

The Role of Internal Marketing Strategies for Human Resource in Achieving the Credibility of Service Organization Exploratory Research in the Iraqi Airways General Company

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Abstract: *The research aims to identify internal marketing strategies for human resource represented by (organizational and administrative support, retention of employees, quality of incentives, training and development) and its role in inquiring service organization honesty throughout explore a sample of employees in general company of Iraqi Airways which they were (45) employee depending on exploring as main tool collecting data and in formations and analysis their responds by using many statistic ways including (arithmetic mean, standard deviation correlation coefficient) depending on Basedon (SPSS)program. Research finds that is correlation, relationship and effect between achievement principles of internal marketing and organization credibility.*

Keywords: Internal Marketing, Human Resource

1. Introduction

In the past few years, the world witnessed a number of changes in the various aspects of modern life and all the economic, social and political institution of the world in different degrees of progress and growth ,which prompted the institutions to search for the best ways and means to address these variables including internal marketing, as the concept of internal marketing officially emerged in the late seventies to be one of the tools that contribute to improving quality in service organization ,and more important basisof this concept is to consider the employees as internal market and internal customers ,the jobs also as internal products and applying different techniques and marketing ways on this market by internal Marketing researches and market segmentation and developing internal marketing mixture and other regular marketing activities. The nature of relationship that connect services organization with its employees is to offer them promises throughout external marketing programs that aim to achieve the employees satisfaction and their need ,the degree of sincerity or credibility of the organization depends on it promises ,this can be don easily if the organization adopted the principles of internal marketing and dealt with its employees on the bases that they are internal customers. They must have the right care and this is what this research included therefor research structure consist of (research methodology,theoretical side, analyzing research results and test hypotheses, recommendations and conclusions).

2. Review of References

Internal Marketing For Human Resource

1) The Concept Of Internal Marketing;

There is no uniform and agreed definition to internal marketing some of researchers see that first time appearance

to this concept is with fifties by Japanese quality mangers it looks at activities done by workers as internal products company should focus their attentions to employees needs trying to satisfy it throughout the activities doing by employees to ensure or guaranty high efficiency working force contribute in satisfy customers(Sha'aban 2:2003). but the literatures of internal marketing confirm that forming this concept was in end of seventies and the beginning of eighties since that time many editors and researchers showing concepts and different introduces more famous was Berry (1984) he said that internal marketing is consider employees internal customers and the jobs internal products should designed to satisfy desires and needs for internal customers toward achieving company objectives (Dunmore 2002:19). to show internal marketing faces Berry introduce and Parasurman internal marketing working on attract, development, motivate and retain qualified employees through jobs that satisfy their needs and internal marketing is philosophy of treating employees as internal customers and strategy to form jobs as products satisfy humaneness needs (Berry and parasurman ,2000:176-177) by this introduction some activities that internal marketing based on: polarization, motivation and development are now clarify.

Although it is not differed for that concepts that human resources management literatures depended but the confirm privacy of human resources management in service organization, it is necessity to company treat employees in the same way should treat customers (Ballantine .2000:46)that's mean company deal with employees as internal market therefore its try to effects them the same way that effect in external market.

Brown and Ferguson (1991) that marketing duty in company doesn't just sale products to customer (external customers) but it should care about working employees in company ,

because service quality effected by the way of treated customers by employees.

Therefore they think internal marketing philosophy base on :- (Minar, et al , 2008:174)

- a) Attract and retain best employees.
- b) Stimulate employees in order to present the best throughout applying philosophy and ways of marketing on employees.

In other try George and kronros (1991) introduce internal marketing .is human resources management philosophy depending on marketing seen (lings and Greenly, 2005: 291).

That's not mean apply marketing philosophy and methods on human resources job only, but dependence marketing seen on employees as one of more important resources therefore company should available suitable internal environment, throughout choose and attracting best employees designing jobs that response their needs desires and different efforts that support employees satisfy to increase their intention toward achieving organization goals as whole.

The idea here is the internal marketing should be looked from goal that aimed for achieve through entering the market not consider it just choose way from other ways. Inother term internal marketing is source to competitive advantage that its service company efforts for supplying all members with good understanding to the mission and objectives of the company through training and motivation and validating to achieve desired goals (Gudmundson & lundberge :2015:2).

2) Internal marketing strategies

Internal marketing include many principles have the same properties related with human resources base on focus writer because he represent one of marketing mixture element in service organizations which they aim to car about workers ahead and in the back and consider them internal customers those principles are :

A.Organizational and managerial support: the employees Build their sensation in organizational support on many factors suchas: organization preparation range to offer practicing opportunities to employees in subjects that they interest in, or encourage them to functional development and functional promotion orgive opportunity to employees for contributing and participation in decisions adoption that matter organization future and has effect on work policies (Turkoz & Akyol, 2008: 317-319).

B.Retention of the employees : companies hired good employees and doing great effort in training , developing them and support them to guaranty high level of internal service quality , those organizations should spent more effort to keep them considering themas internal customers directing marketing strategies toward them that aiming to make environment of work more suitable and achieving satisfaction then organization credibility (Rydberg & Lyttinen, 2005:3-6).

C.Quality of incentives : quality of incentives and advantages that gain by employees one of main dimensions

to kept them its playing great role in enhancing performance level and increasing efficient and activity consider it on of more important strategies that guaranty employees loyalty , organization failure in loyalty to produce a high quality service back to un available of systems that motive employees.

D.Training and development: types of service progress to customer expectations level it's the objective that should every organization aim to achieve , the key of this operation represents in setting practicing programs necessity for all employees practicing one of main tools that contribute in developing employees abilities and qualify them to do their duties with best way, practicing could be introduced as" conduct a scheme through which individuals gain knowledge and skills for specific purpose" . (Gounaris, 2008: 71).

Second: Service Organization Credibility

Credibility we talk about in this research its degree or range of similarity of performance delivering service with promises or commitments that we obligate by organization on itself about supplying specific service, the external marketing efforts working on attract customers through promises given therefore internal marketing working on format , and set employees individuals making environment suitable for deliver service to customers according to promises and meet needs and expectations of customers , that external marketing here is one of pillars that reducing risks of incompatibility between promises and committing with it ; where Berry says about that quality is keeping promises in service (Mule, 2007: 331). And organizations that achieve success its put customer in mind first then doing activities and operations needed to meet needs and desires of customers in planned markets through encourage all employees to contribute in tender services matching or over than customer requests and expectations. By looking at services privacy that is sold then consuming and produced at the same time therefore marketing efforts in service organization just promises to meet customers' needs purpose of it to attract those customers and working on satisfy them and guarantee kept term by achieving that promises in other side there is nothing in mind of customer but to trust what marketing programs promise (honesty promises or direct promises) indirect promises or implied his experience to service with be decision of buying and re-buying according to what he expect .from these promises and what he really indeed get . generally marketing editions and literatures refers that success of external marketing efforts should take in mind these considerations (Ibrahim, 2015: 15)

- 1) Without customers exist organizations assets are dwindle (must orientation by consumer).
- 2) Organization success hold on finding customers and kept them.
- 3) Customers can by attractive by promises and keeping them through satisfaction.
- 4) Therefore marketing job is to determine suitable promises to customer and guarantee loyalty.
- 5) Customer real satisfaction affect by assortment and integration between different organization jobs.

That's mean organization through external marketing efforts aim to offer suitable promises that meet customer needs and match their expectations then attract customers to organization service but the main bet not just attracting customers , but preamble suitable circumstances inside organization that contributing satisfy customers applying these promises of external marketing efforts infact start from internal marketing success on this subject (Binter) refers promises loyalty is corner stone in build and keep relationship with customers confirming that by these activities.

- Set a true promises (not overstatement promises).
- Keeping that promises during deliver services.

Refers to give promises should by through external marketing by various channels of communication affect by individuals look and building shape and design and perimeter of service delivering and stresses that important thing is the promises should be honest and real (jober,2004: 802).Therefore credibility mean matching degree between external marketing and internal.

Many researchers find credibility dimensions as follow:

1) Internal Climate Management:

Internal Marketing base on Consider employees as real customers should be satisfied and effect on their intentions and their behaviors for achieving internal marketing goals that referred by (karmas Berry j Rafeeq , Ahmed) . specially these what related with achieving competitive advantage through presents services with quality exceeding customer expectations or higher that grow essentially from personal needs and desires of customers and their experience , that customers expect to have same service level or more what they use to in addition to promises and hints that presented by organization through external marketing about presented service and also contacting by the spoken word that customers who have accepted levels of service transmit these experiments to many other customers therefore; they asking for the services they imagine that organization commit with performance levels that they told about, down figure illustrate factors that effect on customer expectations , so customer build his expectations base on specific factories and make decisions according experience the service that related with these factory : Individuals environment, delivering operation it is also elements represent through it organization promises to meet customer needs and desires, then contributing their retention or lead to unsatisfaction and not dealing again with organization (Al-Dhomor, 2005: 438) and quality dimensions that's referred by (Berry pushuman, zinil 1985) that play great role in make decisions by customers infact its related with elements mentioned above.

2) Management of Internal Service Quality

It's easy to know the meaning of service quality that expected by customer which its mean external service by organization to customer while internal service quality may has some mystery and therefore need to clarification and generally concept of quality coupled with satisfy concept (palmer; 2010;541) but it is not synonymous as they are essentials to the completion of the future exchange operation between

exchange heads ,on this base it can be said that the internal quality is related to the nature of internal exchange ,internal marketing rules ,internal customer and internal marketing , when most researchers speak in internal marketing about what called satisfied employee equals satisfy customer it is an implicit sign that external quality level related and a result of internal quality level.

Berry (1995) confirmed that more important base to keep customers is presenting high quality service , and that service is result of performance and individuals and employees are the performers, therefore ,delivering high quality service related with employees performance quality (jober, 2004;801) and front line workers who are in direct contact with customer to enable presenting services with high quality and satisfy customer needs to support and help well by other individuals that wouldn't be unless all employees believe in necessity of customers service achieve high degree of assortment and integration (Dounmor, 2002: 10). It is also accepted by Richard Norman when he said that organization seek for presents services with high quality should applied for all whom work for organization including employees (Norman, 2000: 132) meaning that standards situation and trends inside organization , and situation and requested standards during presenting service to customer should be compatible , that's what called effective internal service ring.

3. Search Results Analysis

1) Analysis of research results for the principle of internal marketing for human resource:

The schedule (2) show arithmetic means and standard deviations by mangers sight about human resources internal marketing strategies .Its reflects a general arithmetic mean of (3.34) more than medium mean which it was (3) with high compatible in answering confirm by standard deviation (0.54) itincludes human resources internal marketing principles as follow:

- a) Principle of organizational support and managerial support get on 93.36) arithmetic mean which is more than arithmetic mean premise (3) with standard deviation (0.56) reflect high compatible in answers.
- b) Principle of retention of employees get on arithmetic mean (3.33) which is higher than medium mean with little dispersion, and general standard deviation get (0.49) which indicate that the company has a good level of retention.
- c) Arithmetic mean of principle of quality of incentives get (3.29) with low standard deviation (0.58) that's show researched company has medium level of incentive quality.
- d) Arithmetic mean of training and development principle get (3.38) more than medium mean with high compatible answers and standard deviation was (0.58) schedule.

| No | Variables of internal marketing strategies for human resources | Arithmetic Mean | Standard Deviation |
|----|--|-----------------|--------------------|
| A | A.M and S.D to organizational and managerial support principle | 3.36 | 0.56 |
| B | A.M and S .D principles of retention of employees | 3.33 | 0.49 |
| C | A.M and S.D of incentives quality | 3.29 | 0.58 |

| | | | |
|---|---|------|------|
| | principle | | |
| D | A.M and S.D to training and development principle | 3.38 | 0.58 |
| | General A.M and S.D | 3.34 | 0.54 |

2) Analysis of the research results for the credibility variable of the service organization:

Schedule (3) show general arithmetic mean to the credibility variable of the organizationservice get (3.40) which its more than medium mean with standard deviation (0.63) that's refer to achieving good level of service organization credibility.

| The dependent variable | Service organization credibility | Arithmetic mean | Standard deviation |
|--|----------------------------------|-----------------|--------------------|
| The general arithmetic mean of the service organization credibility variable | | 3.40 | 0.63 |

3) Test of relationship hypotheses

To test truth of main hypothesis and sub-hypotheses emanating from them schedule (4) illustrate following:

| Dependent variable | Service organization trustiness | | | | | |
|---|---------------------------------|---------------------------|--------------------------------|--------------------|-------------------|--------------|
| | Stable value | Value of Beta coefficient | Value of determine coefficient | Calculated F Value | Sig value P Value | Significance |
| Internal Marketing Strategies of human resource | 0.168 | 0.93 | 0.27 | 21.13 | 0 | Effect exist |

From schedule above which show all internal marketing strategies of human resources, the value of determine coefficient was (0.27) meaning its contribute in explanation (0.27) in achieving service organization credibility while the value ofBeta coefficient (0.93) mean change by one degree in human services Internal marketing leads to change in service organization credibility as the same value , this value was calculated F value to internal marketing of human resources (21.13) while P- value (0.000) in moral level (0.05) because hypothesis (Effect exist with moral significance for internal marketing strategies of human resources in achieving service organization credibility).

4. Conclusions and Recommendations

4.1 Conclusions

Summary of most important conclusions of the research could be as follow;

- 1) Arrangement of variables of human resources internal marketing strategies according to researched sample as follow: (training and development , organizational and managerial support, retention of employees , quality of incentives)
- 2) Training and development variable achieve first position among internal marketing of human resources and by research and sample then followed by organizational and managerial support variable and employees retention, finally quality of incentives .
- 3) Research results show that research hypothesis accepted which it refers to:
 - a) There is positive relationship with high level between variables of internal marketing human resources and service organization credibility .

| Dependent Variable Independent Variable | Service organization credibility | | |
|---|----------------------------------|-------|-------------------|
| | R. | Sig . | Significance |
| Internal marketing strategies of human resource | 0.535 | 0.001 | Correlation exist |

Schedule (4) show the following:

The correlation for whole internal marketing strategies of human resource and service organization credibility (0.535) which its correlation coefficient extreme refers to morale level (0.001) its less than significance level (0.05) that's mean there is correlation relationship with positive moral significance between whole internal marketing strategies of human resources and service organization credibility by that we accept first main hypothesis of research and other sub-hypotheses.

4) Test of impact hypothesis:

In order to test main hypothesis as show in schedule(5)

- b) There is positive effects to internal marketing principles of human resources in achieving organization credibility .
- c) General company of Iraqi Airways are seek for achieving higher levels of performance quality and that going on by adopting organization and managerial support culture in all categories (organizational managerial and technical) that this can bring the company a prominent position in competition market in which it operates, customers are seeking for premium service and looking for it .
- 4) Training and development considered more important function of the general company of Iraqi Airways to staff that owned to present best services to travellers seek for satisfy.

4.2 Recommendations

- 1) Company should keep employees whom have special skills performance by (hosts ,administrators , technicians orplane full crew) whom they have all necessary qualities for the purpose of maintaining the quality of service currently provided and the process of developing them continuously
- 2) Care about incentives subject whether material or moral because it is a factor of importanceto working individuals which serves as an encouragement.
- 3) The company should consider that the training and development operations are an investment and not a cost to the company, and can motivate researchers in the field of internal marketing to prepare the researches that provides the company with the development proposals by using the policy of financial encouraging incentives, which can attract the company through the most

prominent and best researchers in the field of marketing. The company should also rely on its choice of useful marketing ideas and proposals on the correlation (quality and cost), which states that marketing research that provides results increases the level of quality of service provided by the General Company of Iraqi Airways.

The company that aspires to excellence and prosperity must be keen on the synergy of work between all its sections, which is an imperative in order for the company to achieve that ambition through high interest in the organizational and administrative support for various levels of management of the company.

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