant relationship between the independent variable and its dimensions (training, motivation, empowerment, internal communication) and the dependent variable, as follows:

- 1) The value of the correlation coefficient between internal marketing and institutional performance was (0.557**) at the significance level (0.000), and this indicates a positive correlation between them.
- 2) The value of the correlation coefficient between training and institutional performance was (0.449**) at the significance level (0.000), and this indicates a positive correlation between them.
- 3) The value of the correlation coefficient between motivation and institutional performance was (0.561**) at the significance level (0.000), and this indicates a positive correlation between them.
- 4) The value of the correlation coefficient between empowerment and institutional performance was

(0.532**) at the significance level (0.000), and this indicates a positive correlation between them.

- 5) The value of the correlation coefficient between internal communication and institutional performance was (0.456**) at the significance level (0.000), and this indicates a positive correlation between them.

▪ **Testing the coefficient of variance inflation, the allowed variance and the normal distribution**

This is to ensure that there is no high correlation between the independent variable and the dependent variable by using variance inflation and testing the allowable variance for each of the study variables, taking into account not to exceed M The allowable contrast inflation factor (VIF) of the value (10) and the value of the allowable variation (Tolerance) is greater than (0.05), and calculating the Skewness coefficient to ensure that the data follows the Normal Distribution if its value is close to (0). Table (30) shows the results of these tests:

	Dimensions of the independent variable	Coefficient of variance inflation live	Contrast value Tolerance	Torsion modulus Skewness
1.	Training	1,191	0.839	0.059
2.	Motivation	3,196	0.313	0.066
3.	Empowerment	1,157	0.864	0.035
4.	Internal communication	1,186	0.843	0.115 -

Through the results presented in the table, it was clear to us that there is no multicollinearity between the dimensions of the independent variable (internal marketing) and the dependent variable (institutional performance), and this is confirmed by the test criterion values. (VIF) for variables whose values were as follows: (Training 1.191), (motivation 3.196), (empowerment 1.157), (internal communication 1.186).

The values of the allowable variation test (Tolerance) for the internal marketing dimensions ranged as follows (0.839 training), (0.313 motivation), (0.864 empowerment), and (0.843 internal communication), which is greater than (0.05) and therefore it is considered an indicator of the absence of a high correlation between Dimensions of the independent

variable internal marketing and the dependent variable institutional performance.

The results of the normal distribution test were also the skewness coefficient between (-0.115 and 0.066), which is close to the specified value (0), and therefore the data of the study variables are subject to the normal distribution.

Based on the foregoing, it was confirmed that there was no multiple linear overlap between the dimensions of the independent variable and the dependent variable, and that there was no high correlation between the variables, and that the data of the study variables were subject to a normal distribution. It became possible to test the effect of the variable. The freelancer represented by internal marketing in

the dependent variable represented by institutional performance.

▪ **Testing the hypotheses of the main and secondary study**

Based on the previous tests, we can test the main hypothesis and its four sub-hypotheses, and through the results

of the simple regression test analysis to know the effect of the independent variable (internal marketing) on the level of investment. The dependent change, which is the institutional performance, then the effect of each dimension of the independent variable on the dependent variable.

The independent variable and its dimensions	R	R ²	F	Significance level	Constant α	β	T	level Significance
Internal marketing	0.830	0.690	427.71	0.000	6,283	1,196	9,284	0.000
Training	0.808	0.654	362.89	0.000	1,916	0.529	8,709	0.000
Motivation	0.821	0.674	396.89	0.000	4,680	0.576	9,381	0.000
Empowerment	0.751	0.564	247.51	0.000	4,869	0.644	6,962	0.000
Internal communication	0.719	0.518	206.33	0.000	4,512	0.482	7,106	0.000

Through the results shown in the table above, it was shown that internal marketing is related to institutional performance by (0.830), and that it can explain (69%) of the changes that occur in institutional performance, which is confirmed by the (T) test value of (9.248), which is statistically significant at a level of significance less than (0.05), therefore, the hypothesis is accepted, which states that there is a statistically significant effect between internal marketing and institutional performance, and therefore we accept the first main hypothesis. T (427.71) is a statistical function with a level of significance less than (0.05)

It was also shown that the training dimension is related to the institutional performance by (0.783) and that it can explain (61.4%) of the change in the institutional performance, and this is considered statistically acceptable based on the (T) test value of (8.709) with a significance level of (0.000), which is less than Significance level (0.05), which indicates the significance of this dimension and proves the existence of a statistically significant effect between training and institutional performance, thus accepting the first sub-hypothesis.

And that the stimulus dimension is related to the institutional performance by (0.821), while it can explain (67.4%) of the changes that occur in the institutional performance. This is confirmed by the value of the test (T) amounting to (9.381), which is statistically significant at the level of significance (0.000), which is less than the approved level, and accordingly it proves the existence of a statistically significant effect between motivation and institutional performance, therefore we accept the second sub-hypothesis.

And that the empowerment dimension is related to the institutional performance by (0.751) and it can explain (56.4%) of the change in the institutional performance. This is considered statistically acceptable based on the value of the test (T) of (8.709), with a level of significance (0.000), which is less than the level of significance (0.05), which indicates the significance of this dimension and proves the existence of a statistically significant effect between empowerment and institutional performance. Hence, we accept the sub-hypothesis third.

And that the internal communication dimension is related to institutional performance by (0.719) and that it can explain (51.8%) of the change in institutional performance, and this is considered statistically acceptable based on the (T) test value of (7.106) with a significance level of (0.000), which is less than M. From the level of significance (0.05), which indicates the significance of this dimension and proves the existence of a statistically significant effect between internal communication and institutional performance. Therefore, we accept the fourth sub-hypothesis.

The fourth topic / conclusions and recommendations

▪ **Conclusions**

- 1) The concept of internal marketing lacks interest from the General Company for Grain Trading as one of the modern and important administrative issues for organizations.
- 2) Weak focus on the process of training and developing personnel and enhancing their skills and abilities to face and solve problems.

- 3) Weak interest in the process of motivating and rewarding employees, as it is considered one of the most important strategies for improving performance, increasing the level of efficiency and effectiveness, and improving the services provided by the institution, with a high positive impact.
- 4) Failure to adopt the correct methodology in empowering workers and granting them the necessary powers to complete the tasks entrusted to them.
- 5) The different meanings and concepts of internal marketing according to each researcher according to the data and justifications used in the research.

▪ Recommendations

The researcher recommends that the organization should rely on internal marketing, as it represents a work policy and a systematic management philosophy that will develop and improve performance, as well as work on the principle of participation, listening to other opinions, and adopting ideas that will raise the efficiency and effectiveness of work and achieve benefit for all.

As well as adopting a training strategy that works to develop the skills of human resources and enrich the amount of information and knowledge they have, and that it be in a literal and non-random manner and according to the diversity of administrative and technical work in the institution, with the necessity of adopting a distinguished strategy in moral and material motivation, especially because of its great importance in the lives of employees and meet their needs And their requirements, in addition to granting the necessary powers to subordinates to complete the work that cannot be waited or postponed, and to listen to their opinions and suggestions for their knowledge of the specificity of the work and its requirements, and to work to strengthen the communication network with renewed and developed means between the various departments and branches because of their role in accelerating the operations of completing the work and the smooth access of controls and instructions between Management and employees and at the specified times.

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