


THE IMPACT OF INTERNAL MARKETING ON ACHIEVING ORGANIZATIONAL INNOVATION: A FIELD STUDY IN THE DEPARTMENTS OF THE MINISTRY OF CULTURE, TOURISM, AND ANTIQUITIES IN IRAQ

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| ARTICLE INFO | <u>ABSTRACT</u> |
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| <p>Article history:</p> <p>Received 26 June 2023</p> <p>Accepted 20 September 2023</p> | <p>Purpose: The study aimed to investigate the impact of internal marketing on achieving organizational innovation through a field study conducted in the departments under the Ministry of Culture, Tourism, and Antiquities in Iraq, numbering twelve. The researchers employed a purposive sampling method to study the population, with a study sample consisting of 387 employees holding positions such as Assistant Director-General, Department Head, Assistant Department Head, and Section Head in the departments of the Iraqi Ministry of Culture.</p> |
| <p>Keywords:</p> <p>Internal Marketing; Organizational Innovation.</p> <div data-bbox="172 920 480 1167" style="text-align: center;">  </div> | <p>Theoretical Framework: The underlying concept of this study revolves around internal marketing and its influence on achieving the objectives of the Iraqi Ministry of Culture. In the current era, the special focus on internal marketing is imperative to attain organizational innovation. It is considered a necessary paradigm for achieving the desired progress and effectiveness in government departments and business institutions, as supported by various studies such as those by Muqimah & Aseemi (2023) and Nasef & Abouraia (2023). These studies explore the practice and effectiveness of internal marketing behavior, advocating the adoption of this approach.</p> <p>Design/Methodology/Approach: This study falls under the category of field research and adopts a descriptive and analytical approach. It relies on two types of sources to obtain information and data (primary and secondary sources) and employs questionnaires as a means to collect data and information. Several statistical methods within the SPSS software were utilized for data analysis.</p> <p>Findings: The study has yielded several key findings, notably that internal marketing has a significant impact on achieving organizational innovation, with the dimensions of internal marketing collectively scoring at a high level. The results also demonstrate the importance of internal marketing within the departments of the Iraqi Ministry of Culture for fostering innovation.</p> <p>Practical, and Social Implications of the research: The study recommends a focus on training and the establishment of a fair incentive and reward system directed at all employees to encourage them to embrace the principle of risk-taking.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i9.3847</p> |

O IMPACTO DO MARKETING INTERNO NA OBTENÇÃO DE INOVAÇÃO ORGANIZACIONAL: UM ESTUDO DE CAMPO NOS DEPARTAMENTOS DO MINISTÉRIO DA CULTURA, TURISMO E ANTIGUIDADES NO IRAQUE

RESUMO

Objetivo: O estudo teve como objetivo investigar o impacto do marketing interno na obtenção de inovação organizacional através de um estudo de campo realizado nos departamentos do Ministério da Cultura, Turismo e

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Antigüedades no Iraque, totalizando doze. Os pesquisadores empregaram um método de amostragem proposital para estudar a população, com uma amostra de estudo composta por 387 funcionários que ocupam cargos como Diretor-Geral Adjunto, Chefe de Departamento, Chefe de Departamento Adjunto e Chefe de Seção nos departamentos do Ministério da Cultura iraquiano.

Estrutura teórica: O conceito subjacente a este estudo gira em torno do marketing interno e sua influência na realização dos objetivos do Ministério da Cultura iraquiano. Na era atual, o foco especial no marketing interno é imperativo para alcançar a inovação organizacional. É considerado um paradigma necessário para alcançar o progresso desejado e a eficácia em departamentos governamentais e instituições empresariais, conforme apoiado por vários estudos como os de Muqimah & Aseemi (2023) e Nasef & Abouraia (2023). Estes estudos exploram a prática e eficácia do comportamento de marketing interno, defendendo a adoção desta abordagem.

Design/Methodologia/Abordagem: Este estudo se enquadra na categoria de pesquisa de campo e adota uma abordagem descritiva e analítica. Baseia-se em dois tipos de fontes para obter informações e dados (fontes primárias e secundárias) e emprega questionários como meio de coletar dados e informações. Vários métodos estatísticos dentro do software SPSS foram utilizados para a análise de dados.

Resultados: O estudo produziu várias constatações importantes, notadamente que o marketing interno tem um impacto significativo na obtenção de inovação organizacional, com as dimensões do marketing interno coletivamente marcando um alto nível. Os resultados também demonstram a importância do marketing interno nos departamentos do Ministério da Cultura iraquiano para promover a inovação.

Implicações Práticas e Sociais da Pesquisa: O estudo recomenda um foco na formação e no estabelecimento de um sistema justo de incentivo e recompensa dirigido a todos os funcionários para incentivá-los a abraçar o princípio da tomada de riscos.

Palavras-chave: Marketing Interno, Inovação Organizacional.

EL IMPACTO DEL MARKETING INTERNO EN LA INNOVACIÓN ORGANIZACIONAL: UN ESTUDIO DE CAMPO EN LOS DEPARTAMENTOS DEL MINISTERIO DE CULTURA, TURISMO Y ANTIGÜEDADES EN IRAQ

RESUMEN

Finalidad: El estudio tenía por objeto investigar el impacto de la comercialización interna en el logro de la innovación organizativa mediante un estudio de campo realizado en los departamentos dependientes del Ministerio de Cultura, Turismo y Antigüedades del Iraq, que ascendía a doce. Los investigadores emplearon un método de muestreo intencional para estudiar a la población, con una muestra de estudio compuesta por 387 empleados que ocupaban puestos como Subdirector General, Jefe de Departamento, Subjefe de Departamento y Jefe de Sección en los departamentos del Ministerio de Cultura iraquí.

Marco teórico: El concepto subyacente de este estudio gira en torno a la comercialización interna y su influencia en la consecución de los objetivos del Ministerio de Cultura iraquí. En la era actual, el enfoque especial en el marketing interno es imperativo para lograr la innovación organizacional. Se considera un paradigma necesario para lograr el progreso y la eficacia deseados en los departamentos gubernamentales y las instituciones empresariales, como lo apoyan varios estudios como los de Muqimah & Aseemi (2023) y Nasef & Abouraia (2023). Estos estudios exploran la práctica y la eficacia del comportamiento de marketing interno, abogando por la adopción de este enfoque.

Diseño/Methodología/Enfoque: Este estudio se enmarca en la categoría de investigación de campo y adopta un enfoque descriptivo y analítico. Se basa en dos tipos de fuentes para obtener información y datos (fuentes primarias y secundarias) y emplea cuestionarios como medio para reunir datos e información. Para el análisis de los datos se utilizaron varios métodos estadísticos dentro del software SPSS.

Hallazgos: El estudio ha arrojado varios hallazgos clave, en particular que el marketing interno tiene un impacto significativo en el logro de la innovación organizacional, con las dimensiones de marketing interno puntuando colectivamente a un alto nivel. Los resultados también demuestran la importancia de la comercialización interna dentro de los departamentos del Ministerio de Cultura iraquí para fomentar la innovación.

Implicaciones Prácticas, Sociales y Sociales de la Investigación: El estudio recomienda centrarse en la formación y el establecimiento de un sistema justo de incentivos y recompensas dirigido a todos los empleados para alentarlos a adoptar el principio de la toma de riesgos.

Palabras clave: Marketing Interno, Innovación Organizacional.

INTRODUCTION

The Ministry of Culture, Tourism, and Antiquities is considered one of the most significant ministries in the Iraqi government. Its primary objective is to preserve Iraq's civilization and culture. Given the rapid technological advancement and the intensified competition among institutions in general, especially those in the service sector, there has arisen a need for modern approaches aimed at enhancing the efficiency and effectiveness of these institutions. These approaches are fundamentally based on the human element working within them to achieve their goals and success.

Internal marketing is an administrative philosophy that makes employees better understand customers and more willing to satisfy their needs and provide them with services. The primary goal of internal marketing is to identify the needs and desires of employees and work towards fulfilling them by service providers. This is done to attract and satisfy customers. (Al-Dhamour, 2015).

The concept of internal marketing for employees views them as internal customers, and their roles are regarded as internal products. Internal marketing consists of several elements that are crucial in motivating the human resources, such as recruitment, training, rewards, incentives, empowerment, and internal communication. The aim is to stimulate the workforce's desire to deliver excellent services to customers, thus positively influencing the organization's performance (Al-Ziyadat, 2016, p. 185). The underlying idea of internal marketing is that the focus should be on the human element in service delivery because it is the tangible and identifiable part of it. Consequently, it has a significant impact on retaining customers and ensuring their loyalty, thereby guaranteeing the continuity and success of the organization (Mohammed, 2021, p. 269). Organizational innovation is one of the most critical objectives for institutions that focus on innovation, excellence, knowledge management, and their processes. This is primarily due to the intense local and global competition in most fields. The value of institutions lies in the human resources available to them. Advanced countries have made progress and excellence through talented and creative minds with bright ideas. They have harnessed their capabilities, skills, and energies. Therefore, specialists in measuring the progress of countries rely on the number of scientists and thinkers, the degree of intellectual and creative accumulation they achieve (Idris et al., 2022, p. 77).

OBJECTIVE OF THE STUDY AND RATIONALE FOR THE RESEARCH PROBLEM

Iraqi government institutions strive for development and progress across all their departments and at every administrative level. In light of contemporary changes and future challenges, there is a need to develop the capabilities of working individuals. This transformation aims to turn traditional institutions into global entities proficient in dealing with the future and all its challenges, ultimately reaching innovation (Al-Qahtani, 2016). This perspective aligns with several studies, such as the study by Muqeemah and Essami (2023) and the study by Nasef (2023), both of which explored the practice of internal marketing behavior and its effectiveness in developing and enhancing institutions. They recommended the adoption of this approach in all institutions.

Due to the rapid advancements in the technological landscape, the Ministry of Culture, Tourism, and Antiquities in Iraq has recognized the necessity for highly creative and aware minds capable of keeping pace with and making optimal use of technological progress within its operations. This directly affects the quality of work performance among its staff, their commitment to their roles, and their ability to adapt to changes and challenges.

Based on the aforementioned considerations, the present study formulates its primary question: What is the impact of internal marketing on achieving organizational innovation in the circles of the Ministry of Culture, Tourism, and Antiquities in Iraq? The main objective of this study is to determine the influence of internal marketing, the availability of its components, and its dimensions in achieving organizational innovation within the Ministry of Culture, Tourism, and Antiquities

LITERATURE REVIEW

Marketing: The concept of internal marketing first emerged in the early 1950s, championed by Japanese quality managers. It views the activities carried out by employees as internal products, emphasizing that organizations should focus on the concerns of their employees and strive to satisfy them through the tasks they perform (Simmons, J., 2009, p. 40).

The concept of internal marketing for employees sees them as internal customers, viewing their functions as internal products. This perspective has garnered increasing attention, leading to multiple definitions. For instance, Berry (2013, p. 39) defined internal marketing as an administrative philosophy employed by organizations to prepare their internal affairs before addressing external customers. It represents a means of applying marketing philosophy and practices to internal employees who provide services to external customers, aiming to retain

them. It focuses on attracting and motivating employees, considering them as internal customers and their jobs as internal products. Therefore, organisations, particularly in the service industry, must engage in continuous training and motivation of employees who have direct contact with customers. They must work to support service providers to collaborate as a team to achieve customer satisfaction (Kotler et al., 2016, p. 248). Pride et al., (2016) view internal marketing as the coordination and internal exchange between an organisation and its employees to achieve excellence and success in external exchange operations between the organisation and its customers.

Internal marketing is defined as giving equal importance to the needs of the internal and external markets through prepared programs and plans to achieve desired organizational objectives by meeting the needs and desires of both customers and employees (Al-Dhamour, 2015). Micek (2018) defines it as the process of motivating and empowering an organisation's employees to work as one team to achieve general welfare for customers and the organisation itself. Tsan and Chang (2005) consider internal marketing as activities, functions, and administrative concepts inside an organisation that are crucial for attracting and satisfying customers.

The researchers believe that internal marketing is the way to deal with the workforce within the Iraqi Ministry of Culture, Tourism, and Antiquities as internal customers, based on a set of activities followed by the organisation's management, such as selection, recruitment, development, training, and motivation.

Organizational Innovation: Innovation is a process of problem-solving, awareness of weaknesses, gaps, inconsistencies, and information deficits. It involves searching for solutions, making predictions, formulating new hypotheses, selecting them, and refining or modifying them to arrive at solutions or new connections, using the available data and conveying or communicating the results to others (Imran, 2015, p. 129).

The term "organizational innovation" is one of the most common terms in contemporary management literature (Tabishat, 2020, p. 84). There is no consensus in defining a specific concept for organizational innovation by authors and researchers. This is due to the complexity of the creative phenomenon itself and the multiplicity of areas where the concept of innovation has spread. Theoretical approaches to the subject of innovation differ due to the variations in their perspectives, research interests, and intellectual schools (Imam, 2013, p. 172).

Woodman, Sawyer, and Griffin (1993) defined it as the creation of a useful new product, service, idea, action, or process by individuals working together in a complex social system.

Al-Ghalabi & Al-Sayed (2010, p. 159) defined it as the process through which organizations utilize their skills and resources to develop new services or enhance operational systems to better respond to the needs of their employees. Qian et al. (2013) explained that organizational innovation involves creating and applying new ideas and behaviors, including goods, services, technological processes, organizational structures, or new management systems. This is particularly important in the contemporary environment, given the complexities and uncertainties faced by organizations.

Schillo (2013) views organizational innovation as the practical application of ideas in new products or processes, requiring a comparison between these ideas and the experiences and resources that make successful implementation possible. The importance of innovation in the contemporary environment arises from the challenges it imposes on organizations, necessitating a broader and more comprehensive focus on innovation. This is because new management concepts and innovative methods demand that innovation is present to ensure the successful implementation of these contemporary concepts and methods.

There is a significant consensus among researchers in the field of organizational behavior about the importance of organizational innovation due to its link to competitive capability and organizational effectiveness (Al-Zayat, 2009). Organizational innovation is considered a significant source of organizational growth. Maintaining it and retaining it is not an easy task, so organizations must generate new ideas and connect them to job opportunities (Bartle & Garud, 2009).

RESEARCH HYPOTHESIS

The researchers review several studies that have examined the relationship between study variables, such as the study by Muqimah and Issami (2023). Their study aims to determine the extent to which internal marketing affects the development of creative behavior among employees at Skikda University. The study found several results, among the most important being that internal marketing has an impact on the development of creative behavior in employees. The study recommends that management enhance the efficient utilization and application of internal marketing dimensions to further develop employees' capabilities and foster creative behaviors.

In a study by Abdelaleem (2022), the research aimed to identify the relationship between internal marketing, job embeddedness, and organizational innovation among sports specialists at Sohag University. The study found significant positive correlations between internal

marketing and organizational innovation. The researcher recommended the importance of empowering employees and involving them in shaping plans to achieve objectives, as well as deepening employees' sense of job stability and security.

Balal and Rahim's study (2019) sought to uncover the impact of internal marketing on service innovation from the perspective of employees in the private sector in Iraq. The results indicated that the level of internal marketing within organizations was very high in all areas, with the strongest being the interaction between employees and customers. The level of service innovation within organizations was also rated as very high, with the most prominent aspect being information processing innovation. The study showed a statistically significant effect of internal marketing on the service innovation process within organizations. The study recommended that organizations focus on training and developing employees, enhancing their capabilities, and implementing training programs aimed at achieving service innovation.

In a study by Sigit and Muafi (2022), the research aimed to examine and analyze the impact of internal marketing and organizational commitment on employee performance through psychological capital. The results showed that internal marketing and organizational commitment in the company have a significant and positive impact on the psychological capital of employees in the factory.

Study by Gjurasic and Markovic (2017): This study aims to investigate whether internal marketing enhances employee innovation through a conceptual framework by conducting a comprehensive literature review related to internal marketing and internal service quality. The study's results indicate that internal marketing activities are essential for managing employees in the hospitality industry. Employees are treated as internal customers and are encouraged to provide creative and innovative services to external customers. Training has become increasingly important in developing organizations today, as it influences innovation and innovation.

The main hypothesis Ho1 was formulated as follows: There is no statistically significant effect at a significance level ($\alpha \leq 0.05$) of internal marketing with its dimensions (clarity of roles, Recruitment, development and training, incentives, internal communication) on achieving organizational innovation in the Iraqi Ministry of Culture, Tourism, and Antiquities. Subsidiary hypotheses emerged from this main hypothesis as follows:

Ho1-1: There is no statistically significant effect at a significance level ($\alpha \leq 0.05$) of Recruitment on achieving organizational innovation in the Iraqi Ministry of Culture, Tourism, and Antiquities.

Ho1-2: There is no statistically significant effect at a significance level ($\alpha \leq 0.05$) of training and development on achieving organizational innovation in the Iraqi Ministry of Culture, Tourism, and Antiquities.

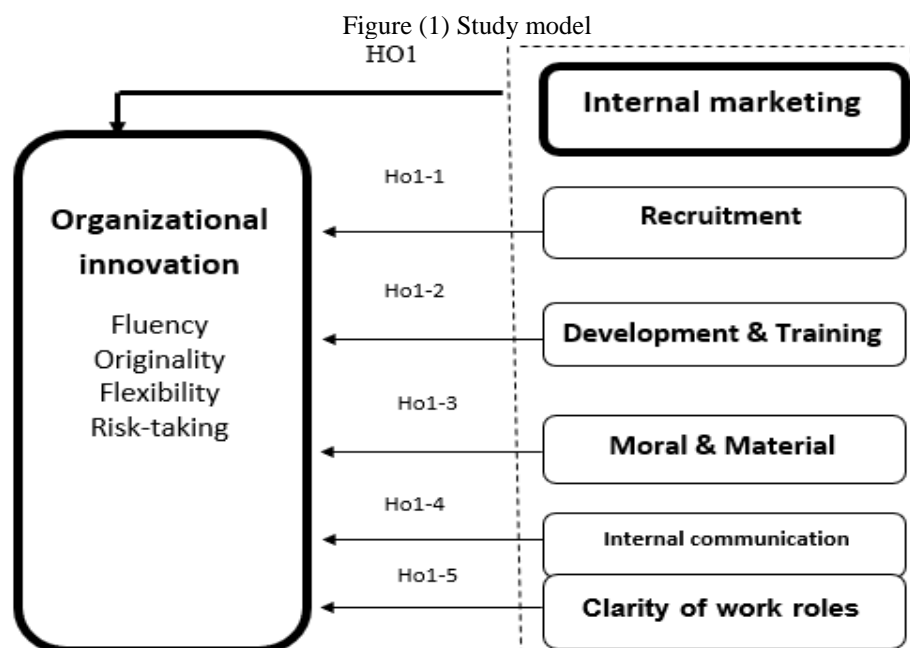
Ho1-3: There is no statistically significant effect at a significance level ($\alpha \leq 0.05$) of material and moral incentives on achieving organizational innovation in the Iraqi Ministry of Culture, Tourism, and Antiquities.

Ho1-4: There is no statistically significant effect at a significance level ($\alpha \leq 0.05$) of internal communication on achieving organizational innovation in the Iraqi Ministry of Culture, Tourism, and Antiquities.

Ho1-5: There is no statistically significant effect at a significance level ($\alpha \leq 0.05$) of the clarity of roles on achieving organizational innovation in the Iraqi Ministry of Culture, Tourism, and Antiquities.

The following model (Figure 1) was used to understand the nature of the relationship between the independent variable, internal marketing dimensions, and the dependent variable, organizational innovation.

Independent variable (Internal marketing) and Dependent variable (quality of services)



Source: Prepared by Authors (2023)

MATERIAL AND METHODOLOGY

Study Methodology

The current study is a field study, and the researchers adopted the descriptive and analytical methodology as the most suitable approach to achieve its objectives (Williams, 2007). This methodology relies on presenting the situation as it is in reality, with the aim of testing hypotheses and, consequently, presenting the study's results and recommendations.

Study Population and Sample

The study's population consists of the departments under the Iraqi Ministry of Culture, Tourism, and Antiquities, totaling 12 institutions. The Conference Palace department was excluded due to the impossibility of obtaining permission to enter the area where the department is located, as it is a security-restricted area. Thus, the study's unit of analysis and data collection was formed. The study relied on collecting questionnaires from all employees in middle management positions (Assistant Directors-General, Heads of Departments and their Deputies, Administrative Division Heads). A representative sample was selected from this population by distributing questionnaires using a convenient method. A total of 429 questionnaires were distributed, and 395 questionnaires were retrieved, representing a retrieval rate of 92.07% of the total distributed questionnaires. Out of these, 387 questionnaires were deemed valid for statistical analysis.

Data Collection Tool

The researchers designed a questionnaire specifically for the current study as a means to collect data and information related to the study's problem. The questionnaire covered the hypotheses on which it relied, using evaluative statements to determine the responses of the study sample. The questionnaire utilized a five-level Likert scale.

Validity and Reliability of the Tool

To ensure the questionnaire's suitability as a data collection tool, the researchers presented it to professors and experts specializing in management, marketing, and statistics. They assessed its apparent and logical validity and its suitability as a data collection tool.

To measure the stability of the measurement tool and assess the reliability of its results, Cronbach's Alpha coefficient was employed for internal consistency. The Cronbach's Alpha value reached 93.7%, indicating excellent reliability and consistency for the current study's

results. It is worth noting that the Cronbach's Alpha values exceeded 70%, which is the acceptable percentage for generalizing study results (Sekaran, 2015).

Data Collection Methods and Statistical Analyses

To achieve the study's objectives, the researcher employed two types of data sources: primary data and secondary data. After collecting the necessary data and information about the study variables, suitable statistical methods within the Social Sciences Statistical Program (SPSS) were utilized.

RESULTS AND DISCUSSION

To answer the study's questions, the researchers calculated the means and standard deviations for the level of implementation of each dimension of internal marketing and organizational innovation. The results are as follows:

Firstly, the Results of the Descriptive Analysis for the Independent Variable (Internal Marketing)

Table (1): Mean Values and Standard Deviations of Sample Participants' Responses to Internal Marketing (n=385)

| | Item | standard deviation | SMA | Ranking | Importance level |
|---|---|--------------------|---------------|---------|------------------|
| 1 | Dimension of Recruitment | .8261 | 3.9332 | 1 | high |
| 2 | Training and development | .8739 | 3.723 | 3 | high |
| 3 | Dimension of material and moral incentives | .8051 | 3.6620 | 4 | middle |
| 4 | Dimension of internal communication | .8633 | 3.7557 | 2 | High |
| 5 | Dimension of the clarity of work roles | .8276 | 3.6422 | 5 | middle |
| | All dimensions of internal marketing as a whole | | 3.7432 | | high |

Source: Prepared by Authors (2023)

Table (1) indicates that the mean values for internal marketing were high, with mean scores ranging from 3.9332 to 3.6422. Recruitment ranked first in importance with a high mean score of 3.9332, followed by internal communication with a high level of importance and a mean score of 3.7557. Training and development also had a high level of importance with a mean score of 3.723. Material and moral incentives were of moderate importance with a mean score of 3.6620. Finally, the clarity of work roles had a moderate level of importance with a mean score of 3.6422. The overall mean for all dimensions of internal marketing was 3.7432.

These results can be attributed to the fact that internal marketing helps attract and retain employees by developing their skills and capabilities, providing both material and moral incentives, suitable training, and development to achieve the organization's goals and improve performance.

Secondly, the Results for the Dependent Variable (Organizational Innovation) are Presented with Mean Values and Standard Deviations in Table (2)

Table (2): Mean Values and Standard Deviations of Sample Participants' Responses to Organizational Innovation (n=387)

| | Item | standard deviation | SMA | Ranking | Importance level |
|---|------------------------------------|--------------------|--------------|---------|------------------|
| 1 | Dimension of authenticity | .698 | 3.735 | 3 | high |
| 2 | Dimension of fluency | .701 | 3.719 | 4 | high |
| 3 | Dimension of flexibility | .688 | 3.767 | 2 | high |
| 4 | Dimension of risk-taking | .621 | 3.800 | 1 | high |
| | Organizational innovation variable | .677 | 3.755 | | high |

Source: Prepared by Authors (2023)

Table (2) indicates that the mean values for organizational innovation were high, with mean scores ranging from (3.800-3.719). Risk-taking ranked first in importance and had a high mean score of (3.800), followed by flexibility in the second position with a high level of significance and a mean score of (3.767). Authenticity came third with a high level of significance and a mean score of (3.735), while fluency ranked last in importance with a high level of significance and a mean score of (3.719). The overall mean for organizational innovation dimensions as a whole was (3.755) at a high level.

The researchers believe that these results highlight the Iraqi Ministry of Culture's interest in organizational innovation by providing new proposals and ideas to enhance and improve operations by the employees, as well as promoting human relations between senior management and staff, which encourages the creative process.

Thirdly: Results of Hypothesis Testing

1- The main hypothesis stated: There is no statistically significant effect at the ($\alpha \leq 0.05$) level for internal marketing dimensions (clarity of roles, recruitment, development and training, incentives, internal communication) on achieving organizational innovation in the Ministry of Culture, Tourism, and Antiquities.

Table (3): the results of correlation coefficients for the multiple regression model for the first main hypothesis.

| Sample Model | R Square The coefficient of determination | Adjusted R Square Modified coefficient of determination | Std. Error of the Estimate | R Correlation coefficient |
|--------------|--|--|----------------------------|---------------------------|
| 1 | .753 | .752 | .36475 | .868 |

Source: Prepared by Authors (2023)

Table (3) reveals that the value of the relationship between internal marketing dimensions and organizational innovation R reached (.868), which is a high value indicating a positive inverse relationship. The coefficient of determination (R^2) reached (.752%), indicating that internal marketing explains the variation in organizational innovation to the extent mentioned. The modified R^2 value, which takes into account the number of independent variables, becomes (.36475%), and the remaining value from either of the two ratios is attributed to other variables and factors that may affect organizational innovation.

Regarding the results of the Analysis of Variance (ANOVA) to test the significance of the regression model, Table (4) displays the findings obtained in this test:

Table (4): ANOVA Test for the First Hypothesis

| Significance level Sig. | valueF | Mean squares Mean Square | Degrees of freedom df | Sum Squares Sum of Squares | Source of variance Model |
|-------------------------|---------|-----------------------------|-----------------------|-------------------------------|-----------------------------|
| .000 | 803.629 | 106.917 | 1 | 106.917 | Regression |
| | | .133 | 263 | 34.990 | The rest |
| | | | 264 | 141.907 | Total |

Source: Prepared by Authors (2023)

Table (4) illustrates that the calculated F value reached (803.629), which is a statistically significant value since the associated significance level reached (0.000), which is less than (0.05). This means rejecting the null hypothesis of the second main study hypothesis and accepting the alternative hypothesis, indicating a statistically significant effect at a significance level ($\alpha \leq 0.05$) of internal marketing dimensions (clarity of roles, recruitment, development and training, incentives, internal communication) on achieving organizational innovation in the Ministry of Culture, Tourism, and Antiquities in Iraq.

Furthermore, Table (5) presents the results of the multiple linear regression coefficients associated with the predictive model derived from internal marketing:

Table (5) Coefficients Analysis Test for the Regression Equation

| Independent variables transactions | Calculated t-value | Unstandardized Coefficients | | Standardized Coefficients | Significance level Sig.t |
|------------------------------------|--------------------|-----------------------------|------------------------------|---------------------------------|-----------------------------|
| | | B | Standard error Std. Error | Standard coefficients (Beta) | |
| Fixed limit | 3.347 | .416 | .124 | | .001 |
| Internal marketing | 28.348 | .870 | .031 | .868 | .000 |

Source: Prepared by Authors (2023)

The data presented in Table 5 indicate the use of a t-test in testing the hypothesis of the intersection of the regression line (constant term), which suggests whether the regression line passes through the origin or intercepts the y-axis at a certain point (constant term). It is evident from the very low significance level value (0.000) that the null hypothesis is rejected, implying that the constant term value is not equal to zero. Therefore, the regression line does not pass through the origin. Hence, it can be concluded that internal marketing has an impact on the dependent variable, which is organizational innovation. From this, the importance of internal marketing can be inferred.

Regarding the Sub-Hypotheses Testing

The results of the multiple regression analysis for the sub-hypotheses demonstrate the impact of the dimensions of internal marketing (recruitment, training and development, material and moral incentives, internal communication, and role clarity) on organizational innovation, as shown in Table 6.

Table (6) Results of Multiple Regression Analysis for the Sub-Hypotheses

| Statement | β | Calculated F-value | The R2 coefficient of determination | R Correlation | Sig Significance level | Sub-hypotheses |
|--|---------|--------------------|-------------------------------------|---------------|------------------------|----------------|
| The impact of recruitment on organizational innovation. | 0.971 | 931.660 | .780 | .883 | 0.000 | first |
| The impact of training and development on achieving organizational innovation. | 0.998 | 703.041 | .728 | .853 | 0.000 | second |
| The impact of material and moral incentives on achieving | 0.765 | 442.811 | .626 | .792 | 0.000 | Third |

| | | | | | | |
|--|-------|---------|------|------|-------|--------|
| organizational innovation. | | | | | | |
| The impact of internal communication on achieving organizational innovation. | 0.745 | 287.569 | .522 | .723 | 0.000 | Fourth |
| The impact of role clarity on achieving organizational innovation. | .477 | 381.123 | .479 | .692 | 0.000 | Fifth |

* The data presented in Table (5) indicates that the correlation is statistically significant at the level of $(0.05 \leq \alpha)$, with the tabulated value of $F = 3.84$.

Source: Prepared by Authors (2023)

1. From the data provided in Table (6), it becomes evident that the impact of recruitment on organizational innovation is statistically significant. The computed F-value is (931.660), exceeding the tabulated value of (3.84). Comparing the values obtained in this hypothesis test, the computed value is greater than the tabulated value. This is reinforced by the significance level (Sig.) value, which is zero, indicating it's less than 5%. Moreover, it indicates that the variation in the independent variable (R^2) explains approximately (.780) of the variations occurring in the dependent variable, with the rest attributed to other factors. The coefficient (β) reached (0.971), indicating a positive relationship between the independent variable and the dependent variable. Based on these test results, the null hypothesis is rejected, and the alternative hypothesis is accepted, suggesting that "there is a statistically significant impact at the significance level ($\alpha \leq 0.05$) of recruitment on achieving organizational innovation in the Ministry of Culture, Tourism, and Antiquities in Iraq."

2. From the data provided in Table (6), it becomes evident that the impact of training and development on achieving organizational innovation is statistically significant. The computed F-value is (703.041), exceeding the tabulated value of (3.84). Comparing the values obtained in this hypothesis test, the computed value is greater than the tabulated value. This is reinforced by the significance level (Sig.) value, which is zero, indicating it's less than 5%. Moreover, it indicates that the variation in the independent variable (R^2) explains approximately (.728) of the variations occurring in the dependent variable, with the rest attributed to other factors. The coefficient (β) reached (0.998), indicating a positive relationship between the variables under study. Based on these test results, the null hypothesis is rejected, and the alternative hypothesis is accepted, suggesting that "there is a statistically significant impact at the significance

level ($\alpha \leq 0.05$) of training and development on achieving organizational innovation in the Ministry of Culture, Tourism, and Antiquities in Iraq.”

3. From the data in Table (6), it is evident that the computed F-value is (442.811), surpassing the tabulated value of (3.84). Comparing the values obtained in this hypothesis test, the computed value is greater than the tabulated value. This is further confirmed by the significance level (Sig.), which is zero, signifying it is less than 5%. Moreover, it indicates that the variance in the independent variable (R²) explains approximately (.792) of the variations occurring in the dependent variable, with the remainder attributed to other factors. The coefficient (β) reached (0.765), indicating a positive relationship between the variables under study. Based on these test results, the null hypothesis is rejected, and the alternative hypothesis is accepted, suggesting that “there is a statistically significant impact at the significance level ($\alpha \leq 0.05$) of financial and moral incentives on achieving organizational innovation in the Ministry of Culture, Tourism, and Antiquities in Iraq.”

4. It is evident from the data in Table (6) that the computed F-value is (287.569), exceeding the tabulated value of (3.84). Comparing the values obtained in this hypothesis test, the computed value is greater than the tabulated value. This is further confirmed by the significance level (Sig.), which is zero, signifying it is less than 5%. Moreover, it indicates that the variance in the independent variable (R²) explains approximately (.522) of the variations occurring in the dependent variable, with the remainder attributed to other factors. The coefficient (β) reached (0.745), indicating a positive relationship between the independent and dependent variables. Based on these test results, the null hypothesis is rejected, and the alternative hypothesis is accepted, suggesting that “there is a statistically significant impact at the significance level ($\alpha \leq 0.05$) of internal communication on achieving organizational innovation in the Ministry of Culture, Tourism, and Antiquities in Iraq.”

5. It is evident from the data in Table (6) that the computed F-value is (381.123), surpassing the tabulated value of (3.84). Comparing the values obtained in this hypothesis test, the computed value is greater than the tabulated value. This is further confirmed by the significance level (Sig.), which is zero, signifying it is less than 5%. Moreover, it indicates that the variance in the independent variable (R²) explains approximately (.479) of the variations occurring in the dependent variable, with the remainder attributed to other factors. The coefficient (β) reached (.477), indicating a

positive relationship between the independent and dependent variables. Based on these test results, the null hypothesis is rejected, and the alternative hypothesis is accepted, suggesting that “there is a statistically significant impact at the significance level ($\alpha \leq 0.05$) of role clarity on achieving organizational innovation in the Ministry of Culture, Tourism, and Antiquities in Iraq as perceived by its employees.”

CONCLUSION

1. The arithmetic means of internal marketing dimensions, when combined, were found to be at a high level. Recruitment ranked first among these dimensions, followed by internal communication, training and development, material and moral incentives, and lastly, role clarity.
2. The average values for organizational innovation as a whole were high. Risk-taking ranked first, followed by flexibility, authenticity, and lastly, fluency.
3. The results of the hypothesis testing showed that there is an impact of internal marketing with its dimensions (role clarity, Recruitment, training and development, incentives, internal communication) on achieving organizational innovation in the Iraqi Ministry of Culture, Tourism, and Antiquities. This result aligns with the findings of a study by BALAL and Rahim (2019), which confirmed the influence of internal marketing on the innovation process.
4. There is an impact of Recruitment on achieving organizational innovation in the Iraqi Ministry of Culture, Tourism, and Antiquities.
5. There is an impact of training and development on achieving organizational innovation in the departments of the Iraqi Ministry of Culture, Tourism, and Antiquities.
6. There is an impact of material and moral incentives on achieving organizational innovation in the departments of the Iraqi Ministry of Culture, Tourism, and Antiquities.
7. There is an impact of internal communication on achieving organizational innovation in the Iraqi Ministry of Culture, Tourism, and Antiquities.
8. There is an impact of role clarity on achieving organizational innovation in the Iraqi Ministry of Culture, Tourism, and Antiquities.

Based on the results obtained from this study, the researcher presents a set of recommendations to the departments within the Iraqi Ministry of Culture, Tourism, and Antiquities:

- Embracing internal marketing dimensions as a strategy aimed at encouraging employees to abandon traditional management methods, thus achieving continuous improvement in the services provided.
- The Iraqi Ministry of Culture should establish specialized programs to attract the best employees and compete with other institutions.
- Implementing a fair system of incentives and rewards directed at all employees. Reward those who provide outstanding effort through delivering excellent service to the organization or clients.
- Encouraging employees to embrace the principle of risk-taking, making it a strategic direction towards leadership, and propose new methods to improve work despite the inherent risks.

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