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**THE ROLE OF INTERNATIONAL MARKETING
DIMENSIONS IN ENHANCING CUSTOMER LOYALTY**

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SOSYAL BİLİMLER ENSTİTÜSÜ
İŞLETME ANABİLİM DALI**

**MÜŞTERİ SADAKATİNİ ARTIRMADA İÇ PAZARLAMA
BOYUTUNUN ROLÜ**

Hazırlayan

Karwan Salim ABDULRAHMAN

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BİLİMSEL ETİK BİLDİRİMİ

Yüksek Lisans tezi olarak hazırladığım *THE ROLE OF INTERNATIONAL MARKETING DIMENSIONS IN ENHANCING CUSTOMER LOYALTY* adlı çalışmanın öneri aşamasından sonuçlanmasına kadar geçen süreçte bilimsel etiğe ve akademik kurallara özenle uyduğumu, tez içindeki tüm bilgileri bilimsel ahlak ve gelenek çerçevesinde elde ettiğimi, tez yazım kurallarına uygun olarak hazırladığım bu çalışmamda doğrudan veya dolaylı olarak yaptığım her alıntıya kaynak gösterdiğimi ve yararlandığım eserlerin kaynakçada gösterilenlerden oluştuğunu beyan ederim.

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Karwan Salim ABDULRAHMAN tarafından hazırlanan THE ROLE OF INTERNATIONAL MARKETING DIMENSIONS IN ENHANCING CUSTOMER LOYALTY başlıklı bu çalışma, .../.../ 2018 tarihinde yapılan tez savunma sınavı sonucunda başarılı bulunarak jürimiz tarafından İŞLETME Anabilim Dalı'nda Yüksek Lisans tezi olarak kabul edilmiştir.

TEZ JÜRİSİ ÜYELERİ (Unvanı, Adı ve Soyadı)

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ONAY

Bu Tez, Bingöl Üniversitesi Sosyal Bilimler Enstitüsü Yönetim Kurulunun/.../ 2018 tarih ve sayılı oturumunda belirlenen jüri tarafından kabul edilmiştir.

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ÖNSÖZ

Bingöl Üniversitesi'nde bana ders anlatan tüm öğretmenlerime ve akademik kurslarda öğrencilere bilgi öğretmek için çaba harcayan akademisyenlere teşekkür ederim.

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ÖZET

Bu tez, iç pazarın rolünü ve Duhok şehri için en önemli Pazarlama merkezleri olan A örneğine (Aile alışveriş merkezi, Duhok alışveriş merkezi, Maxi alışveriş merkezi) ilişkin olarak müşteri sadakatinde “kültürel organizasyon, eğitim ve gelişim, iç haberleşme, ödül ve motivasyon” boyutlarını incelemeyi amaçlıyor. Anketler rastlantısal olarak işçilere, daire başkanlarına ve idari birimlerin başkanlarına vb dağıtılmıştır.

Bu çalışma, çalışma alanının iç pazarlama ve müşteri sadakati yönüne ilişkin teorik açıklaması yapıldıktan sonra, işçilerin iş performansları sırasında müşteri sadakatinde iç pazarlamanın rolünü boyutlarıyla birlikte kanıtlamayı ve kişi korelasyonunu kullanarak ilişkinin ölçüsünü ve iç pazarlamanın müşteri sadakati üzerindeki etkisini belirlemeyi amaçlamaktadır.

Araştırma anketi birincil veri elde etmek için tasarlanmıştır ve 200 anket çalışma örnekleri arasında dağıtılmıştır, ancak bunlardan 153 anket geri dönmüştür ve bunlar istatistiki analiz için uygundur.

Anket üç bölümden oluşmaktadır. Birinci bölüm cinsiyet, yaş, eğitim düzeyi ve çalışma deneyimi gibi ankete katılanlara ilişkin bazı demografik bilgiler içermektedir.

İkinci bölüm iç pazarlamanın rolünü ve boyutlarını hedefleyen 23 soru içermektedir.

Üçüncü bölüm müşteri sadakatine ilişkin 10 soru içermektedir.

Bu tezin sonucu, iç pazarlama ile motivasyon arasında diğer değişkenlerden daha fazla ilişki olduğunu ve iç pazarlama ile müşteri sadakati arasında pozitif bir ilişki olduğunu göstermektedir.

Anahtar Kelimeler: Müşteri Sadakati, Pazarlama Boyutunun Rolü, İş Verimliliği

ABSTRACT

The dissertation aims to examine the role of internal marketing and its dimension of "cultural of organization, Training and development, internal communication, reward and motivations" on customer loyalty relating to A sample of the most important Marketing centers for the city of Duhok (Family mall, Duhok mall, Maxi mall) the questionnaires was distributed randomly on the workers, head of departments, and head of administrative units,...etc.

After explanation the theoretical field of the study relating of dimensions internal marketing, and customer loyalty, the study aims to prove the role of internal marketing by its dimensions on customer loyalty during the job performance of workers, and determine the measure of its relation using person correlation and also the impact of internal marketing on customer loyalty.

A survey questionnaire has been designed to collect primary data, and 200 questionnaires have been distributed among the study sample, however, 153 questionnaires returned and suitable for the purpose of statistically analyzing.

The questionnaire consists of three sections. First section contains general information related to some respondents' demographic data, which are gender, age, levels of education, and workers experience.

The second section included a set of 23 questions aims to role of internal marketing and dimensions. The third section included 10 questions related of customer loyalty.

The result of this dissertation proved that there is a positive correlation between internal marketing with motivation more than other variable and there is a positive correlation between internal marketing with customer loyalty

Key Words: Internal Marketing Dimensions, Customer Loyalty, Job Performance

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INTRODUCTION

The business environment at its macro and micro levels has become less stable and more complex, with the technological acceleration of touching all economic sectors without exception (production, management, communication ...) and the effects of globalization in all its forms, Most institutions are very competitive, and it is no longer easy to get a new position in the market or to target a new sector of sectors where the strongest competitors cannot leave the weak ones.

In light of these pressures facing the institution, direct confrontation with competitors has become a threat to their existence. Therefore, attention has shifted to the search for areas of excellence and a means to ensure the continuity and survival of the institution. This has been the result of the development of the marketing concept and the development of various concepts, the customer is most important to the organization.

Traditionally, marketing focuses on exchanges between the organization and customers. However, the nature of the role played by the organization's staff in determining the level of quality and the satisfaction of the customer with the marketing offer has pointed to another form of exchange, which can be done between the organization And its employees. Because of the special characteristics of the services, the traditional methods of external marketing practices are of limited effectiveness when applied in the field of services in relation to physical goods, since the performance of service workers represents the product purchased by the external customer and one of the main means used by the organization to achieve excellence in The market, and therefore emerged a modern marketing concept concerned with employees within the organization called internal marketing (Idris and Marsa, 1995). This concept emerged in the early fifties by Japanese quality managers and viewed the activities performed by employees as internal products. And that the organization should focus on the interests of workers and try to satisfy them through the activities they perform to ensure a workforce of high efficiency and satisfy the wishes of the customer.

Despite the increased interest in marketing thought in the internal customer concept, the concept of internal marketing did not receive the same attention, the concept of internal marketing is that each organizational unit or group within the organization markets its capabilities and capabilities to other units within the same

organization and internal marketing, all employees of the organization are internal customers who have to achieve the objectives of the organization. If the objectives of the organization stem from external marketing, the functions of individuals contribute to this by responding to the internal public, each directly or indirectly related to the end consumer or competitive advantage.

The development of the customer's position in marketing thought has given a new direction based on meeting his needs and aspirations and taking a strategic position within the interests of the institution, the latter's behavior became the subject of research and studies in order to understand its components and factors affecting it, It is a very complex process not limited to the actual purchase decision but rather a series of consistent and consistent processes that are influenced by the characteristics of the individual and the surrounding environment variables.

As a result, this study aims to examine the role of internal marketing dimensions in enhancing customer loyalty.

The structure of this dissertation can be explaining as following:

- In chapter one, the problem of the research, study importance, theoretical framework of the study, study hypotheses, and the objectives of study.
- Chapter two present, literature review of study (internal marketing, job performance, customer loyalty), previous studies.
- Chapter three will introduce to methodology of study and data analysis.
- Chapter four going to present the results of this study and followed by discussion.
- Chapter five contains the conclusions and recommendations

CHAPTER ONE

THE FRAMEWORK OF THE STUDY

1.1 The Problem of the Study

Marketing is not only interested in providing products for sale, but also interested in working individuals and internal customers in the internal market offers them benefits, services and works to raise their abilities and skills and thus improve the level of performance, as has recognized many organizations, especially service, including the benefits that can be obtained through the implementation of the concept of internal marketing, through which the organization obtains personnel working with high abilities and skills through which they are able to take responsibility and provide high quality services to customers, as the satisfaction of external customers is affected by internal satisfaction of the client. Therefore, internal marketing is a prerequisite for successful external marketing. Moreover, raising the capabilities and skills of active personnel and continuing education will enable the organization to be stronger over time because of the intrinsic capabilities it will possess through these individuals. Search the following questions:

1. Does the research sample have knowledge of internal marketing, and its components and dimensions?
2. Is the management of our organizations considers its employees as customers and care about their needs, desires and raise their morale?
3. Does the interest in internal marketing affect customer loyalty?
4. Are the employees in the study sample aware of their role in acquiring more customers?

1.2 The Key Aim of the Study

The study aims to provide recommendations to the decision-maker in the field of internal marketing and its impact on customer loyalty through job satisfaction of the employees in commercial centers of Dohuk city, which in turn lead to improving the competitive position of these shopping centers, as well as developing a conceptual model applicable to the role of internal marketing in increasing customers and acquiring, loyalty through job satisfaction for employees. In addition to study and test

the relationship between internal marketing and customer loyalty through internal marketing elements.

1.3 The Objectives of Study

This study basically aims to describe and diagnose the role of internal marketing dimensions and components in achieving customer loyalty through job performance, the follows are the essential objectives of the current research:

1. Clarification on the internal marketing subject, and shed light on its concepts and components.
2. Highlight the important aspects of job performance through exposure to the concept and importance and factors affecting them, and the most important theories that have been interested in the subject of job satisfaction.
3. Attempt to link internal marketing and its role in the success and achievement of loyalty to customers, by showing the characteristics that must be available in the staff and employees, as well as tools and methods used on the behavior of individuals and guide them to increase also improve the functional performance, thus leading to the loyalty of the customer.
4. Choose the correlation between the dimensions of internal marketing and causes of improving the performance of the job and customer loyalty.
5. To know the nature of employees decisions and the extent of their participation in the role and responsibilities with senior management in the organization.
6. Show the relative importance of the dimensions and components of internal marketing and performance and customer loyalty.

1.4 The Significance of the Study

Today, business organizations are witnessing increasing competition in their various markets, both local and international, which have led these organizations to adopt different policies and systems to strengthen their position in the competition markets under the concept of internal marketing.

From the point of view of many organizations, especially the business, these systems are the most important challenge in creating competitive advantages for the

organization if they are used effectively and efficiently, indeed the human resource is the main resource that attracts and motivates the other resources of the organization.

The importance of the study is highlighted through two basic dimensions: knowledge, which is reflected in the presentation of the basic concepts and principles of the internal marketing process and the loyalty of the customers, and the result of this process of important objectives and a significant impact on the life of both the organization and its employees, as mentioned in the references, the practical dimension shows the relationship and impact of the effectiveness of internal marketing in achieving and increasing the loyalty of the customer as well as strengthening the performance of the job.

1.5 The Basis of the Research

This dissertation is based on shopping center Iraqi Duhok City, In particular, this research will focus to investigate the role of internal marketing on organizational customer loyalty, furthermore, in Iraqi Duhok City, there are three shopping centers shown in the table (1) below:

Table 1: Shopping center in Iraqi Duhok City

n	Name of shopping center	Contact info.
1	Family mall	Zakho road - Duhok +964 750 600 0226
2	Duhok mall(Mazi Plus mall)	Qazi Mohammad road-Duhok +964 750 781 7953
3	Maxi mall	Qazi Mohammad road-Duhok +964 750 856 5763

1.6 Theoretical Framework of the Dissertation

The theoretical framework of this dissertation can be illustrates in the figure (1). The model assumed a correlation and an impact between the independent variable "Internal marketing" that represent by four dimensions "employee education background, motivation, training and development, internal communication ".And intermediate variable were employee performance, Moreover, dependent variable "customer loyalty"

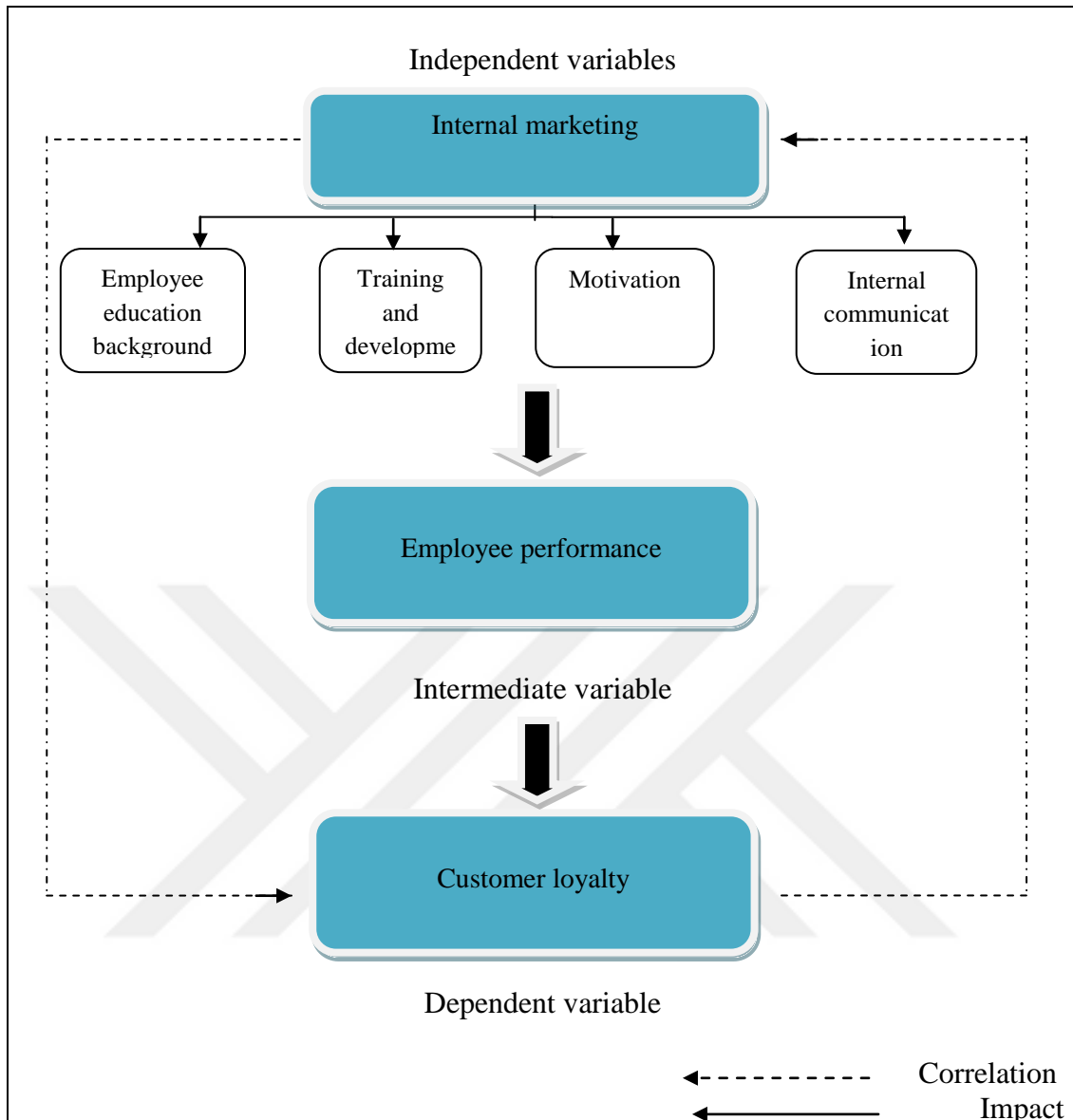


Figure 1: Theoretical Framework

1.7 The Hypotheses of Study

Based on theoretical framework of this dissertation along with its objectives, This dissertation will attempt to examine two hypotheses:

1. The role of internal marketing dimensions on customer loyalty as blow:
 - a. There is role of employee education background on customer loyalty.
 - b. There is role of training and development on customer loyalty
 - c. There is role of motivation on customer loyalty.
 - d. There is role of internal communication on customer loyalty.
2. The impact of internal marketing dimensions on customer loyalty as below:
 - a. There is impact of employee education background on customer loyalty.

- b. There is impact of training and development on customer loyalty
- c. There is impact of motivation on customer loyalty.
- d. There is impact of internal communication on customer loyalty

Research Limitations: The study scope on the following:

Human Limitations: employee of biggest shopping center (Family Mall, Duhok Mall, Maxi Mall) in Iraqi Duhok city

Place Limitations: shopping center in Iraqi Duhok city

Time Limitations: The time needed for study accomplishment from the first of 2017 until med of 2017.

Terminology Definitions:

Internal Marketing: a form of marketing in the organization that focuses on the interests of employees in relation to internal activities that needs to be In order to enhance performance in external markets.

Customer Loyalty: customer loyalty is when a supplier receives the ultimate reward of his efforts in interacting with its customer.

CHAPTER TWO

LITERATURE REVIEW

2.1: Internal Marketing

Internal marketing is defined as "efforts aimed at identifying the needs and desires of employees and achieving their satisfaction with their functions and activities". It is also defined as "any form of marketing in the organization that focuses on the interests of employees in relation to internal activities that need to be In order to enhance performance in external markets (Ibrahim, 2013:813). Internal marketing is a modern marketing concept for employees within the organization. This concept was introduced in the early 1950s by Japanese quality managers. It views the activities performed by employees as internal products and that the organization should focus on the employees' interests and try to satisfy them through the activities they perform to ensure a worker with high efficiency to meet the needs and desires of the external client (Sultani, 2014:2). Berry defines internal marketing as: "applying marketing philosophy and practices to individuals who serve customers so that the most efficient individuals are employed and the work done is maintained." Berry also considers that internal marketing is "looking at employees on customers' Among them, any customers within the institution and look at the functions that they are working on internal products and work to provide these products to the satisfaction of internal customers in order to achieve the objectives of the institution (Berry, 1991:37). Cronross defined it as: The organization considers its employees as an internal market that it must influence effectively, so that it motivates them to be aware of and understand the importance of customer service, market orientation and rationality of sales by simulating external marketing activities and applying its tools to the internal market (Cronross, 1994:36). Rafiq et Ahmed defined: "Internal marketing is all planned marketing-oriented efforts aimed at trying to overcome resistance to change, achieving unity and complementarity between employees to ensure effective implementation of enterprise strategies to customer satisfaction, and to consider employees as internal clients in the organization (El Nsour, 2012:47). "Internal marketing is the work of the organization to train and motivate its internal customers, particularly those who directly engage with customers and support the service in order to work as a team to achieve satisfaction and satisfy customers" (Kotler, 2003:20).

Internal marketing authorization is to develop internal and external customer awareness and remove functional barriers. Internal marketing involves the development of customer orientation and planning to ensure consistency of marketing relationships for both internal and external marketing and plays an important role in motivating and retaining employees and contributing to improved job performance. Employees in the organization as internal clients must ensure that management takes proper action to attract and train staff well and provide the incentives are geared to their needs and involve them in making managerial and marketing decisions, and provide them with a comfortable atmosphere while meeting their business requirements to ensure satisfaction that leads to better productivity.

According to (Farouk et al, 2010:1197) internal marketing is an approach that seeks to serve the management of the application of the traditional marketing concept and its associated mix. This approach supports and motivates all individuals in the organization, examines their roles and results, adopts a high degree of customer service orientation, and focuses on Achieving customer satisfaction and organizational productivity through continual improvement in staff performance and environment. It is also a tool to narrow the gap between the different departments in the organizations and develop more cooperation relations.

According to internal marketing, employees are the organization's first market. The concept is perceived as internal customers and to internal product functions. These jobs should satisfy the needs and desires of these internal customers. Therefore, internal marketing seeks to attract knowledgeable customers Motivation at all levels (Gillemo & Rijkxen, 2000:38). The organization must satisfy its employees initially by meeting their needs and thus be more able to satisfy customers, which is very important especially for service organizations (Mishra, 2010:187).

Kotler & Armstrong pointed to three types of marketing in service organizations, the first of which is the external marketing of everything about "4Ps" namely product, price, promotion and parceling, and the second is internal marketing, which expresses what The third is interactive marketing related to the environment, and the systems and procedures used by employees to interact with customers and satisfy their needs (Rydberg &Lytinen, 2005:1), Therefore, internal marketing should be integrated with

the theories, strategies and principles of human resource management through a number of practices, including the following (Abzari et al, 2011:148):

1. Put the staff in the first place.
2. Provide maximum satisfaction to employees at work.
3. The development of jobs as products intended for internal customers in broader perspective.

Figure 2 illustrates the types of marketing service organizations

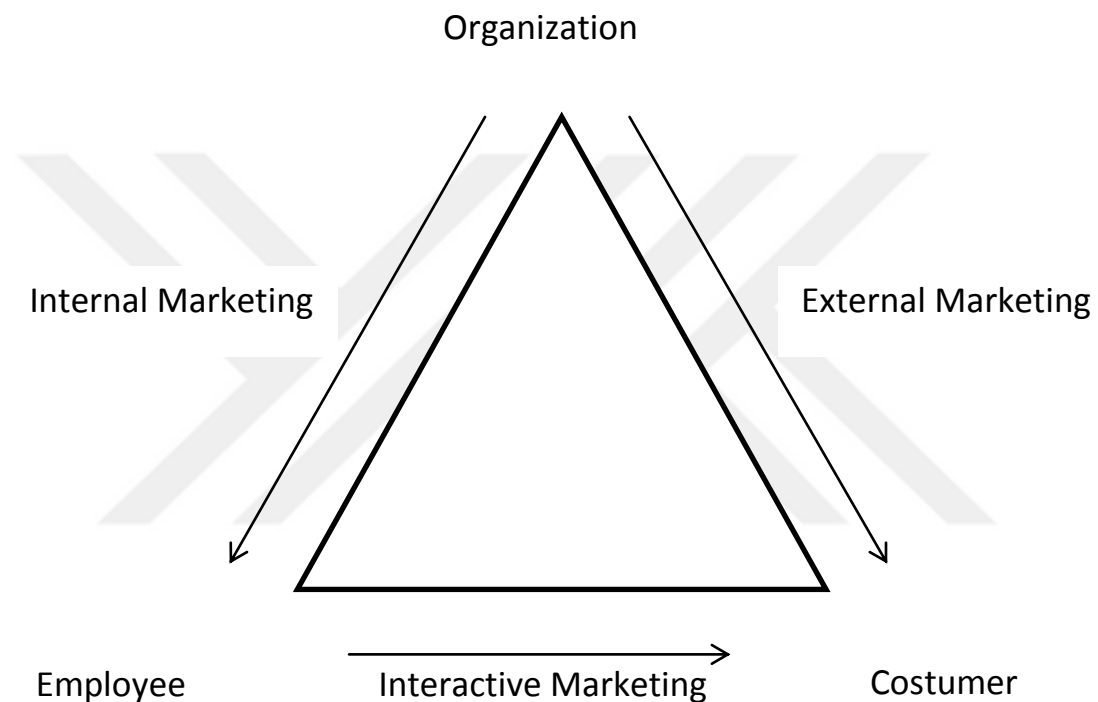


Figure 2: Marketing Types in Organization

Source: (Armstrong & Kotler, 2009: 254)

2.1.1: Internal Marketing Characteristics

That internal marketing carries features and characteristics derived from the integration of human resources management and marketing management. The important characteristics of internal marketing can be summarized as follows (Ajrama, 2005:53):

- a. Internal marketing in general is not a separate activity, but it is embedded in the initial quality of customer service programs, strategies and overall business. The structure of the accompanying activities is a preliminary structure for external marketing activity.

- b. Communication is critical to the success of internal marketing and has a critical role to play in gaining competitive advantage and reducing conflict within the organization's workforce.
- c. Internal marketing is an optional process that leads employees to get good results and is used to facilitate creativity.
- d. Marketing is more successful when the commitment is high at the senior management levels, and all employees are committed to it and the open management method is the dominant method.
- e. Internal marketing is a social process that goes beyond satisfying the material needs of employees and providing them with job stability and security, in addition to increasing their job satisfaction.
- f. Internal marketing is an administrative process that seeks to integrate and coordinate functions within the organization.

2.1.2: Internal Marketing Dimensions

By reviewing the administrative literature relevant to the subject of internal marketing, we can define trends for its distance or as expressed by the combination of internal marketing, so the dimensions of internal marketing are as follows:

1. Internal communication is all formal and informal communication processes that occur within the organization at all functional levels (Mansour, 2008:66).
2. The relations between the workers are the building of supportive working relationships between the employees, the ability of the employees to respect each other and the exchange of trust, sympathy and support and the contribution of all in breaking the barriers within the departments and among them, and this will enhance internal communication(zahi&omer, 2013:16).
3. Empowerment: It is intended to involve decision-making staff and to give them more freedom to work, act, and self-control while supporting their abilities and skills, providing adequate materials and an adequate climate (Bruce, 2003:28).
4. Motivation is the set of factors that affect an individual's behavior by satisfying their needs (Abul&Ayoub, 2003:98).

5. Training: Those activities that help employees increase their performance in the current work and next by increasing their skills or developing their knowledge (Jeffrey, 1998:44).
6. Service culture is the values and beliefs of the institution that determine the rules of behavior of employees and also know that they are all traditions, values, customs and characteristics that form the general atmosphere of service and affect the workers. Institutions have a culture and an internal atmosphere that affects employees and their personalities, values and attitudes (Hogg et al, 1998:879).
7. Job satisfaction is the psychological attitudes of the workers that accompany the attainment of the individual's goal and satisfaction of the needs and desires that it requires, through the interaction between the personal factors of the individual itself and factors related to the nature of the job itself and factors related to the work environment (Hashem ,2010:86).

2.1.3:Internal Marketing Objectives

The objectives of internal marketing are covered in the goals of external marketing and the objectives of the organization as a whole and internal marketing works to manage employees and strengthen their motivation to improve their performance and behavior in a way that ensures the success of internal and external programs implemented by the organization. In general, the internal marketing aims to achieve the following (Al-Sahan, 2002:40):

1. Helping employees to understand the organization's mission and objectives, system, methods of work applied within the organization.
2. Motivate employees to achieve their competencies efficiently and change their attitudes and behaviors towards customers, especially those who are in direct contact with customers.
3. Gain staff commitment to the organization's plans, strategies and culture.
4. Changes to move from the way we used to do things to work in the way we want to do to achieve success and help to build an organizational culture based on customer service and quality of service and thus lead to maintain the quality standards in the provision of services.

2.1.4: Internal Marketing Success Factors

The success of internal marketing depends on the cooperation between the marketing and human resources management departments, which are the basis for achieving success for internal marketing and integration between them. The focus is on the following aspects (Isabel, Hernández, 2008:81):

1. Understand customer needs: Management should work towards accurate customer knowledge to enable it to operationalize its operations, management supports marketing efforts through recruitment and training, the marketing function is to provide HR management with information to study customer satisfaction measurement in order to use them in employee delivery systems and integrate them into TQM processes.
2. Follow-up and evaluation: It is recommended that human resources management policies are in line with the overall objective, as they can be compared to standard performance levels and their contribution to goals. The department measures the internal communications system that it has, and the management compares them to the specific criteria and objectives.

2.1.5: Internal Marketing Models

1. Berry's Model

The basic premise is that employees are considered consumers and the following two assumptions are divided (Berry, 1981:28):

- a. Consider jobs as internal products.
- b. Adopting marketing techniques internally.

Figure 3 shows Berry's internal marketing model

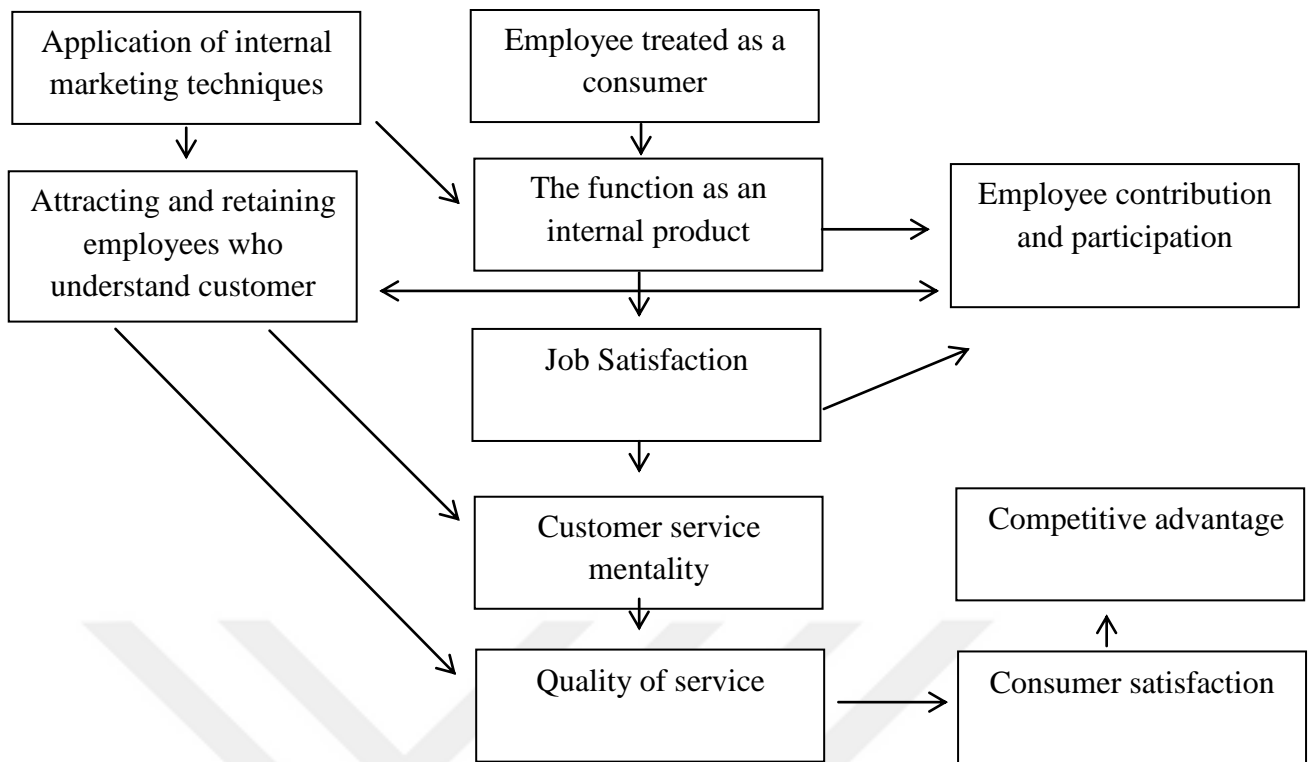


Figure3: Berry's Internal Marketing Model

Source: (Berry, L. L. 1981:26).

In the form, it is clear that the consideration of employees as consumers and the adoption of marketing techniques within the organization mean that the organization must work on the design and formation of jobs in a way that contributes to:

- Satisfying the needs and desires of employees.
- Provide opportunities for employees to integrate and participate in the organization's plans and policies.
- Attract and retain the best staff.

This leads to the satisfaction of individuals (job satisfaction), helps attract and retain the most consumer-oriented employees and the organization that has a satisfied and customer-oriented employees really have a competitive advantage to provide high quality services and raise their market share.

2. Gronroos Model

This model is based on the fact that interactive marketing provides the organization with important marketing opportunities, and can only benefit from these marketing opportunities by having employees who have a consumer awareness, awareness or understanding of customer service, and are familiar with the selling mentality(Gronroos, 1990:.

The figure 4 illustrates Gronroos internal marketing model.

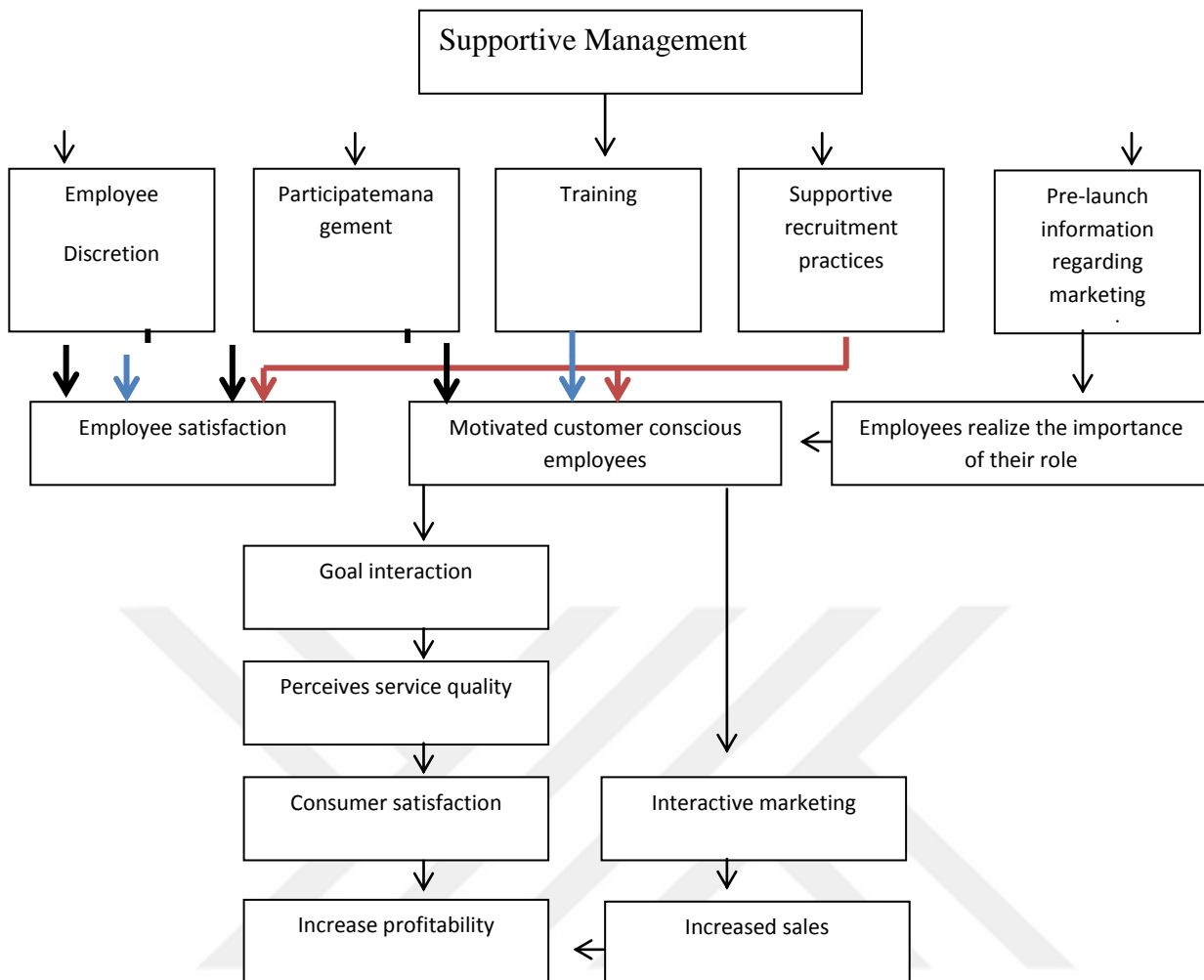


Figure4: Gronroos Internal Marketing Model

Source: (Gronroos C, 1990)

It is clear from the model that for the implementation of internal marketing programs should be supported by senior management, and therefore must adhere to support:

- Training programs, especially customer service training, because they are a critical stage in achieving consumer orientation and staff understanding of the importance of customer service awareness.
- Employment policies and programs, in terms of the extent to which jobs are available to individuals, that is, to attract the right people, and to design jobs to suit the people who will occupy them.
- Participatory management, the success of internal marketing programs requires the organization to support the participation of all staff and staff at different levels in the planning and strategy development process.
- Support staff in making decisions, which means that they are free to make decisions and act, especially those who are in direct contact with customers.

- In addition, senior management should inform employees of all changes in strategies before they are implemented, so that the employee understands the roles that he or she must play in the performance or proper functioning of the service, and thus can do it best.
- The commitment of the management to support these efforts and activities means the presence of satisfied and motivated employees, aware of customer service, aware of their roles, and thus good interaction with customers, providing high quality services, thus achieving customer satisfaction and growth in profits and shares of the organization in the market.

2.2: Job Performance

Job performance is defined by GOOD as "the effort that an employee does to accomplish a task according to his ability and ability". Wilson and Western defined the performance as "the director's achievement when performing any activity". The concept of job performance also refers to the results and objectives that the institution seeks to achieve within a specified period. Al-Khazami believes that overall functionality is: "Converting organizational inputs into outputs consisting of goods and services with technical specifications and specific rates, Job performance can be defined as: "the degree of achievement and completion of the components of the functional tasks, and reflects how the individual achieves the job requirements and often occurs confusion or overlap between the performance and effort, energy refers to the effort with the efforts of performance is measured on the basis of results, Ali Al-Salami believes that job performance is: "Desire and ability are together to determine the level of performance, as there is a consistent and reciprocal relationship between desire and ability to work and level of performance, CAS said that performance is "a response consisting of actions and reactions that are collectively a process within a social system, in the sense that the overall performance of all members of the organization describes the performance of the institution as a whole, Many researchers tend to distinguish between behavior, achievement and performance, and they see that behavior is what individuals do in a job. Achievement is the effect that results after people stop working, while the institutions that work are: The interaction between behavior and achievement, that is, it reflects the set of actions and results together.

Given the definitions of the concept of job performance, we can say that there is a clear consensus among researchers that job performance is an objective or goal to be reached. On the other hand, we note that there are different perspectives and angles in terms of performance. Some are dealt with through individual performance, team performance, and others are dealt with by looking at the performance of the organization as a whole.

For the purpose of this study, we can define job performance as a set of related performance behaviors that reflect the performance of the employee's responsibilities. These include performance, efficiency of implementation, job experience as well as interaction, with other members of the institution, Innovation and commitment to the administrative aspects of the work and reflects the performance of the employee loyalty to the institution, and represents the performance of individuals performance of the sections they belong to and thus reflects the performance of the institution as a whole and therefore the job performance is (Al-Sabbagh, 1989:19):

1. Effort to convert input to output.
2. Effort to achieve job objectives.
3. Purposeful functional behavior emerges as a result of interaction and compatibility between the internal forces of the individual and the external forces surrounding him.
4. Behavior aimed at achieving the result.
5. Response consists of actions and reactions.

2.2.1: Job Performance Elements.

Job performance has several elements; the most important are (Al-Harhasha, 2011:93):

1. knowledge of the requirements of the job: and includes professional skill and technical knowledge and the general background of the job and related fields
2. Quality of work: include accuracy, order, mastery, proficiency, technical ability and the ability to organize and implement the work and freedom from mistakes.
3. The amount of work: It includes the volume of work performed in normal circumstances and the speed of completion.

4. Perseverance and reliability: It includes dedication and seriousness in work and the ability to assume responsibility and completion of work on time, and the need for supervision and guidance

2.2.2: Job Performance Criteria

Job performance standards are designed to monitor performance consistently to detect any fluctuation in performance, in order to intervene in a timely manner to address negatives and deficiencies. These standards are used to distinguish between performance and performance efficiency. Performance effectiveness refers to individuals achieving organizational objectives and carrying out tasks and tasks. And the efficiency of performance refers to the use of available resources economically and without excessive in the implementation of work tasks and achieve the objectives of the institution, and the main criteria for functional performance are as follows (Khalifa, 2007:76):

- a. Quality is the indicator of how to judge the quality of performance in terms of the degree of perfection and quality of the product. Therefore, the level of quality must be commensurate with the available means. This requires the presence of a standard for the superiors and subordinates to be followed if necessary, Work in light of previous production designs, goals and expectations.
- b. Quantity: The volume of work done in light of the capabilities and capabilities of individuals and not beyond, and at the same time not less than their abilities and potential because it means slow functional performance, which affects the staff laxity and indifference, so it is agreed on the size and quantity of work done as a motive to achieve an acceptable rate of Growth in performance rate commensurate with individual experience, training, facilities.
- c. Time: The importance of time is due to the fact that it is a non-renewable resource or compensation. It is capital and not income. It is imperative that it be exploited optimally at every moment, because it always diminishes and goes on forever.
- d. Procedures: The procedures are steps for the practical application of the skills to be performed. Therefore, it is necessary to agree on the methods and methods allowed and authorized to use to achieve the objectives, although the procedures and steps followed in accomplishing the work are expected and documented in

the documents of the institution according to rules, laws, regulations and instructions, The agreement between the superiors and subordinates shall be preferred to the procedures followed in the completion of the work, whether in connection with the completion, receipt or delivery of the transactions, in order for the picture to be accurate This does not mean killing the innovation and creativity processes of the employees, but the agreement and understanding of what the subordinate wants to implement with his boss prior to adopting a preferred method of carrying out the work, and to ensure his agreement and not to violate the system, instructions, regulations and laws.

2.2.3: Job Performance Components

The term performance consists of two main components: efficiency and effectiveness, that is, the institution that is characterized by performance is the one that combines the factors of effectiveness and efficiency in its conduct, and we will analyze and detail these two important reformers below (Al-Daoui, 1999:4, Mahfouz et al, 2001:71):

1. Effectiveness: Management researchers look at the term effectiveness as an instrument of governance monitoring in the institution. This is because efficiency is a criterion that reflects the degree to which the objectives are achieved. It is worth noting that there are many different contributions that attempt to define what this term is. The effectiveness of the institution is measured by the amount of profits achieved. We analyze the term by means of the following definitions: According to Vincent plaochet, effectiveness is: "the ability to achieve the expected activity and to reach the expected results". Walker et Robert defined the effectiveness as "the ability of the organization to achieve its strategic objectives of sales growth and maximizing its market share compared to competition".
2. Efficiency: The term efficiency, like most human and social sciences, is characterized by a lack of agreement between authors and researchers on its definition. It is therefore not surprising that we have commented on the state of intersection between these other terms used in economic sciences and management sciences such as productivity, and optimization.

Accordingly, we will limit ourselves to addressing and analyzing some of the contributions to the definition of competence to meet the purpose of the study: Definition of efficiency by Wilber: Efficiency is the "efficiency of the enterprise." In other words, efficiency is a measure of profitability in an organization, that is, output related to input, which approximates the meaning of productivity. According to Vincent Plauchet, efficiency is: "The ability to do the required work with little potential and efficient activity is the least expensive activity.

In this sense, efficiency can be represented by a formula in which one of the parties has the maximum output at a limited cost, while the other party has reached the limit the decision of the output for less cost

2.2.4: Factors Affecting Job Performance

2.2.4.1: Factors Affecting the Performance of Institutions

Performance of various types and the concept of efficiency and effectiveness is a function of many variables and factors that affect them negatively or positively. As the improvement of performance, both at the sub-level level and at the corporate level as a whole, is the objective of most of the research that you have dealt with directly or indirectly, the researchers (each according to the subject of his research) tried to identify these factors or at least limit them to Which allows the work to maximize its positive effects and reduce its negative effects, including Donaldson, who listed the following list (Al-Sakarneh, 2014:67):

- Structure
- Leadership
- The production process.
- Culture.
- Strategy
- Technical options.
- The environment in which the institution is active.
- Management style.

In contrast to this approach to the study of factors affecting the performance of the job, most researchers tended to classify them according to different criteria to

homogeneous groups, and many of them relied on the source factor factors divided into external and internal factors, and then divided into external factors by nature to economic factors, Social, cultural, political, technological ... The internal factors were divided into human, technical, organizational factors Although this division is accepted by many researchers, it raises the problem of the boundary between what is internal and what is external, or rather between the ocean and the institution.

2.2.4.2: Factors not Controlled by the Corporation

Based on the control criterion, this type of factor includes "the set of changes, constraints and attitudes that are immune to the institution's control" and thus represents the organization's circumstance in its various dimensions, and as such, its effects may be in the form of opportunities that can be exploited to improve the performance of the enterprise Negatively affect the institution and therefore its performance and impose on them to adapt if it wants to mitigate the effects, and in fact does not stop the role of the institution towards the effects of these factors when working to reduce the mucus But also to create opportunities that allow or help achieve the goals. Therefore, the degree of efficiency or success of institutions in achieving their objectives or rather raise their levels of performance is in part due to adapting or adapting to the variables of their environment factors, opportunities or special risks. The importance of the environment and its impact on the institution are increased whenever its factors are characterized by instability, Complexity, diversity of markets and aggression, and as they are not subject to the control of the institution, these factors can be divided by their nature into economic, social or cultural factors, although this division is difficult Because many factors can belong to more than one group such as consumption patterns, for example, which can be included within the economic factors and at the same time within the cultural characteristics of the society. Therefore, the overlap between the various factors is in itself another factor worthy of consideration when considering the implications of these Factors on the performance of the institution (Al-Daya, 2015:137).

2.2.4.3: Factors under the Control of the Corporation

These factors can be classified according to the theoretical aspect to which they relate in the organization to two main groups (Stair & Reynolds:1999:418):

1. Technical factors: They are different forces and variables that are related to the technical aspect of the organization and include in particular the following:
 - The type of technology used in actual jobs or used to process information. Proportion of dependence on machines compared with the number of workers.
 - Organization design in terms of warehouses, workshops, equipment and machinery.
 - The quality of the product, its form and the extent of its suitable packaging.
 - Compatibility between the products of the institution and the wishes of the applicants.
 - The proportion of storage and production capacity in the enterprise.
 - The quality of materials used in the production process.
 - Price levels.
 - Geographical location of the institution.
2. Human Factors: These are the different forces and variables that affect the use of the human resource in the organization and include the following:
 - Humanity in terms of age and sex.
 - Level of qualification of individuals.
 - Compatibility between the qualifications of workers and positions held and technology used.
 - Rewards and incentives schemes.
 - The prevailing atmosphere among workers and the relationship between supervisors and implementers.
 - Quality of information.

2.3: Consumer Loyalty

The concept of loyalty involves a variety of ideas, all of which accept the idea that loyalty is the process of retaining customers for as long as possible (Duffy, 2003:480), Wallace and others defined loyalty as a strategy aimed at increasing customer satisfaction and increasing their appetite for purchasing and their affiliation to deal with the same company without other competing companies (Wallace et al., 2004:249), On the other hand, Morris and others view loyalty as the full performance of marketers and suppliers, and the fulfillment of promises made by organizations to their customers (Morris et al., 2009:659), There is a description of loyalty such as Plameter and others as the intention of customers to perform behaviors that indicate motives in maintaining relationships and communication with the company. The researchers also stressed that the intention of the customer to communicate with the company is the result of the interaction between him and the staff and salespeople (Palmatier et al., 2007:185). On the other hand, Casaulo and Others knew loyalty as a firm commitment to customers to repurchase the preferred product in the future. This means that the customer gives preference in dealing with a particular brand or company, without dealing with another competitor or brand (Casalo et al., 2010:11). Therefore, an organization that has a weak culture, which has few values and common rules of conduct, will negatively affect marketing. The Organization, which has a strong service culture, has its organizational structure going from top to bottom. Where employees and customers are now at the top of the organizational hierarchy and supervising management is at the bottom of the structure. In this type of organization, all employees are working to serve the customer. The joint management helps its general manager to serve the customer and the general manager supports its departments to serve the customer and the department managers develop systems that allow supervisors to provide good service to the customer with the help of workers directly or indirectly In customer service as shown in the figure 5 below: -

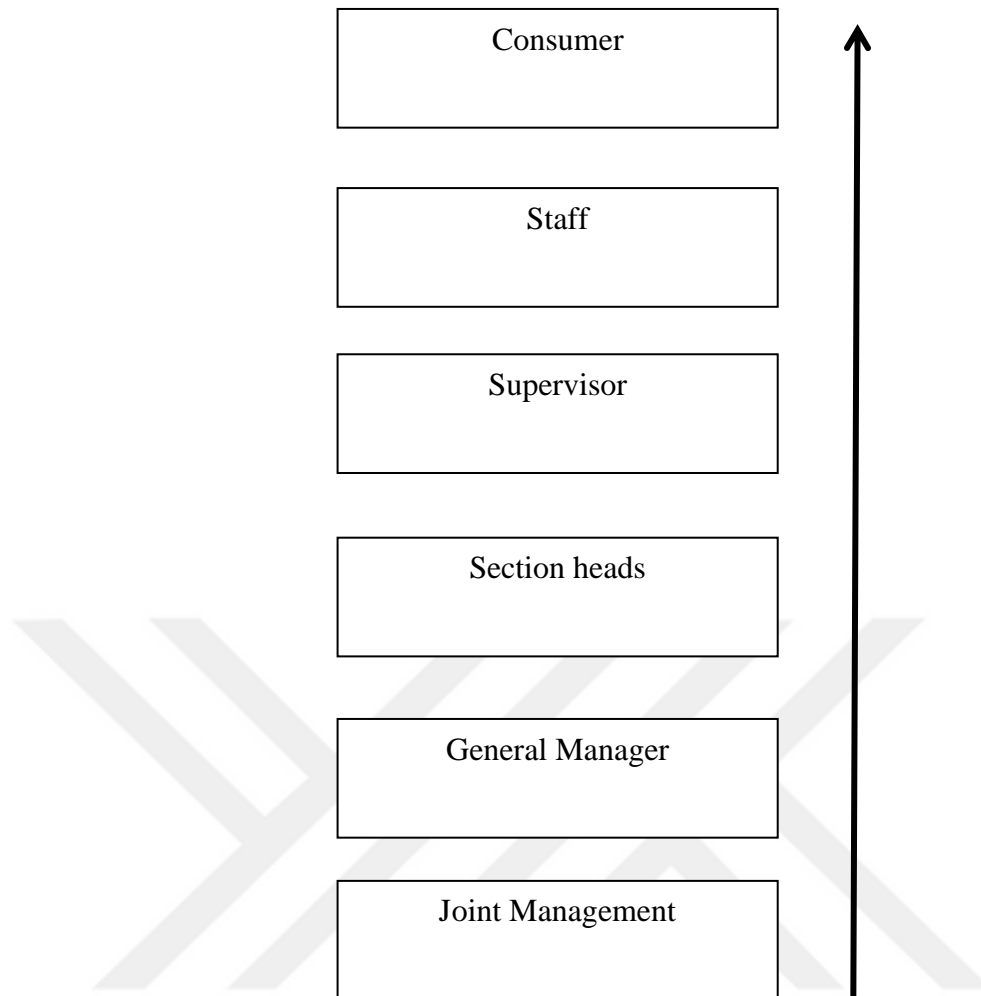


Figure5: Service Oriented Organizational Structure

Source: (Basheer Abbas Al-Alaq and Hamid Al-Taei (1999), Marketing Services Strategic, Functional, Applied, Dar Wael Publishing, Amman, Jordan, p 369).

The employee represents the basic service pillar and one of the keys to achieving competitive advantage, which requires the conscious practice of human resource management policies in terms of selection, development and motivation to maintain customers. Achieving the concept of good service is based primarily on first-hand knowledge of customer needs and expectations, the right choice for those who are fluent in customer service, achieving external customer satisfaction through outstanding service, linking reward and outstanding performance and thus achieving customer satisfaction.

2.3.1: Loyalty Types

Customer loyalty in administrative literature is divided into the following (Gladwin, 2003:925):

1. **Absolute and Relative Loyalty:** Marketing officials strive to achieve absolute loyalty, which is rarely received from their customers, but often the allegiance of marketing officials is no longer absolute. They consider the loyal customer to be the majority of his dealings with them or at least an important part of his purchases from a particular group of services Or goods or marks or a certain place, customer loyalty is no longer a binary (and / or non-specific) property, but it is a very sensitive property of diversity in degrees. The marketing objective is not to obtain a customer with complete loyalty but to seek continuous loyalty. The field of products is wide start-up as it becomes irrational and it is not possible to wait for the customer's absolute loyalty, In this regard, we include absolute and relative loyalty cases relative to the repetition of purchasing behavior:
 - Absolute loyalty (ideal): AAAAAA absolute purchase of the same mark.
 - Divisional Loyalty: characterized by alternating between two alternating marks B A B A B A.
 - Unstable loyalty: the situation changed non sequentially B BB A AA.
 - No loyalty: F E D C B A.
2. **Objective or Subjective Loyalty:** In the field of human relations fulfillment can be defined objectively based on actual behaviors or self-based mental states and emotional attachment and preference, and the same in the loyalty of the customer.

Most marketing officials are primarily concerned with objective loyalty. They consider that what is important for the organization is what the customer does, not what he thinks or wants. The various methods of measuring loyalty are based on observing the purchasing behavior, and all is implicitly based on an objective definition For loyalty, however, a topical measure of loyalty is not always sufficient, in that it is not always allowed alone to estimate the severity of loyalty as an explanatory consequence of its future behavior. We can measure a high level of customer loyalty over a period of time for convenience or lack of alternative offers and routines without We record any level attached to the real,

in which case his allegiance will be Poor and very sensitive can be lost between day and day under the influence of circumstantial change or tempting competitive offer, unlike a customer whose severity is associated with a large mark has a low risk of loss.

2.3.2: The Importance of Customer Loyalty

Loyalty to the mark offers an asset that can be managed in a manner that allows for profits in several ways, as following (Dick and Basu, 1994:113):

a- Loyalty Reduces Marketing Costs

Keeping current customers less expensive than researching and attracting new customers is that the marketing costs to maintain the current customer represent 1 to 10 of the costs of attracting a new customer to the mark, often customers of other brands have no reason to change and are therefore difficult to reach even though they know. With a different alternative, we have to give them a distinct reason to motivate them to risk and change. To point out the risks facing existing customers, the organization is prioritized to make excellent offers to attract new customers, and although current customers except those with low satisfaction they are easier to dig. Follow up and improve customer satisfaction is less expensive than finding new customers.

b- Loyalty Strengthens Product Positioning

The relationship between producers and distributors are going often the principle of force large stakes and positions are often non-parallel, and mark the value becomes important in such a scenario, the major brands such as: COCA-COLA, VIZIR and BOLSHENI find themselves in the best locations, because the distributor is aware that customers they want the brand and loyalty ensures sufficient cycle, so it became the idea of loyalty is an important factor in choosing distributors because the distributor who does not sell these marks the customer pays to the change of Supply, strong loyalty, then supports the negotiating site producers to negotiate with distributors, especially if they want to provide the diversification or shift the mark to another section.

c- Loyalty Helps Attract new Customers

If we have a good base of loyal customers who are satisfied customers or who really love the brand, it is very easy to attract new customers, especially when the purchase of the product is risky, a potential customer who does not break the path of loyal customers will not bear the costs of risk.

d- Loyalty gives time and ease in Responding to Competition

If a competitor launches a better product, having a loyal customer base gives the organization the time to respond because the loyal customer is not looking for innovation, in any case it may not even be warranted to have new products, but everything is negative. It will not be long-term if it does not perform its products at the top.

2.3.3: Strategic Steps of Creating Customer Loyalty

The organization follows a strategic path that allows directing all means to maintain customers and build loyalty through various types of loyalty building strategies aimed at increasing the customer's purchasing rate or increasing his or her affiliation with the institution or brand, The various strategies are implemented based on a structured business plan known as the loyalty building program that allows the degree of loyalty to be measured and the effectiveness of the strategy applied, Loyalty building strategy is the strategy that puts in place all technical, financial and human resources to deal with the best customers. The success of the strategy dictates a correct methodological approach; Strategic path includes five basic stages (Hawari, 2012:72):

- a. **Recognition stage:** The organization must identify and identify its customers and competitors and choose the necessary techniques and means. This leads to the following three steps:
 - Reviewing its client portfolio: needs, expectations.
 - Review of competition: the nature and components of the offer of competitors, axes and methods of communication.
 - Review the techniques of building loyalty: the possibilities available, easy to rely on.

Therefore, the simple marketing principle that is related to the knowledge of the ocean and the goal of the institution allows it to efficiently identify each group of customers to go to a special offer and techniques to build loyalty more distinctive.

- b. **Adaptation Stage:** Once the organization has achieved its competitive advantage and rarely lives in a stable environment, it is often important to adapt the options to the target, especially the objectives of the strategic institution. This is the goal of the second phase, which allows the institution to fully utilize the technologies known to all; first, the basis is to make excellent offers that allow special value to justify loyalty from a customer perspective.
- c. **Privilege Stage:** At this stage, the institution carries out various activities related to loyalty building, and the fact that the customer remains and because he gets the benefits if he continues to consume the same brand or has a desire to change, the loyalty building work highlights its role in maximizing the benefits that the customer receives through the privileges granted to him " Property, utility, service or commodity right "is certain, but what the enterprise should look for is the property, interest or right that others do not offer.
- d. **Monitoring Stage:** the last stage is to review and monitor the effectiveness of the techniques used. The goal of the strategy can be to build a strong and long-term link between the customer and the mark. Moreover, the loyalty building strategy requires very significant financial means. Investment strategy.
- e. **Evaluation Stage:** Evaluation is not limited to evaluating the financial return of investment in customer loyalty building. At this stage, the strategy should be evaluated in its own right if it provides real support for the competitive advantage of the brand, primarily based on loyalty measurement studies. And diversification. When everything is good, the customer rethinks the change in order to continue to grow and develop, but often under pressure to seek results in the short term, the field focuses on the third stage, the stage of privilege.

2.4: Previous Studies

- 1- **Zagreb Study, 2016, entitled** "The Role of Psychological Property to the Function" on the relationship between internal marketing practices and regulatory citizenship in Palestinian academic institutions".

The aim of the study was to identify the degree of internal marketing practices in Palestinian academic organizations in the Gaza Strip, The results of the study indicated that the adoption of internal marketing practices by the school community was average, that the internal marketing practice positively affected the behavior of organizational citizenship, and also showed a positive correlation between both internal marketing practices and psychological ownership towards the job, And the need to develop the academic organizations to see them to suit the reality of the Gaza Strip, and also recommended the need to increase the interest of the organizations concerned with training and development of workers.

- 2- **Abu Bakr Study 2015,** "The Effect of Internal Marketing Practices on Employee Satisfaction".

The aim of the study was to test the impact of internal marketing practices on staff satisfaction as a case study for Abu Dhabi Islamic Bank (ADIB), The results of the study indicated that there is a statistically significant impact on empowerment practices, training courses, internal communication and the practice of incentives and rewards on the satisfaction of employees in Islamic banks. The study pointed out the need to work towards achieving high levels of job satisfaction between during the exercise of appropriate leadership, and the need for bank management to clarify the employees' strategic plan.

- 3- **Awan, H.M., et al, study, 2015,** "Internal Marketing and Customer Loyalty: A Dyadic Analysis".

The study Investigate the effects of internal marketing on customer loyalty and the mediating role of job satisfaction, affective commitment & organizational citizenship behavior in their relationship, the study Findings demonstrate that internal marketing has a positive significant effect on job satisfaction, affective commitment and organizational citizenship behavior. Furthermore, the

theoretical model shows that organizational citizenship behavior, affective commitment and job satisfaction act as mediators between internal marketing and customer loyalty. This study implies that IM is very beneficial and effective approach towards the customer positive behavioral outcomes such as customer loyalty

- 4- **Al-Hawary, Sulieman, et al ,study, 2013, "The impact of internal marketing on employee's job satisfaction of commercial banks in Jordan"**

The aim of the study was to examine the impact of internal marketing practices represented by the empowerment, training, leadership and motivation, on job satisfaction of Jordanian commercial banks, the study finding there is effect of the internal marketing practices on employees' job satisfaction. Provided the above results and statistics, and due to the critical economic situation in Jordan, and the expensive cost of living, taking into consideration that the human power is the greatest resource in Jordan, decision makers and managers have to give motivation their full focus and attention in turning their employees into their most reliable and permanent asset.

- 5- **Alshurideh, Muhammad, et al, study, 2015, "The Effect of Internal Marketing on Organizational Citizenship Behavior an Applicable Study on the University of Jordan Employees"**

The study discusses and investigates the effect of a set of internal marketing elements such as employees' motivation, communication, empowerment, and training on organizational citizenship behavior. The results have explored new routes in how organizations can create, maintain, and enhance organizations' citizen behavior. Which indicate, that there is a positive relationship between internal marketing dimensions; and organizational citizenship behavior in varying magnitude. Furthermore, the investigation showed that the dominant dimension of internal marketing is the motivation; then followed by the communication with stronger impact on organizational citizenship behavior, where the surprising results that the empowerment; and training and development don't have that much effect, the study recommend that corporations should adopt the concept of internal marketing.

- 6- **Bavarsad, Mehdi, et al, study, 2015,** " The effect of internal marketing towards customer-oriented behavior (case study: Iranian banking industry)"

The study investigate the effect of internal marketing towards customer-oriented behavior in Tejarat bank in Ahvaz, the study finding The results show the significant effect of job satisfaction as a most effective factor on the customer-oriented behavior, following by authorized autonomy and value of needs on the customer-oriented behavior. Moreover attitude, emotional labor and authorized autonomy significantly and positively influence on job satisfaction.

The main recommendation of the study finding will be useful for financial institutions and managers for applying marketing strategies towards customer-oriented behavior.

- 7- **Shah, Study 2014,**entitled, " Internal Marketing's Effects on Employee Satisfaction, Productivity, Product Quality, Consumer Satisfaction and Firm Performance"

The proposes a more comprehensive model of internal marketing and its effect on firm performance in the manufacturing sector, the result of this chain reaction has not been studied. These propositions can be tested using data from the manufacturing sector. For instance, internal marketing can be operationalized and measured by finding what a company spends on its employees as a percentage of its revenue. Employee satisfaction can be measured using data from Fortune and Forbes magazine's who publish data of the 100 best companies to work for (this list can be used as a surrogate for employee satisfaction). Productivity and product quality of companies can also be found from sources like COMPUSTAT, Consumer Reports, etc. Customer satisfaction can be measured using data from the American Customer Satisfaction Index. And finally, the financial performance of companies can be found from their annual reports, the main recommendation is Managers in corporations can use this model as a whole or in part in order to increase their firm's performance. For instance, a firm needs to have proper internal marketing strategies in place in order to increase employee satisfaction, employee retention and attract new employees.

- 8- **Ooncharoen &Ussahawanitchakit** study, (2009), entitled "Internal Marketing, External Marketing, Organizational Competencies, and Business Performance" which revealed the relationship between internal marketing, external marketing and organizational performance of five star hotels in Thailand. The dimensions of internal marketing were: polarization, training, quality incentives, communications, and finally hotel retention policy, while dimensions External marketing was represented by the following indicators: external service quality, external customer satisfaction, and external customer loyalty. The study found a strong relationship between internal and external marketing by indicating that changes in external marketing were caused by hotel applications the study also found a strong impact of internal and external marketing dimensions in improving the organizational performance of hotels in Thailand.
- 9- **Gounaris** , study, 2008, entitled, “ The Nation of Internal Market Orientation and Employee Job Satisfaction: Some Preliminary Evidence “ , Which focused on measuring the orientation of internal marketing and its role in enhancing the job satisfaction of frontline workers (reception, restaurants, bars) in 29 four- and five-star hotels in Greece. The study dealt with communication, training, work environment, Administrative coordination and finally incentives as basic dimensions of internal marketing. The study found that the work environment, incentives and training are the most influential in building job satisfaction for hotel workers.
- 10- **Rydberg &Lyttinen** study, 2005, "Internal Marketing in Hotel Chains: A Case Study of Elite Stadshotell Lulea", The study was based on a sample of the five star hotels in Sweden on the relationship between internal marketing on the one hand and the organizational commitment, job performance and job linkage on the other. The study found that the policy of employment, training and incentives is the most capable of creating commitment among employees. That communications, incentives and retention policies are most influential in improving job performance and promoting job linkages.

CHAPTER THREE

METHODOLOGY

The primary point of directing this dissertation is to examine The Role of Internal Marketing Dimensions in Enhancing Customer Loyalty: An Empirical Study of Shopping Centers in Duhok City, this dissertation will evaluate and estimates how the internal marketing helps to increasing customers' loyalty in Iraqi Duhok city shopping centers.

In This study will depend on the method of descriptive analysis .This method will helps organizations to examine how far internal marketing to get more customer loyalty in shopping centers. This dissertation administrated the methods of quantitative research that means "a type of study that is descriptive phenomena by meeting numerical data that are analyzed using mathematically based method (Creswell, 2003) since it preparing and developing a questionnaire survey.

This dissertation depends on data that collect from participants and distributed randomly, a survey questionnaires was designed and developed in order to collect data as a primary is implications of methods and is closely related to the techniques of data collections.

The instrument of the questionnaire included four sections:

Table2: Questionnaire Instruments

sections	Study Variables	Items	No. of Items	Source	
A	Biographical Data		4	Researcher	
B	Internal marketing dimensions	Cultural of organization	Q5-Q8	4	Abdel Aziz, 2011:52 Abu Sanina, 2013:44 Shawabka, 2010:65
		Training and development	Q9-Q14	6	
		Internal communications	Q15-Q21	6	
		motivation	Q22-Q27	6	
C	Customer loyalty	Q28-Q37	9	Abu-Mandil, 2008:53 Al-Mutairi, 2010:60	

3.1 The Sample of Study

According to (sekaran&Bougie, 2010:443) the population of study is "the entire group or people, events, or things that the researcher desires to investigate"

This study including number of population who are employees at three Duhok city shopping centers, the questionnaire distribute to the markets employees in these shopping centers including all the staff of these markets. In the table 3 below were showing the number of distributed and returned questionnaires. 200 questionnaires have been distributed among the study sample. However 153 questionnaires returned.

Table3: Distributed and Returned Questionnaire

University	Distributed questionnaire	Returned questionnaire	Used for analyzing
Family Mall Duhok	75	63	63
Duhok Mall	75	54	54
Maxi Mall	50	36	36
Total	200	153	153

3.2 Methods of Data Collection:

3.2.1 Methods of Secondary Data Collection:

The study obtained secondary data from reviewing researcher of the literature such as scientific journals, books, statistical publications, previous studies related to the subject of study.

3.2.2 Methods of Primary Data Collection:

In order to achieve the purpose of study a survey questionnaire prepared and developed for data collection to be the primary data for analyses, therefore the questionnaire separated in to three sections:

- The first section contained general information belonged to demographic data than include:
 - i. The genders of participants were classified to male and female.

- ii. Education background of participants or the certification that participants were obtained have been categorized to: preparatory, technical diploma, bachelor and post graduate degree.
 - iii. Ages of participants were calcified in to four categories: less than 30 years, between 30 and 40 years, between 40 to 50years and more than 50 years
 - iv. Years of experience, were categorized into three classes: Less than 5 years, 5-10 years, and more than 11 years.
- The second section of the questionnaire consist of a set of closed questions aims to measure dimensions of internal marketing "cultural of organization, training and development, internal communication, and motivations" from the opinion of the staff of the markets in Duhok City shopping centers and for each element some close ended questions with the use of a five point Likert scale.
 - The third section of the questionnaire included 9 questions close ended questions with the use of a five point Likert scale targets to measure the customer loyalty from staff of the markets in Duhok City shopping centers.

3.3 Statistical Treatment:

To obtaining the study objective and testing hypotheses, researcher used the statistical package for social sciences (SPSS) program to analysis the questionnaires using:

1. The measure of reliability Cronbach's Alpha
2. Descriptive Statistical Measures: to describe the characteristics of the respondents depending on frequencies, means, standards deviations, the percentages, study variables.
3. Pearson Correlations Coefficients: to find out the relationship between independent variables and dependent variables.
4. Multiple Regression Analysis: to test the validity of the model as well as examine the impact of independent variables on the dependent variable.

3.4 The Study Measuring Tool:

For respondents answers the researcher have been using five Likert scales, with consideration that the measure used in the study included the following:

Strongly disagree	Disagree	Uncertain	Agree	Strongly agree
1	2	3	4	5

3.5 Instrument Reliability:

Questionnaire reliability was ascertained through using the coefficient of Cronbach's Alpha to examine the reliability of the questionnaire.

The coefficient of Cronbach's Alpha is a reliability coefficient that shows how well the items in a set are positively correlated to one another, therefore indicates that if the coefficients of Cronbach's Alpha result are between 0.00 to 0.50 has poor reliability, as shown in the table 4 the coefficients of Cronbach's Alpha results between 0.50 - 0.70 is consider to be a moderate reliability, the coefficients of Cronbach's Alpha results between 0.70 - 0.90 represents high reliability, then the coefficients of Cronbach's Alpha results between above 0.90 represents “excellent” reliability(Sekaran, 2003:48).

Table4: Reliability Test

Variables of study	No of Items	Cronbach's Alpha
Internal marketing dimensions	23	0.890
Customer loyalty	9	0.652
Whole questionnaire	33	0.865

CHAPTER FOUR

RESULTS OF STUDY

4.1 Respondents Demographics Analysis:

Q1-Gender of Respondents:

The table (5) illustrates the gender of respondents. The majority of the participants were male N=102 (66.7%) and N=51 (33.3%) were female.

Q2-Ages

The table (5) illustrates the ages of respondents. The majority of participants were ages less than 30 years old N =95 (62.1%), secondly the age between 30-40 years old N=46 (30.1%), thirdly the age between 40-50 years old N=9 (5.9%), finally the ages more than 50 years old N=3 (2%).

Q3-Education Background

The table (5) illustrates the education background of the respondents. The majority of the respondents are holding preparatory degree N=56 (35.6%), coming second the respondents that are holding technical diploma degree N=57 (37.3%). Coming the third respondents that holding bachelor degree N=36 (23.5%) Finally, the respondents that are holding postgraduate degree N=4 (2.6%).

Q4-Years of Experience:

The table (5) illustrates the respondents years of experience, the majority N= 92 with (60.1%) years of experience are less than five years. Secondly, N= 42(27.5%) their years of experience are between 5-10 years. Finally, N= 19(12.4%) their years of experience are more than 10 years.

Table5 : Respondents' Demographics Analysis

Demographics analysis		Frequency	Percent
Gender	Male	102	66.7
	Female	51	33.3
	Total	153	100.0
Ages	Less than 30 years	95	62.1
	30-40 years	46	30.1
	40-50 years	9	5.9
	More than 50 years	3	2
	Total	153	100.0
Education background	Preparatory	56	36.6
	Technical diploma	57	37.3
	Bachelor	36	23.5
	Post graduate	4	2.6
	Total	153	100.0
Years of experience	Less than 5 years	92	60.1
	5-10 years	42	27.5
	More than 11 years	12	12.4
	Total	153	100.0

4.2 Descriptive Analysis of Study Variables:

4.2.1 Internal Marketing

In present study, internal marketing represent by four dimensions "cultural of organization, Training and development, internal communication, motivation and reward ". For each element frequency distribution, percentages, means, and standard deviations have been illustrated as the following:

a. Cultural of Organization

The table(6) below illustrates the analysis of Cultural of organization questions through the frequency distribution, percentages, means, and standard deviations for the 4 questions (Q5-Q8).The general average of cultural of

organization questions (Q5-Q8) reached a high level of contribution through the mean of (3.5825). From the table, the important question that contributes to enhance the internal marketing of cultural of organization based on the percentages is (Q5) that the question states "Gives market workers a priority to meet the challenges of the market and find the best ways to achieve them." this question reached a mean and standard deviation of (4.07), (0.960) respectively. On the other hand, the lowest contribute question is (Q7) that the question states "The decision-making process in the market is done unanimously by following the discussion and accepting everyone." that reached a mean and standard deviation of (3.12), (1.112) respectively.

Table6: Analyzing Cultural of Organization Questions

	Strongly agree		Agree		Uncertain		Disagree		Strongly Disagree		Mean	StD.
	N	%	N	%	N	%	N	%	N	%		
Q5	53	34.5	75	49	14	9.2	5	3.3	6	3.9	4.07	.960
Q6	15	9.8	56	36.6	56	36.6	18	11.8	8	5.2	3.34	.988
Q7	15	9.8	46	30.1	47	30.7	32	20.9	13	8.5	3.12	1.112
Q8	43	28.1	55	35.9	41	26.8	9	5.9	5	3.3	3.80	1.022
General average of recruitment and selection											3.5825	1.0205

b. Training and Development

The table (7)below illustrates the analysis of training and development questions through the frequency distribution, percentages, means, and standard deviations for the 6 questions (Q9-Q14).The general average of training and development questions (Q9-Q14) reached a high level of contribution through the mean of (2.84). From the table, the important question that contributes to enhance the strategy of training and development based on the percentages is

(Q9) that the question states "The training programs provided by the Market Management are sufficient" this question reached a mean and standard deviation of (3.50), (0.981) respectively. On the other hand, the lowest contribute question is (Q14) that the question states "Market management provides the requirements for training operations" that reached a mean and standard deviation of (2.27), (1.143) respectively

Table7: Analyzing Training and Development Questions

	Strongly agree		Agree		Uncertain		Disagree		Strongly Disagree		Mean	StD.
	N	%	N	%	N	%	N	%	N	%		
Q9	21	13.7	64	41.8	43	28.1	21	13.7	4	2.6	3.50	0.981
Q10	9	5.9	41	26.8	63	41.2	34	22.2	6	3.9	3.08	0.939
Q11	16	10.5	39	25.5	49	32.0	37	24.2	12	7.8	3.07	1.110
Q12	10	6.5	20	13.1	47	30.7	47	30.7	29	19.0	2.58	1.134
Q13	10	6.5	20	13.1	37	24.2	58	37.9	28	18.3	2.52	1.130
Q14	7	4.6	19	12.4	27	17.6	56	36.6	44	28.8	2.27	1.143
General average of recruitment and selection											2.84	1.073

c. Internal Communication

The table (8) below illustrates the analysis of Internal communication questions through the frequency distribution, percentages, means, and standard deviations for the 7 questions (Q15-Q21).The general average of training and development questions (Q15-Q21) reached a high level of contribution through the mean of (3.76). From the table, the important question that contributes to enhance the strategy of training and development based on the percentages is

(Q20) that the question states "Market intercom enhances my transaction as a sales employee with customers" this question reached a mean and standard deviation of (4.13), (0.723) respectively. On the other hand, the lowest contribute question is (Q16) that the question states "I rely on informal channels of communication to get information in the market." that reached a mean and standard deviation of (3.65), (0.883) respectively

Table8: Analyzing Internal Communication Questions

	Strongly agree		Agree		Uncertain		Disagree		Strongly Disagree		Mean	StD.
	N	%	N	%	N	%	N	%	N	%		
Q15	29	19.0	87	56.9	24	15.7	10	6.5	3	2.0	3.84	0.874
Q16	28	18.3	57	37.3	56	36.6	11	7.2	1	0.7	3.65	0.883
Q17	34	22.2	71	46.4	38	24.8	10	6.5	-	-	3.84	0.844
Q18	46	30.1	53	34.6	33	21.6	16	10.5	5	3.3	3.78	1.090
Q19	41	28.8	82	53.6	27	17.6	3	2.0	-	-	4.05	0.724
Q20	47	30.7	83	54.2	19	12.4	4	2.6	-	-	4.13	0.723
Q21	17	11.1	40	26.1	44	28.8	32	20.9	20	13.1	3.01	1.203
General average of recruitment and selection											3.76	0.906

d. Motivation and Reward

The table (9) below illustrates the analysis of rewards questions through the frequency distribution, percentages, means, and standard deviations for the 6 questions (Q22-Q27).The general average of rewards questions (Q22-Q27)

reached a high level of contribution through the mean of (3.62). From the table, the important question that contributes to enhance the strategy of rewards based on the percentages is (Q26) that the question states "The management of the market meets my needs that it is no less important to meet the needs of external customers." this question reached a mean and standard deviation of (3.81), (1.005) respectively. On the other hand, the lowest contribute question is (Q23) that the question states "The market has a system of incentives and fair rewards directed to market workers." that reached a mean and standard deviation of (3.15), (0.879) respectively.

Table9: Analyzing Motivation and Reward Questions

	Strongly agree		Agree		Uncertain		Disagree		Strongly Disagree		Mean	StD.
	N	%	N	%	N	%	N	%	N	%		
Q2 2	18	11.8	90	58.8	32	20.9	12	7.8	1	0.7	3.73	0.795
Q2 3	9	5.9	39	25.5	77	50.7	22	14.4	6	3.9	3.15	0.879
Q2 4	22	14.4	71	46.1	51	33.3	9	5.9	-	-	3.69	0.789
Q2 5	28	18.3	64	41.8	43	28.1	17	11.1	1	0.7	3.66	0.926
Q2 6	23	20.9	86	56.2	16	10.6	12	7.8	7	4.6	3.81	1.005
Q2 7	31	20.3	59	38.6	45	29.4	16	10.5	2	1.3	3.66	0.961
General average of recruitment and selection											3.62	0.892

4.2.2 Customer Loyalty

The table (10) below illustrates the analysis of customer loyalty questions through the frequency distribution, percentages, means, and standard deviations for the 10 questions (Q28-Q37). The general average of organizational performance questions (Q28-Q37) reached a high level of contribution through the mean of (3.85). From the table, the important question that contributes to enhance the customer loyalty based on the percentages is (Q33) that the question states "When the market takes procedures for employee satisfaction, it is reflected in their performance and thus the satisfaction and loyalty of customers." this question reached a mean and standard deviation of (4.48), (0.551) respectively. On the other hand, the lowest contribute question is (Q37) that the question states "The market constantly asks customers questions to identify their needs and desires." that reached a mean and standard deviation of (3.20), (1.002) respectively.

Table10: Analyzing Customer Loyalty Questions

	Strongly agree		Agree		Uncertain		Disagree		Strongly Disagree		Mean	StD.
	N	%	N	%	N	%	N	%	N	%		
Q28	24	15.7	102	66.7	17	11.1	9	5.9	1	0.7	3.91	0.747
Q29	11	7.2	67	43.8	67	43.8	8	5.2	-	-	3.53	0.708
Q30	11	7.2	69	45.1	65	42.5	8	5.2	-	-	3.54	0.707
Q31	11	7.2	62	40.5	62	40.5	15	9.8	3	2.0	3.41	0.839
Q32	60	39.2	74	48.4	17	11.1	2	1.3	-	-	4.25	0.703
Q33	78	51.0	71	46.4	4	2.6	-	-	-	-	4.48	0.551
Q34	69	45.1	70	45.8	9	5.9	2	1.3	3	2.0	4.31	0.805
Q35	43	28.1	88	57.5	22	14.4	-	-	-	-	4.14	0.639
Q36	24	15.7	77	50.3	39	25.5	12	7.8	1	0.7	3.73	0.845
Q37	18	11.8	36	23.5	66	43.1	25	1.3	8	5.2	3.2	1.022
General average of recruitment and selection											3.85	0.892

4.3 Testing the Study Hypotheses

Examine the Correlation between Internal Marketing Dimensions and Customer Loyalty:

the table (11)below explains the analysis result of the four hypotheses in order to examine the correlation between internal marketing dimensions namely cultural of organization ,Training and development, internal communication, and motivations " and customer loyalty. The table shows that the four internal marketing dimensions positively correlated with customer loyalty as the Pearson correlation value was (0.174*), (0.185*), (0.219*) respectively for cultural of organization, internal communication and motivation at the significance level (0.05) , but the training and development value was, (0.012) it was not reached the significant level and the value of its significant was (0.882), the table illustrates that the motivation proved that the highest positive correlation with customer loyalty as the Pearson correlation value among of three variables is (0.219*). However, the cultural organization variable has the weakest positive correlation with customer loyalty as the Pearson correlation value among of three variables is (0.174*). As a result, the three hypotheses are accepted as well.

Table11:The Role of the four Internal Marketing Dimensions on Customer loyalty

	Customer loyalty		
	Pearson Correlation	Sig. (2-tailed)	N
Culture of organization	0.174*	0.029	153
Training and development	0.012	0.882	153
Internal communication	0.185*	0.024	153
Motivation	0.219*	0.006	153

Examine the Impact of Internal Marketing Dimensions on Customer Loyalty:

In order to examine the second hypothesis of the study and find out the impact of internal marketing dimensions "cultural of organizational, training and development, internal communication and motivations" on the customer loyalty, this dissertation conducted a multiple linear regression analysis. The second hypotheses were tested according to the decision rule that the Hypotheses is accepting if the value of F calculated is higher than the value of F tabulated, in addition to the level of significance is lower than 0.05.

The table12 shows that the three of internal marketing dimensions " cultural of organization, internal communications and motivations" impacts on customer loyalty as the values of f calculated reached (3.04), (4.67), and (7.625), respectively. These values are higher than the value of F tabulated .The values of R square of the three dimensions above reached (0.15), (0.30), and (0.48), respectively. These values illustrate that (%15), (%30), and (%48), of customer loyalty variation is explained by the three dimensions of internal marketing.

Furthermore, the table illustrates that the motivations achieved the highest statistically impact on customer loyalty as the R square value is (0.48). However, cultural of organization has the weakest impact on customer loyalty according to the R square value that it is (0.15). Consequently, the three of the second hypotheses are accepted as well

Table12: The Impact of Internal Marketing Dimensions on Customer Loyalty

	Customer loyalty			
	R Square	F calculated	Sig. F Change	T calculated
Culture of organization	0.15	3.04	0.029	3.01 (0.029)
Training and development	0.04	0.64	0.882	0.19 (0.882)
Internal communication	0.30	4.67	0.024	3.08 (0.024)
Motivation	0.48	7.625	0.006	3.76 (0.006)

Due to the marketing centers mentioned in the study they are considered a biggest shopping malls in the city of Duhok, but they are newly established, and the unstable conditions experienced by the country in general is one of the main reasons for the lack of possibility of the organization management attention to training and staff development through local and external courses, therefore the value of F calculated was lower than the F tabulated and statistically not significant and it was (0.64) and the level of significant was (0.882) is more than (0.05%), also the value of R square was very low and it was (0.04) then it was not be considered in the study because of the same reason above.



CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

Based on the field study conducted by the researcher on the role of internal marketing and its impact on the loyalty of the customer in a sample of the most important marketing centers of the city of Duhok study, it became clear the extent of application of these centers to the elements of internal marketing, and through analyzes and statistical tests, the study concluded the following:

1. Internal marketing with customer loyalty is associated with a statistically significant correlation at 0.05, indicating that there is an impact of internal marketing on customer loyalty.
2. The results showed a positive correlation between the motivation system and the customer loyalty.
3. The study showed that there is a statistically significant relationship between internal communication and customer loyalty, which indicates that there is an impact of team work and employee involvement in decision making on the job performance and thus on customer loyalty, however, this effect is small compared to the impact of motives and incentives.
4. The study proved that there is a positive relationship and statistically significance between the culture of the organization with the customer loyalty, but the relationship was weak which means lack of attention to the culture of organization by managers in these marketing centers.
5. The results of the study showed that there was no statistically significant relationship effect and role of training and development on customer loyalty in shopping centers in the study; this is due to the lack of selection of good staff and not to take them into training courses before starting work.
6. The results showed that the motivations played a very important role in the marketing centers in the sample of the study, which reflects the interest of the administration in these centers in the system of incentives and motivation for the employees.

7. The presence of interest and response by the workers in these marketing centers in the sample study readiness and ability to provide better services to satisfy customers loyalty.
8. Customers are the basis of the process of production and marketing to the marketing centers in the sample study to strive to achieve their wishes and give them the right to express their opinion about the services and the satisfaction of their desires and needs to earn their loyalty.



5.2 Recommendation

1. The shopping centers in Duhok city need to focus on the important of internal marketing and their dimensions to improve their marketing services.
2. Introducing new employees to a mentoring and guidance program prior to joining the job through pre-prepared packages for each job defined for a specific period of time.
3. Evaluate the trainees after the end of the training courses to determine their progress and whether they have an understanding of the nature and conditions of work to which they will be enrolled, and whether there is a lack of certain aspects to avoid another job suitable for their resource.
4. To increase the participation of workers in the decision-making process, to create a feeling of freedom and independence in the work environment and to promote dialogue and discussion with their superiors, which drives them towards more achievement and effective contribution in providing solutions to some of the problems they face.
5. Promotion of employee relations, activities outside the scope of work such as recreational and sports activities or activities at religious and national events.
6. Providing different types of services so that the customer can choose from them and achieve his desire.
7. Advertising the services and commodities available using modern and diverse means to inform as many customers as possible.
8. Conducting studies to measure satisfaction, especially attention to customer complaints and treatment to reduce dissatisfaction.
9. Building a future vision for the organization customer and making it an essential engine within its culture and organization, and working to achieve this through the internal marketing dimensions.

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APPENDIX

Appendix 1

Survey Questionnaire

My name is (KARWAN SALIM ABDULRAHMAN), MSc. (Business Administration) student at University of (Bingol) in (Turkey). Research is being undertaken into the examining **The Role of Internal Marketing Dimensions in Enhancing Customer Loyalty: An Empirical Study of Shopping Centres in Duhok City** as part of the MSc (Business Administration) at the University of (Bingol). Your assistance would be greatly appreciated and your answers will be treated confidentially and you will have full access to the results and findings once the thesis is complete. Please tick the required box to record your response.

Section A: Biographical Data

Q1	Gender	male	
		female	
Q2	Age	Less than 30 years	
		30-40 years	
		40-50 years	
		More than 50 years	
Q3	Education background	Preparatory	
		Technical diploma	
		Bachelor	
		Post graduate	
Q4	Years of Experience	Less than 5 years	
		5-10 years	
		More than 11	

		Strongly Agree	Agree	Uncertain	Disagree	Strongly disagreed
Section B:Internal Marketing Dimension						
1. Culture of the Organization						
Q5	Gives market workers a priority to meet the challenges of the market and find the best ways to achieve them.					
Q6	Market management deals with employees as partners committed to achieving a common goal					
Q7	The decision-making process in the market is done unanimously by following the discussion and accepting everyone.					
Q8	The management of the market directs employees by self-commitment towards the objectives of the institution.					
2. Training and Development						
Q9	The training programs provided by the Market Management are sufficient.					
Q10	The management of the market is concerned with training employees and developing their skills in dealing with customers and how to satisfy them.					
Q11	I feel that the training provided covers a real shortage and earns me more skills.					
Q12	The Department of the Market prepares and implements training programs for employees on a regular basis.					
Q13	Market management measures the degree to which employees benefit from training.					
Q14	Market management provides the requirements for training operations.					

3. Internal Communication						
Q15	Market environment encourages communication between employees.					
Q16	I rely on informal channels of communication to get information in the market.					
Q17	The spirit of affection and respect prevails among the workers in the market.					
Q18	I can easily contact my direct supervisor if there is a problem with the job.					
Q19	There is an effective communication system among market workers.					
Q20	Market intercom enhances my transaction as a sales employee with customers.					
Q21	The management of the market is keen to encourage and organize meetings for employees outside the work environment such as trips.					
4. Motivation & Rewards						
Q22	I see that the incentives and rewards offered by the market that are commensurate with the level of my performance at work.					
Q23	The market has a system of incentives and fair rewards directed to market workers.					
Q24	I get compliments and praise from the manager whenever I do well in my work.					
Q25	The employees of the market who make an outstanding effort to provide good customer service are rewarded.					
Q26	The management of the market meets my needs that it is no less important to meet the needs of external customers.					
Q27	Market management regards me of the most important success criteria.					

Section C: Customer Loyalty

Q28	The market gives customers individual attention.					
Q29	Market personnel give customers personal care					
Q30	Employees understand the needs of customers in the market.					
Q31	Market workers respond to requests immediately, whatever they are busy.					
Q32	What the market is doing from internal marketing is reflected in my interaction with customers and my performance					
Q33	When the market takes procedures for employee satisfaction, it is reflected in their performance and thus the satisfaction and loyalty of customers.					
Q34	Market management puts customer interest at the forefront of management's concerns.					
Q35	Market employees follow the situation of their customers					
Q36	The management of the market continuously seeks to improve the quality of products provided to customers.					
Q37	The market constantly asks customers questions to identify their needs and desires.					

Appendix 2

ÖZGEÇMİŞ



KİŞİSEL BİLGİLER

Adı soyadı	Karwan Salim Abdulrahman
Doğum yeri	Duhok / IRAQ
Doğum Tarihi	26/3/1987

LİSANS EĞİTİM BİLGİLERİ

Üniversite	Duhok Üniversitesi
Fakülte	İdare ve Ekonomi
Bölüm	İşletme Bölümü

YABNCI DİL BİLGİSİ

İngilizce	KPDS (...) ÜDS(...) TOFEL(...) EILTS(...)
...	İngilizce Dilinde kurs

İŞ DENEYİMİ

Çalıştığı Kurum	Yüksek öğretim ve Bilimsel Araştırma Bakanlığı
Gürevi / Pozisyonu	Hastahane Müdürü
Tecrübe Süresi	5 yıl

KATILDIĞI KURS VE PROJELER

Kurslar	Öğretim Metodolojisi
Projeler

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