

Measuring the Range Application of Internal Marketing for HRM Philosophy in the Public Company for Electrical and Electronic Industries

Haider Fadhel Kadhem 1
University of Baghdad
Administrative Affairs Department
hader@uobaghdad.edu.iq

Alaulddin B Jawad 2
University of Baghdad
College of Administration & Economics
Alaulddin.jawad@coadec.uobaghdad.edu.iq



OPEN ACCESS



P - ISSN 2518 - 5764
E - ISSN 2227 - 703X

Received:4/9/2019

Accepted:10/10/2019

Abstract

The reason behind choosing this topic " internal marketing (IM) of human resource management (HRM)" is to highlight the advantages of using IM in the organization framework. The problem of the research paper lies in not paying enough attention to employees genuine needs as they interact with each other in the sake of organization prosper. This research paper can be used as indicator to expose the weaknesses that the organization encounters daily. The current research paper attempts at examining the possibility of developing philosophy of internal marketing of human resources and its most practices, empowering staff, training courses, motivations and recognitions, and within departments communication, in order to reach targeted results such as performance, knowledge, and quality. That can be done through getting rid of processes that do not create value for the final product presented in the General Company for Electrical and Electronic Industries in Iraq. The main hypothesis of the research is to investigate whether the General Company for Electrical and Electronic Industries in Iraq applies IM as one of the significant approach to boost and alter employees' performance and attitudes in order to increase organizational commitment. The research in order to reach its target relied on the "check list" method, which is one of the case study methods that rely on personal observation and interviews mainly in its preparation. The "check list" involved different levels of management, directors, executives, and employees who work at General Company for Electrical and Electronic Industries in Iraq. The study reached a number of conclusions. The most important one is dissemination of culture and principles of IM of HRM within all units of the company. The benefits of this system lead to improve the overall company performance. Organizations should be more flexible in administrative decisions by opening diverse communication channels at all levels of management, viewing employees' suggestions and listening to their complaints, and involving them in the decision-making process as a part of principles of internal communication.

Key words: Human resource; Marketing; Internal marketing of HRM.





Measuring the Range Application of Internal Marketing for HRM Philosophy in the Public Company for Electrical and Electronic Industries

1. Introduction

The concept of IM is known “internal marketing” (IM) for the first time in the mid-1970s as a way to achieve consistent quality of service. The basic idea was to satisfy customers. The company must also be satisfied with its employees by treating them an internal costumer. Applying marketing principles to design jobs and to motivate employees can be an essential tool for human resource management (HRM).

IM has encountered a number of major developments which no longer applied in the area of services. It was found that regardless of organization frameworks, IM can be used in the field of human resources to simplify and to implement the external marketing strategy or another variety of organizational strategies. As employees exercise an important role in determining the level of quality of service, which is a creative spirit for the organization by driving satisfied external costumers to their marketing services and goods.

Hence, this concept of modern marketing takes into consideration employees' feeling about their work conditions. Therefore, organizations regard them as internal customers of the notion of IM. The emergence of the concept was in the beginning 1950 by administrators of Japanese quality companies. They considered that the functions exercised by the employees are like internal products. So, we'll try to address the importance of IM in HRM, its dimensions, its contents, and its relationship with other aspects of the organization.

The structural framework of the research paper consists of major variables of IM; empowering staff, training courses, motivations and recognitions, and within department's communication, which indicate the main focus and purpose of present research paper.

2. Literature Review

2.1. The concept of IM

The concept of IM was previously produced by Berry et al. as a response to a problem of how continuously keeps providing services with a good quality (1976:3). Numerous definitions of the IM concept, known as the improvement or promotion of the company and their employees (Watkins, 2018:1). Ghorbani et.al stated that IM is a technique for solving problems concerning the productivity of internal services, direct market, successful implementation, appropriate programs, and guidance customers (2011:366). It is Also known as the philosophy to treat employees as costumers by attracting, developing, motivating, and retaining qualified employees through job products strategy that meets their needs (Rafiq & Ahmed, 2013:10). Another definition of IM is policies and programs that deal with the staff of the facility as an internal customer in order to accomplish the pointed level of staff satisfaction, in which sequence eventually improve the level of customer service (Alghamdi, 2016: 105).



Measuring the Range Application of Internal Marketing for HRM Philosophy in the Public Company for Electrical and Electronic Industries

IM represents, in fact, an effective technique to bring more attention to employee feelings. It shows employees that their efforts are being appreciated and their voice is being heard by the top management (Rafiq & Ahmed, 2013:103-105). Arabelen & Baran commented that one of the essential processes of IM is to ensure that employees are getting continuous training to enhance their knowledge and marketing skills, abilities, and awareness of market opportunities (2017:28).

IM to HRM signifies the process of aligning every aspect of the Organization's internal processes to ensure providing value to customers as far as possible. IM is seen as an integrated internal management of all activities that support directly or indirectly to meet customer requirements (Watkins, 2018:1). It is important because it allows companies to provide training and development for staff in order to promote the organizational vision of directors, to enhance motivation, inspiration, and staff retention (Latif & Baloch, 2015:233).

IM in marketing seeks to manage human resources in order to promote awareness among staff regarding their duties and to create a sense of market-oriented active participation for the organization. Therefore, it is crucial to adopt IM as a philosophy of management within organizations because of the significant benefits and results to both individuals and organizations. From the individual view point, IM connects employee aims with objectives of the organization. From the organizational view point, IM helps to carry out multiple activities which function efficiently by creating a sense of awareness within the departments through involving individuals in the organization activities. (Arabelen & Baran, 2017:30)

Researches and studies have shown that operational benefits of IM success goes mainly to the organization as per the following: reduce employee turnover, make employees pay more attention to customer, enhance the commitment of the employees toward the organization, alleviate barriers within departments, make overall communication more effectively, improve the motivation of employees, ease the improvements of the organization, enrich capability of implementing modifications within the organization, improve quality of provided service, elevate satisfaction and loyalty of the customer, and reach and maintain an outstanding advantage among other organizations (Ahmad & Ullah, 2017: 130).

The success of IM depends on the presence of motivated, convinced and creative employees. Companies use IM to raise competencies of their employees to respond to organizational goals. One of the main features of IM is its relevance to corporate performance. Therefore, most researchers have worked to link IM and the performance of the company, especially in the area of marketing services. IM work begins when the organization begins to recruit and develop the best candidates for the job in order to provide personal and organizational needs. That will give employees confidence to perform maximum output and to improve the job performance (Ahmad & Ullah, 2017: 132-133).



Measuring the Range Application of Internal Marketing for HRM Philosophy in the Public Company for Electrical and Electronic Industries

The Harvard Business School (HBS) has evolved a concept called “service profit chain” by providing evidence of linking employee satisfaction and customer satisfaction. It has found a positive relationship between satisfied employees and loyal employees. This means that job satisfaction contributes to employee loyalty (Baig, et al, 2015: 217). Hence, internal services for employees as an internal customer can be provided in the same way as for external customers (Vesdapunt & Chotechuong, 2015: 56).

From what have been discussed above, the well-defined and inclusive definition of IM is considering both internal services and external services by satisfying employees internally to get in return well-presented external services.

2.2. IM objectives

The main objective of IM for HRM is to “engage employees in the organization's mission and strategic direction, and to help them understand the value of the company's objectives” (Arabelen & Baran, 2017: 29). Perry, Burke, and Hensell (1976), propose the concept of IM initially. They have developed this notion, because employees’ actions are likely to have a significant impact on customer acquisition and retention or loss (Limor, 2018: 294).

Second, IM improves Internal Service Quality (ISQ) through achieving competitive advantage and job satisfaction of employees by affecting most of the processes of HRM. Figure (1) addresses how IM influences the processes of HRM. The organization's mission, values and strategy are being educated by IM through the in-house marketing program. The demand for finding appropriate workers to meet internal demands of operation departments; however, the examining of organizational-internal environment is formulated by IM with regard to culture and the appropriate role. Furthermore, preserving the role of human resources in the selection and recruitment processes are influenced by IM guidance as well (Lubbe, 2013:64-65).



Measuring the Range Application of Internal Marketing for HRM Philosophy in the Public Company for Electrical and Electronic Industries

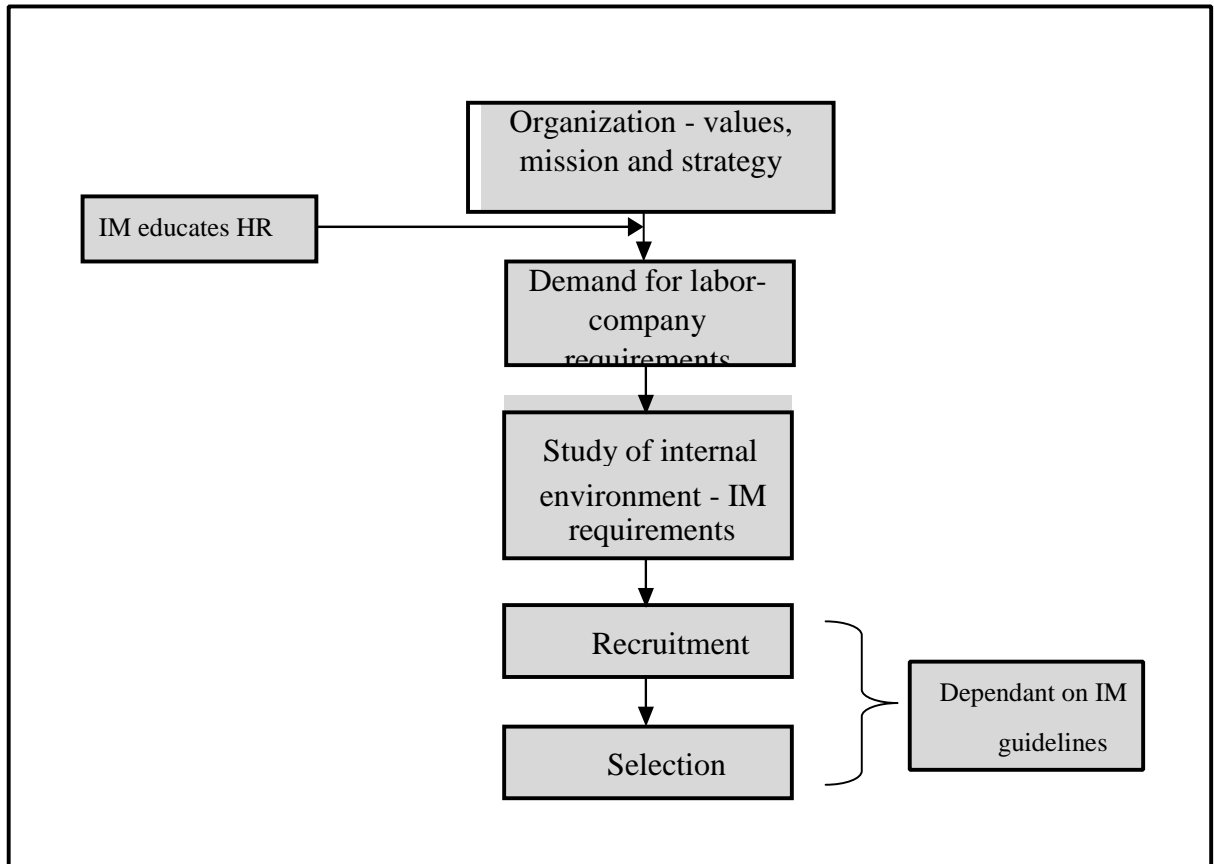


Figure (1) the impact of IM on HRM processes. (Source: Lubbe, Sarah May, (2013), Elements of Internal Marketing as predictors of,p.65)

IM programs require some additional skills that can be taught through IM staff training. Employees who have trained well will be more knowledgeable about organizational goals and progress their own jobs. Therefore, HR professionals should be fully aware of the IM objectives of HRM. As a result, conducted training courses will be in line with values of IM (Lubbe, 2013: 65). This illustrates that well-set of organization values, missions, and strategy will lead to effective human

resource strategies if they reflect indeed and depth requirements and needs of the organization.

2.3. IM Model

Berry (1981) presented the IM model of HRM. It shows the relationship between IM and the competitive advantage of the organization abroad. In other words, HRM deals with employees like customers and business as outputs by using marketing strategies among other organizations to achieve employee satisfaction. Employee satisfaction will provide better quality services to clients. As a result, it will create a sustainable competitive advantage within the organization. However, there are sufficient requirements to create the



Measuring the Range Application of Internal Marketing for HRM Philosophy in the Public Company for Electrical and Electronic Industries

sustainable competitive advantage such as having better motivated employees, appropriating and sustaining relationships with customers, and most importantly providing customer-oriented services. See Figure (2) (Ghorbani et.al, 2011: 371).

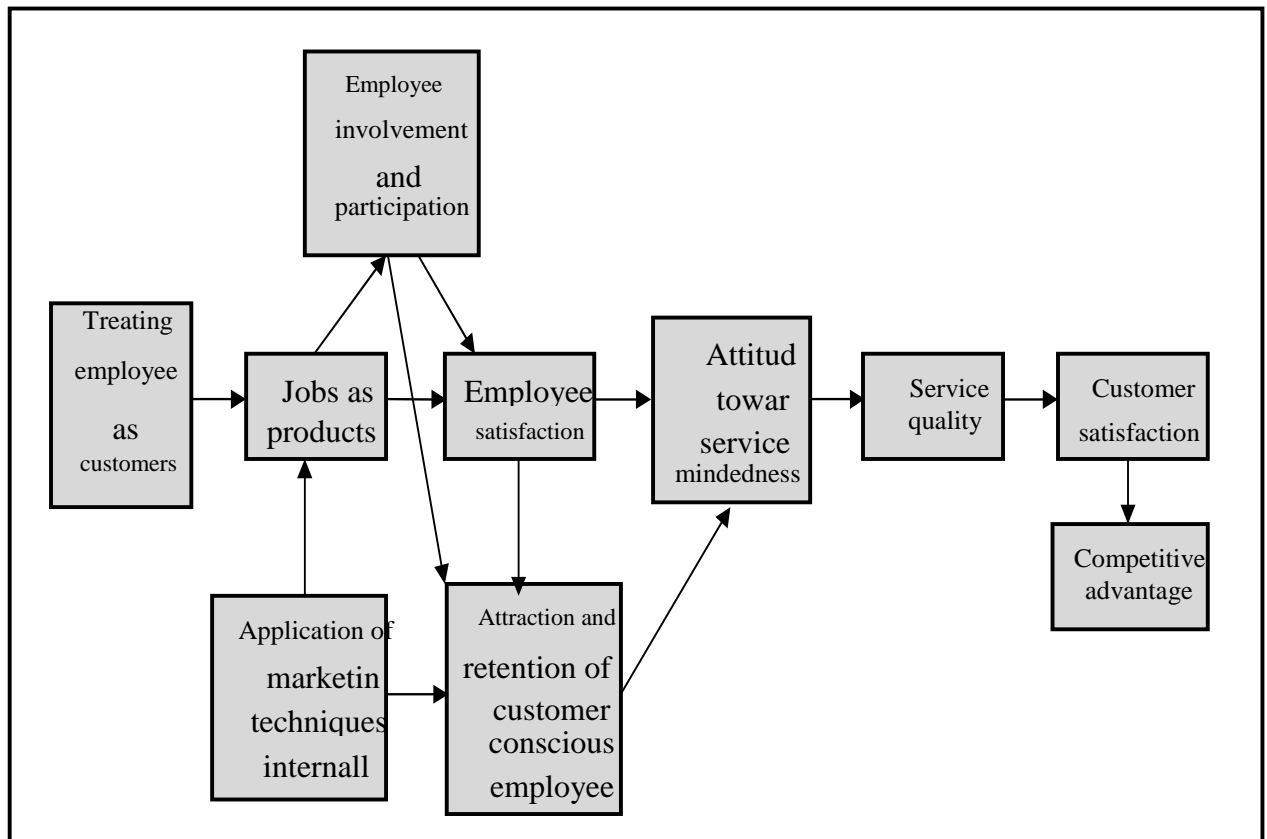


Figure (2) Berry's IM model in creating a competitive advantage. (Source: Ghorbani; Rayej, Estiri, and seyed Javadein (2011), the role of internal marketing in creation of sustainable competitive advantage, Academic Journal Inc., p.371)

The IM programs, training, incentives, rewards, and recognitions, will eliminate administrative barriers by paying more attention to employees' needs to create an interactive-administrative atmosphere. In addition to that, they integrate members of the organization broadly and create the opportunity to improve quality throughout the organization. Opoku and others noted that there is a close link between IM of HRM and ISQ perspectives and perceptions. Their findings suggest that employees are satisfied with the services provided have higher perceptions of the quality of interaction with the organization; meaning that there is a direct correlation that connects the satisfaction of employees and the quality of internal-provided service level (Latif & Baloch, 2015: 234).



Measuring the Range Application of Internal Marketing for HRM Philosophy in the Public Company for Electrical and Electronic Industries

2.4. Relationship between IM and Job Satisfaction

IM policies are used to attract, motivate and retain qualified employees using various work services that can meet their needs. Studies show that a strong IM orientation of organizations is likely leading to more job satisfaction while increasing the overall competitive advantages of the organization. The role of HRM is to implant a sense of unity in employees' feeling toward an organization. That can be done through involving them in training courses, following the approach of communication upward, touching benefits and rewards obtained from their high performance, and acknowledging their self-efficacy. (Lam & Leong, 2016: 591). Figure (3) and (4) illustrate the role of IM of HRM in creating an atmosphere of job satisfaction for the organization's employees. "Internal and External" and its impact on the quality of internal service provided. That clarifies the significant of IM practices such as training and rewarding to encourage employees to explicit their soft and hard skills in the sake of reaching a high level of perceived service quality by external customer.

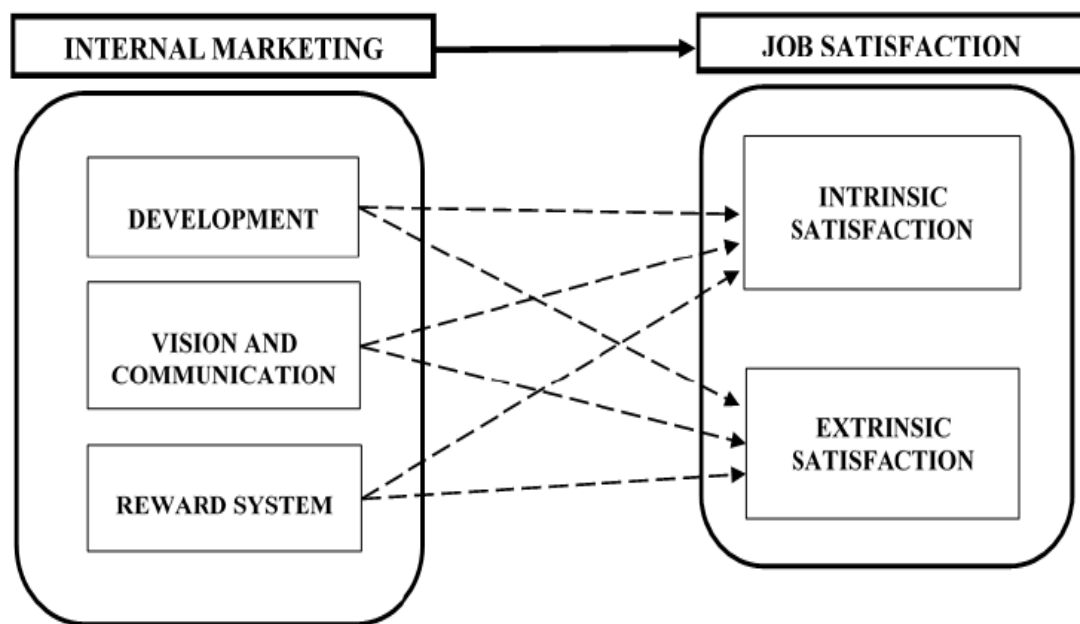


Figure (3) the relationship between IM and job satisfaction. (Source: Arabelen, Gamze and Esra, Baran (2017), THE EFFECTS OF INTERNAL MARKETING ON SHIP AGENTS' JOB SATISFACTION: A QUANTITATIVE RESEARCH, p.34)



Measuring the Range Application of Internal Marketing for HRM Philosophy in the Public Company for Electrical and Electronic Industries



Figure (4) the impact of IM on increasing job satisfaction through enhancing IQS. (Source: Byju, (2013), Internal Marketing: Employee Does Matter, Global Journal of Management and Business Studies, P.522)

Through what has been discussed, IM characterizes the efficient tool to promote the satisfaction of employees toward their jobs. Meaning that organizations who want their employees willing to cooperate successfully need to count on the following: wages, organizational structure, leadership style, and working atmosphere which indicate overall organizational culture. Baig, et al conducted a study in searching of the impact of four dimensions of IM on job satisfaction; training and staff development, motivation, communication, and empowerment. The results indicated that the four dimensions of IM reflect an affirmative impact on the job satisfaction of employees (2015: 217).

2.5. IM Dimensions

This research seeks to point out outstanding dimensions that reflect the positive image on the adoption of the philosophy of IM in HRM, which meet the research' objectives as per the following (Mohammed, 2015: 14-15):

2.5.1. Empowerment

Bruce defined empowerment as a management style, of which all members of organization at different levels participate in influencing the administrative- decision process not through authority power, but training, rewarding, power-sharing, leadership style, and organizational culture instead. Empowering Employees in the administrative- decision process and promising



Measuring the Range Application of Internal Marketing for HRM Philosophy in the Public Company for Electrical and Electronic Industries

their participation contribute more immediate reaction to unexpected changes at work and increase job satisfaction as well. The management style reflects participatory leadership style by involving various employees with different administrative levels in decision making process. Thus, if an organization seeks to enable its staff, it will accomplish the following results:

- Rapid response to the needs of customers, and working together in alleviating the problems of customers as staff carry good knowledge and power to react at a convenient time.
- Boost employee's external communication with customers by analyzing needs and desires through getting in touch with them regularly.
- Promote a wide view of employees in terms of service operations to be the source of good ideas for service development.

Consequently, there should be an appropriate management style and system for internal training of staff with the duty of supporting nutrition of the internal work environment (Ahmad & Ullah, 2017: 134 - 134).

2.5.2. Training programs

Almost all IM practices emphasize the significance of training courses to staff, principally employees in the front line. Front line Employees need to increase knowledge and capacity to encounter and resolve difficulties, to guarantee high-grade services. The process of IM training aimed to educate employees through in-service training to link them to their organizational commitment. These training courses, technical, soft, and hard developing skills programs, help employees develop their overall vision of the service of the organization strategy. In addition, they provide staff that knowing their roles among each other members of the organization and exterior customers (Ramos, 2015: 10).

2.5.3. Incentives and Rewards

Incentives and rewards are the return he or she receives as a result of performance excellence. Thus, we find that the organization's application of IM practices is to take care not only of their employees but also of their rewards. The success of any new product or service offered may be counted on the reward system. A strong and fair remuneration system and enthusiasm of employees determine the success of any project, or career in the sake of promoting employee performance (Alamro, 2015: 3).

It is clear that employees who have a strong organizational commitment and job satisfaction have the ability to manage customer engagement properly. Researchers stressed that organizations must link quality of service with rewards. Thus, employees will work hard to provide a good quality of service to their customers. IM of HRM is the only strategy adopts a reward system that is strongly associated with the service provider (employee) and purely quality of service associated with customers. In their study of banks, both Awwad and Agti mentioned that the fair reward system creates internal customers



Measuring the Range Application of Internal Marketing for HRM Philosophy in the Public Company for Electrical and Electronic Industries

(employees) with a strong and loyal passion for the organization. They also cited non-financial IM reward system; recognition, acknowledgment, and empowerment, which can be utilized by the organizations to encourage employees to do their best in the workplace (Ahmad & Ullah, 2017: 134 & 133). Moreover, adopting the employees' suggestions, recommendations and complaints are also important to improve their level of job satisfaction. This increases employee motivation to work and enhances productivity and retention as well. As a result, absenteeism could be reduced and teamwork could be improved (Ramos, 2015: 10).

That informs, if employees are well-trained, stratified with provided incentives, and carrying a good understanding of the organization's vision, will lead to produce products and provide service characterized by high quality. IM has a close and tight relationship with external customer through gaining a competitive advantage by empowering their employees in meeting customers' needs and desires.

2.5.4. Internal communication

Communication is noticeably important when employees interact with each other as a team to produce goods and deliver services. The smoothness and clarity of communication affect the results which organizations undoubtedly seek. Companies are making great efforts to maintain a good standard and to enhance communication between employees in order to achieve the desired outcomes, particularly introducing a new product to the market (Alamro, 2015: 2-3).

Studies have also shown that coordination and integration between the various internal administrative functions will help to disseminate information among employees and will make them easily accessible through modern communication networks. Thus, coordination and integration of internal related jobs is necessary in implementing a successful marketing strategy (Ramos, 2015: 10).

3. Methodology and major findings:

This research presents and analyzes findings of the research paper mainly from the checklist. The checklist is the main tool for analyzing data collected from General Company for Electrical and Electronic Industries in Iraq. The analyzed data are fundamentally focused on four dimensions of IM, empowering staff, training courses, recognitions and motivations, and organizational communication, and its adaptation in General Company for Electrical and Electronic Industries in Iraq. Table (1) shows major results of checklist analyses.



Measuring the Range Application of Internal Marketing for HRM Philosophy in the Public Company for Electrical and Electronic Industries

N	Dimensions of IM	Frequency	Weight	Result	Mean	Ratio of Matching	Gap Size
1	Empowerment	0	6	0	3.3	52%	48%
2	Training Programs	0	6	0	3.4	54%	46%
3	Incentives and Rewards	0	6	0	3.2	56%	44%
4	Internal Communication	0	6	0	3.1	58%	42%

Table (1) Major findings of measuring the range of adopting IM in General Company for Electrical and Electronic Industries in Iraq. (Source: Checklist results "See Appendix (1)")

1- Empowerment: in observing table (1), we see that empowerment dimension of IM in the public company under consideration, reached (3.3) average out of (6) weight with a gap size of (48) percent.

2- Training programs: By looking at table (1), we observe that training program's dimension has likely gained (3.4) average out of (6) weight and has a gap size with percentage of (46).

3- Incentives and Rewards: Table (1) illustrates that incentives and rewards dimension of public company under consideration, achieved (3.2) average out of (6) weight and gained a gap size with percentage of (44).

4- Internal Communication: Table (1) clarifies that internal communication dimension in the general company under consideration has no significant attention. This is obvious, because it obtained (3.1) average out of (6) weight and a gap size ratio of (42) percent.

The table (1) slightly indicates that there is no enough adoption and consideration of empowerment dimension in the company under examination, which implies a lack of internal communication within the aspects of the company and weak internal lines of communication. In addition to that, the table (1) shows no adequate consideration of paying more attention to training programs in the company under examination. Moreover, the incentives and rewards dimension has little concern in the company under examination.

The results of the checklist analysis indicated the following:

1- Statistical analysis explains a lack of consideration of IM for HRM in the company generally.

2- The results of the statistical analysis indicate that the company's interest in empowering its human resources was not adequate.

3- The results of the statistical analysis show a lack of the company's interest in training programs.



Measuring the Range Application of Internal Marketing for HRM Philosophy in the Public Company for Electrical and Electronic Industries

4- The results of statistical analysis illustrate that the company's interest in the incentives and rewards had no outstanding attention because of not having a fair tool to distribute them equally.

5- The results of statistical analysis demonstrate a lack of internal communication which is considered one of the most important factors in building a real IM of HRM.

4. Recommendations

1- Researchers recommend dissemination of culture, principles, and dimensions of IM of HRM in all units of the company and demonstrate the benefits of adopting its programs in improving the performance of the company.

2- The company should be more open for diverse communication channels at all levels of management by viewing employees' suggestions and listening to their complaints, and involving them in the decision-making process as a part of principles of internal communication.

3- The company should review and increase its training programs in order to ensure that they are targeted and specialized.

4- The company needs to review its structure to enable the employees to contribute and improve the quality of their performance.

5- The company should put more effort to make incentives fairly distributed to encourage workers and make them feel equal.

6- The company needs to empower its employees by giving them more authority and responsibility.

5. Conclusion

This research paper explores the range of applying IM in the General Company for Electrical and Electronic Industries in Iraq. As discussed earlier, IM aims to deal with employees of the organizations as an internal customer and builds a strong relationship by providing services and goods to meet their needs and solving obstacles facing them. The conduct study mainly introduced four dimensions of IM for HRM; empowering employees, training courses, recognition and motivation, and organizational communication.

The study has implied that IM helps organizations that adopted its principles and programs enhance employee performance, job satisfaction, and organizational commitment. Furthermore, organizations can benefit from IM by improving IQS through better job performance of satisfied staff. The General Company for Electrical and Electronic Industries in Iraq needs to pay crucial attention to four dimensions of IM in order to reach high levels of organizational performance. Further studies may need to include organizations that provide services like universities and colleges, because they are more in touch with their employees in comparison with public companies



Measuring the Range Application of Internal Marketing for HRM Philosophy in the Public Company for Electrical and Electronic Industries

References

- 1- Ahmad, Hafiz Mushtaq, and Ullah, Mohsin, (2017), The Impact of Internal Marketing on the Organizational Performance through Organizational culture Mediation, *Abasyn Journal of Social Sciences – Vol (10), Issue (1)*.
- 2- Alamro, Ahmed, (2015), The Impact of Internal Marketing on new product development (NPD). Retrieved from <https://www.pomsmeetings.org/confpapers/060/060-0339.pdf>
- 3- Alghamdi, Abdurraheem Ali, (2016), The Impact of the Service Quality as a Mediating Variable on the Relationship between Internal Marketing Policies and Internal Customer Satisfaction: An Empirical Study at Taif University, *Journal of Marketing Management* June 2016, Vol. 4, No. 1.
- 4- Arabelen, Gamze and Esra, Baran (2017), THE EFFECTS OF INTERNAL MARKETING ON SHIP AGENTS' JOB SATISFACTION: A QUANTITATIVE RESEARCH.
- 5- Ayman Abdullah, (2015), The Impact of Internal Marketing Practices on Employee Satisfaction, *Journal of Economic Sciences* Vol. 16 (1).
- 6- Baig, Sajjad Ahmad; Hayat Muhammad Awan; Ahmad Nabeel Siddiquei; Aneela Jabbar, and Muhammad Abrar, (2015), Internal Marketing and Customer Loyalty: A Dyadic Analysis, *Journal of Service Science and Management*.
- 7- BERRY, L.L.; HENSEL, J. S.; BURKE, M. C. (1976), Improving retailer capability for effective consumerism response, *Journal of Retailing*, v. 52, n.
- 8- Byju, (2013), Internal Marketing: Employee Does Matter, *Global Journal of Management and Business Studies*, Volume 3, Number 5.
- 9- Ghorbani; Rayej, Estiri, and seyed Javadein (2011), The role of internal marketing in creation of sustainable competitive advantage, *Academic Journal Inc*.
- 10- Lam, Desmond, and Leong, Chi Ying, (2016), Role of Internal Marketing on Employees' Perceived Job Performance in an Asian Integrated Resort, *Journal of Hospitality Marketing & Management*, 25:589–612.
- 11- Latif, Khawaja Fawad, and Baloch, Qadar Bakhsh, (2015), Role of Internal Service Quality (ISQ) in the relationship between Internal Marketing and Organizational Performance, *Abasyn Journal of Social Sciences*. 8(2).
- 12- Limor, Kessler Ladelsky, (2018) The effect of internal marketing on turnover intentions in knowledge workers in the IT sector, *International Journal of human resource studies*, Vol.8 No.1.
- 13- Lubbe, Sarah May, (2013), Elements of Internal Marketing as predictors of Employee Satisfaction, *UNIVERSITY OF PRETORIA*.
- 14- Rafiq, Mohammed, and Pervaiz Ahmed, (2000), Advances in the internal marketing concept: definition, synthesis and extension, *JOURNAL OF SERVICES MARKETING*, VOL. 14 NO. 6.
- 15- Rafiq, Mohammed, and Pervaiz Ahmed, (2013), Internal Marketing, *British Library Cataloguing in Publication Data*.
- 16- Ramos, Wilmark, (2015), Internal Marketing (IM) Dimensions and Organizational Commitment (OC) of Universal Banks' Employees.
- 17- Vesdapunt, Kiaticchai and Chotechuong, Wachirapun, (2015), A Managerial Internal Marketing Strategy Model for Life Insurance Industry in Thailand, *International Journal of Behavioral Science*, Vol. 10, Issue 2.
- 18- Watkis, Nicholas, (2018), What is internal marketing and why is it important?.



Measuring the Range Application of Internal Marketing for HRM Philosophy in the Public Company for Electrical and Electronic Industries

Appendix (1)

Checklist of evaluating the existence of dimensions of the philosophy of IM for HRM in the General Company for Electrical Industries in Iraq

1. Empowerment: Bruce defined it as “a management style in which managers and other members of the organization participate in influencing decision-making that is not defined by official positions of power as much as by training, reward and power-sharing systems, leadership style, and organizational culture”.

Items	1	2	3	4	5	6
1-Speed of response of the company for genuine needs of internal customers						
2-There is coordination between the work stations to produce only what is requested from the next work station.						
3-Increase the interaction of employees with each other's and with external customers						
Weigh Frequency Result Mean Ratio of Matching Gap Size	1	2	3	4	5	6

2. Training: The process aimed to teach new employees the basic skills to perform their functions. In-service training is also seen as a continuous, systematic and complementary development process centered mainly on the current and future roles of trainees in based on needs and developments of the company.

Items	1	2	3	4	5	6
1- Employers have high abilities and skills in dealing with internal customers.						
2- Does top management has an interest in staff development training programs?						
3- What is the feasibility of training programs participated by the employee?						
Weigh Frequency Result Mean Ratio of Matching Gap Size	1	2	3	4	5	6



Measuring the Range Application of Internal Marketing for HRM Philosophy in the Public Company for Electrical and Electronic Industries

3- Incentives and Rewards: When the wage or salary are the remuneration received by the individual as a value for the job he occupies, the incentive will be the return he or she receives as a result of excellent performance. Therefore, we find that the organization's application of internal marketing practices is to care for its employees and reward them .

Items	1	2	3	4	5	6
1-Do employees believe in the fairness of the incentive system and wages?						
2-Do the employees receive wages commensurate with the quality of the work they do?						
3- Do employees have the ability to increase their wages or incentives through overtime, outstanding performance, etc.?						
Weigh Frequency Result Mean Ratio of Matching Gap Size	1	2	3	4	5	6

4- Internal communication: Internal communication is defined as "the network through which information can be collected and transmitted, which is a necessary process for effective decision-making, in addition, it is contributed to high quality customer service, providing all necessary information to employees",

Items	1	2	3	4	5	6
1- Do employees have the ability to do business and communicate informally?						
2- Are the staff able to communicate with their managers comfortably?						
3- Are the staff able to communicate among themselves in various departments?						
Weigh Frequency Result Mean Ratio of Matching Gap Size	1	2	3	4	5	6



Measuring the Range Application of Internal Marketing for HRM Philosophy in the Public Company for Electrical and Electronic Industries

قياس ما مدى تطبيق فلسفة التسويق الداخلي لإدارة الموارد البشرية في الشركة العامة للصناعات الكهربائية والإلكترونية

م.م. علاء الدين برع جواد 2

م.م. حيدر فاضل كاظم 1

كلية الإدارة والاقتصاد / جامعة بغداد

رئاسة جامعة بغداد - قسم الموارد البشرية

Alaulddin.jawad@coadec.uobaghdad.edu.iq

hader@uobaghdad.edu.iq

المستخلص

ان السبب وراء اختيار هذا الموضوع "التسويق الداخلي لإدارة الموارد البشرية" هو تسليط الضوء على مزايا استخدام التسويق الداخلي في إطار عمل المنظمة. تكمن مشكلة البحث في عدم إيلاء المنظمة المبحوثة الاهتمام الكافي للاحتياجات الحقيقية للموظفين خلال تفاعلهم مع بعضهم البعض من أجل ازدهار المنظمة. بالإمكان استعمال نتائج البحث كمؤشر للكشف عن نقاط الضعف التي تواجهها المؤسسة يومياً. تحاول هذه الدراسة اختبار إمكانية تطوير فلسفة التسويق الداخلي للموارد البشرية وممارساته العديدة من أهمها (تمكين العاملين، البرامج التدريبية، الحوافز والمكافآت، الاتصال الداخلي) للوصول الى نتائج مستهدفة مثل (الاداء، المعرفة، الجودة) ومن خلال التخلص من العمليات التي لاتخلق قيمة للمنتج النهائي المقدم في الشركة العامة للصناعات الكهربائية والإلكترونية في العراق. الفرضية الرئيسية للبحث هي التحقق ما إذا كانت الشركة العامة للصناعات الكهربائية والإلكترونية في العراق تطبق التسويق الداخلي كأحد الأساليب المهمة لتعزيز أداء الموظفين وتغيير مواقفهم باتجاه زيادة الالتزام التنظيمي. لتحقيق الهدف اعتمد البحث على أسلوب قائمة الفحص (check list) التي تعد واحدة من أساليب دراسة الحالة التي تعتمد على الملاحظة الشخصية والمقابلات أساساً في إعدادها. قائمة الفحص تضمنت مختلف مستويات الإدارة من مدارء اقسام و تنفيذيين والموظفين العاملين في الشركة العامة للصناعات الكهربائية والإلكترونية في العراق. توصلت الدراسة الى مجموعة من الاستنتاجات من أهمها، نشر ثقافة ومبادئ التسويق الداخلي للموارد البشرية في كافة وحدات الشركة وبيان فوائد التسويق الداخلي الذي يؤدي بطبيعة الحال إلى تحسين الأداء العام للشركة. إذ يجب على المنظمات ان تكون أكثر مرونة في اتخاذ القرارات الادارية عن طريق فتح قنوات اتصال متنوعة على جميع مستويات الإدارة من خلال عرض اقتراحات الموظفين والاستماع إلى شكاوهم وإشراكهم في عملية صنع القرار كجزء من مبادئ الاتصال الداخلي.

الكلمات المفتاحية: الموارد البشرية، التسويق، التسويق الداخلي لإدارة الموارد البشرية.