



## Organizational prosperity under inner marketing orders

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### ABSTRACT

The current study aims to test the impact of the organizational prosperity of inner marketing at the University of Baghdad in Baghdad Governorate, to identify its results and realize what must be done to improve internal marketing, and based on the most important research topic, the imaginary ongoing research organization, and the options available for descriptive analysis in completing this study, it is based on the questionnaire tool as an investigation tool for data related to the research variables, their dimensions, and paragraphs in addition to supporting it with structured interviews to diagnose the research problem, to analyze the primary data through descriptive statistics (arithmetic mean, standard deviation, coefficient of variation, percentages, frequencies), test hypotheses using appropriate statistical methods for inferential statistical analysis, simple linear regression, multiple regression, path analysis) and verify the quality of the data. Through normal distribution, confirmatory factor analysis, structural modeling method, and exploratory factor analysis), after collecting data from (252) observations

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of university leaders, the sample was a random sample of a population that included leaders of employees at the University of Baghdad. The current study used a number of statistical methods via (26) SPSS program and (9.25 AMOS) program. The statistical analysis concluded the most prominent result was the impact of organizational prosperity directly on inner marketing, and indirectly through.

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### **Introduction:**

A large part of solving scientific study troubles lies in understanding the dimensions of the problem itself, as the current study aims to provide approved research methods, along with successive steps including the nature of cognitive and field problems, based on a broad understanding of the studied variables the study adds theoretical and practical content as well as the statistical methods used. The study methodology represents the components of the approach followed by the researcher in preparing her study, as it is the scientific method used in the scientific method to reach solutions and facts to determine the problem under study. The purpose of the current study is to establish and clarify the method of scientific research on the basis of the presentation of the study question, its importance, objectives, hypothetical scheme and hypothesis development, as well as the study method, its determinants, procedural definitions, methods of collection, study data sources, study groups and samples, with an emphasis on methods of honesty and consistency and methods for measuring variables and statistical methods contained therein. Practical aspects in addition, the researcher sought to find intellectual links between the current study and previous intellectual and cognitive efforts in the second section, in order to establish a solid foundation to start documenting the most prominent results of the study to identify the administrative literature of the third study variable, and to understand the characteristics of these studies and the benefits that they can derive from them, based on:

#### **1- The problem of study:**

In light of the developments witnessed by Iraq due to globalization, the openness of markets and the information revolution, which reflected its shadows on various sectors, especially the higher education sector, where competition is increasing, which motivated academic educational institutions to focus on improving their educational services provided to obtain job satisfaction, hence many institutions began to work on adopting an administrative approach that pushes workers to make exceptional efforts at work beyond the responsibilities and official tasks entrusted to them, which prompted the researcher to address these variables to identify the extent to which organizational citizenship behavior is practiced by employees of the university surveyed, and the availability of manifestations of organizational prosperity in it, and then the extent to which there is a relationship between them by mediating inner marketing, and in light of the foregoing, the study problem can be crystallized with the following main question: -

What is the level of availability of organizational prosperity and its dimensions in the university surveyed and its adoption of it?

What is the level of organizational prosperity of the university surveyed and which of its variables are more priority and important than others?

## **2- The importance of the current study:**

The importance of study is embodied in two important aspects:

Academic aspect: The study combined a contemporary phenomenon that most business organizations have begun to adopt, namely organizational prosperity and inner marketing, by presenting concepts and dimensions in building the theoretical framework of the study to contribute to enhancing knowledge enrichment in this regard.

The field aspect: The importance of study is highlighted through the selection of Iraqi colleges, which are one of the most vital sectors in the province of Baghdad in the field of higher education as a field of study and the main role played by this sector in the field of national development under the conditions of the rapidly changing environment, which requires seeking to raise the level of services provided to maintain the worker and gain new workers in these organizations that provide a direct intellectual and interactive product with the public and provide them with basic services by focusing on the human resource and investing it optimally in improving the level of quality of educational services by performing additional voluntary roles that can contribute to reaching the required goals and ensuring the success of the organization and achieving organizational prosperity.

## **3- the objectives of current study:**

The importance of the study appears from the importance of its dimensions, topics and questions about the field problem of the study, and accordingly the researcher concluded a number of objectives as follows:

1- Determining the extent to which organizational prosperity has been achieved in the researched university. The university's attention to the dimensions of each variable of the study, and giving priority to it after determining the degree of its practice and the level of availability

2- Determining the extent of the impact of the dimensions adopted by the university and the extent of its practice for each variable and indicating the extent of its impact with the statement of the most interrelated by knowing the impact of organizational prosperity in inner marketing.

## **4- The hypotheses of current research:**

- There is a statistically significant impact of the dimensions of inner marketing combined with organizational prosperity.

## **5- Methodology:**

In order to achieve the objectives of the research and test its hypotheses, the researcher relied on conducting this research on the descriptive and quantitative analytical method, which is based on the description and analysis of the phenomenon in question.

## **6- Methods of collecting study data:**

1- The theoretical aspect: The researcher used Arab and foreign references, theses, university theses, periodicals and books directly related to the research to obtain information related to the theoretical aspect.

2- The practical aspect: The researcher used the questionnaire form for its suitability to the objectives of the research and was designed in two parts, the first part included the identification data of the research sample, while the second part included paragraphs related to the research variables, and a triple card scale was adopted in determining the answer to the paragraphs of the questionnaire.

### **7- Search limits:**

The current study in its design is classified as vertical relationship designs, or so-called cross designs sectional. Data is collected on both independent and dependent variables at the same time, which can track cause and effect relationships between variables and their sub-dimensions contained in the study, which can be done through studies that are carried out at intervals, or the so-called horizontal or extended relationship designs. Longitudinal. Designs

Spatial boundaries: University of Baghdad, Iraq

Time Limits: 2021-2022

Human Limits: Directors of all units and divisions of the faculties of the University of Baghdad

### **8- Previous studies:**

1- Chew Study (2005)

Study Title: Achieving Organizational Prosperity through Employee Motivation and Retention: A Comparative Study of Strategic Human Resource Management Practices in Malaysian Institutions

Achieving Organizational Prosperity through Employee Motivation and Retention: A Comparative Study of Strategic HRM Practices in Malaysian Institutions

The aims of study achieve organizational prosperity by motivating employees. The population and sample of the study were the senior and middle management of a group of companies (Malaysian, Japanese, and American). The most important conclusion came that increasing employee wages is one of the main factors in raising the efficiency of employee performance and increasing their creativity, as the similarity and difference with the current study are dealing with organizational prosperity, questionnaire, while the difference is its application in a foreign environment.

2- Youssef Study (2020)

Title of study: Organizational Citizenship Behavior and its Role in Achieving Organizational Prosperity (An Analytical Study of the opinions of a sample of teachers of Al-Noor College, private University).

The aims of study focus mainly on the behavior of individuals and show its impact on achieving organizational prosperity. The size and sample of the study is 70 teachers of Al-Noor University College, where the most important conclusions are the existence of a relationship of influence and correlation between the behavior of individuals and organizational prosperity and the creation of an organizational climate by the teachers of the college surveyed through their willingness to adopt these behaviors, and that the similarity and difference with the current study is its treatment of organizational prosperity as a dependent variable and was applied in an Iraqi environment, but the difference is to address only two variables and rely on teachers only.

The most prominent knowledge efforts in the field of inner marketing

**1- Gounaris Study (2008)**

Title of study: The concept of orientation to the inner market and job satisfaction of employees.

The notion of internal market orientation and employee job satisfaction:

The aims of study provide an idea of the concept of inner marketing orientation and its impact on the job satisfaction of employees. The organization that is looking for differentiation in customer service should pay attention to employees by meeting their needs and requirements and developing the orientation of the internal market with customer orientation, and the community and sample of the study include administrative leaders and employees working in (29) hotels in Greece (5 stars). The most important conclusion is that job satisfaction is positively related to the practice of inner marketing, and moderation in the relationship between inner marketing and job satisfaction. The similarity and difference with the current study is dealing with inner marketing, either the difference in the type of sample (employees) and its size.

## **2- ASIF Study (2015)**

Title of study: A Study of Employees' Perception of inner marketing in relation to their Organizational Commitment in the Higher Education Sector

A study of employee perceptions of Inner Marketing in Relation to their organizational commitment in the Higher Education Sector

The aims of study focus on the relationship between the perception of inner marketing and the organizational commitment of workers in the higher education sector, and the community and the study sample are the administrative leaders and employees at the University of Canberra - Australian Defence Force Academy. The most important conclusion is to help the organization's employees to better and broadly understand inner marketing, and help university administration in higher education to increase awareness and interest in inner marketing. The similarity and difference with the current study is dealing with inner marketing, but the difference is the size of the course and the study population

### **Organizational Prosperity:**

It has been and still is the subject of interest to business organizations, as it leads to improving productivity in changing circumstances, penetrating new markets to sustain excellence, and achieving the organization's main goal of staying on the industry map and growing in a rapidly changing environment remains linked to its ability to face environmental change and achieve organizational prosperity. (Omair, 2019: 83)

Many business organizations find many challenges, most notably rapid environmental changes, the difficulty of predicting threats and the severity of their severity, and the organization's ability to adapt and survive, as business organizations need to achieve organizational prosperity, and many researchers stressed that organizational prosperity is the key to success in a dynamic business environment because it reflects the level of ability to take advantage of opportunities in a turbulent environment and because the success of organizations is in their ability to thrive organizational through innovation. organizational agility and intellectual capital development, this increases its ability to keep pace with changing market conditions within the framework of competition, which requires it to give greater importance to dynamic capabilities, which is reflected in achieving its goals and giving it the character of agility and the ability to innovate. (Al-attar, 2020: 55)

### **The Importance of Organizational Prosperity:**

All successful companies share two characteristics, activity and prosperity, and the company proves that it is active by drawing ingenious strategies, marketing plans, production components, and financial schemes, leading to competitive results in front of its competitors, and proving that it is prosperous by

eliminating maneuvers and turmoil, which leads to higher morale, less reorganization and higher productivity, and as important as these two points have been found that most managers spend most of their time and energy working to make their companies more active with relatively little effort. Geared to make it more prosperous, one should consider the powerful and unique properties of organizational prosperity.

The importance of organizational prosperity for organizations lies in the following aspects: (Hamid et al., 2021:66

- The physical and social stability of the organization and facing various environmental challenges.
- Increase sustainable competitiveness and thus increase its ability to grow, survive and excel.
- Increasing the level of innovation and sustainable creativity by providing products that meet the customer's ambitions.

In recent years, organizations have emerged that carry the character of prosperity at different organizational levels, and these organizations are called comprehensive distinguished organizations, that is, distinguish them from other competing organizations with many capabilities, and have the ability to survive and grow for a longer period compared to other organizations, and the organizations that carry this indicator are distinct and prosperous organizations more than others, and these organizations have several characteristics and specifications and it is imperative for their leaders to seek to achieve several factors such as: Providing cultural and human factors and meeting the requirements of changing environments, in addition to an information system and rewards, which provides and enhances support for its employees, exploiting cognitive abilities and turning them into ideal opportunities by presenting new ideas and translating them into reality, whether for the product or service alike. (Al-Hamidawi, 2022: 67).

### **3-3: Dimensions of organizational prosperity:**

Books, research, and previous studies dealt with organizational prosperity directly or indirectly, and from different aspects and dimensions, represented the orientations and ideas of its researchers and writers, add to that the contemporary and emerging problems faced by public and private organizations, so the researcher did not find many studies identified dimensions and measures that can be relied upon fundamentally and compatible with the place of application that was chosen in the current study, as well as the novelty of the subject for the Iraqi environment and the organization studied, after careful study, a recent study was reached and compatible with the objectives of the research and the place of application, which is a study (Singha and Arorab, 2020), and the following figure illustrates these dimensions.

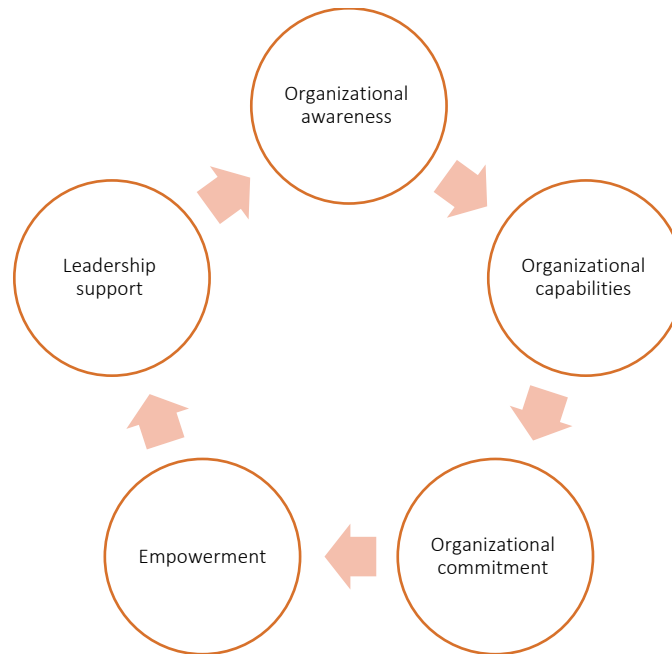


Figure 1. Dimensions of Organizational Prosperity

**1- Organizational awareness:** It is the awareness of the individual of the social situations that he is going through with others, to be aware of the things that happen around them, as organizational awareness is associated with the development of social competence and social interaction in the workplace (Rapert et al;, 2002: 70), and organizational awareness is a two-way educational behavioral activity, which occurs between the individual and the organization, as the two parties interact and expect to receive, exchange and provide information, and knowledge, and adhering to awareness in the workplace will necessarily generate effective expectations about methods organizational awareness forms the backbone of the team when creating and shaping values, and the possibility of achieving values and adhering to them efficiently if both work together instead of working individually, and organizational awareness allows teams to be more flexible and more responsive in the face of a challenge or problem and competition, as it facilitates individuals to develop and present new ideas and innovations for team development (Taug, 2006:572)• organizational awareness is associated with non-cognitive competencies that have a broad impact on a team's ability to succeed in the face of demands and pressures in the work environment (Haines et al;, 2011:81). Organizational awareness includes the ability to invest knowledge of the situation and culture within it to identify and anticipate the impact of decisions made on parties and other units including coordinating with other units in accomplishing tasks, using policies and systems to solve problems, solving personal problems for them, anticipating the impact of actions taken on other units of the organization, and understanding the impact of the external environment on the organization's policies (Davis et al;; 2012:42), to implement the strategy of enhancing organizational awareness to replace the mechanism of direct supervision that always focuses on controlling every stage of the work, the strategy of enhancing organizational awareness as a strategy to drive performance from within, so that individuals become more motivated and connected to the team and this will produce high organizational awareness that will make it easier for leaders to mobilize individuals to achieve the following goals: ( Fabiana et al;,2019:25)

Make an active effort to adapt and respect the standards of the Panel.

A. Make an active effort to adapt and respect team standards.

B- Showing loyalty.

T- Willingness to help co-workers complete tasks.

D- Respecting the wishes and expectations of senior management.

C- Understand the team's goals and mission and support them effectively.

H- Unifying the individual's activities and priorities to meet the team's needs.

G-Understand the need to work together to achieve larger team goals

**2- Organizational capabilities:** Organizational capabilities are one of the influential means in strategic management, which contributes significantly to creating value, as it shows how the organization can properly adapt, integrate, and organize its internal and external resources to meet the various challenges in the environment, and organizational capabilities as a set of organizational procedures that enable it to better employ its resources, in order to achieve its goals, as it consists of available resources characterized by diversity, but the ability to assemble, form and integrate them with each other Some are highly effective and not available to everyone, but vary from organization to organization (Pisano, 2015:4).

**3- Organizational commitment:** Organizational commitment is embodied in the degree to which the individual sees that the employer cares about his well-being and appreciates his contributions, as many studies have revealed the supervisor's support for his subordinates to work and provide fair job and objective organizational procedures, to highlight the active role around achieving positive results for both the individual and the organization alike, (Jang & Kandampully,2018:126) stated that the main specific organizational commitment to the intention to stay or the intention to resign among the current individuals in the sense of the intention to turn, which is paved to the possibility that individuals will eventually leave their job during a certain period, and stated (Yousef et al, 2018: 1270) that organizational commitment is a psychological condition that indicates the strength of an individual's identity and immersion in it and the extent of participation with it:

(a) Characterizes the staff member's relationship with the organization.

(b) Have implications for the decision to continue membership in the organization.

regulatory compliance is seen as a three-component structure consisting of: (Meyer & Allen, 1991:67)

(a) Emotional commitment: through participation in, recognition and emotional attachment to the organization.

(b) Ongoing commitment: Continuing commitment: Employees strategically calculate the economic value of staying with the organization (i.e. the cost of leaving versus the cost of staying) and will choose to stay if it is financially rewarding.

(c) Normative compliance: seen as a commitment by a staff member to stay.

**4- Empowerment:** The term power is the main root of the term empowerment, as it is divided into four types of power embodied in the following: (Latifa, 2018: 222)

A - full power: It is the relationship of the boss and the subordinate, and depends on cruelty and severity in dealing from the perspective of Eddah and purely Krati depends on the authority of the command and away from the participation of others.



B- Power for a purpose: It represents the authority granted for the purpose of making decisions, solving problems, and facing various situations under experience and knowledge.

C- Participation by force: It represents the organization of a group of individuals for the purpose of achieving a general goal, which is represented by the work team supported by the powers of senior management.

D. Implicit power: This means that individuals enjoy confidence, a sense of responsibility, and freedom to act in a way that affects others and leads to achieving results.

Accordingly, most of the concepts that deal with empowerment stem from the concept of implicit power, and for the purpose of achieving empowerment, it is necessary to abandon the traditional thought of leadership, and shift towards participation, openness, and cooperation in adopting leadership practices that are directed towards participation and believe in consultation to achieve goals.

### **Organizational Prosperity Models**

The researchers presented many models that illustrate the concept of organizational prosperity to choose the stages that lead to its achievement, and for the purpose of clarifying these models, the research leads to the fact that previous studies did not develop a unified model that depends on achieving organizational prosperity from different perspectives and the diversity of sectors and the environment, and to delve into a unified model for organizational prosperity without knowing the type of organization, its activities and the type of environment in which it operates, so Ansoof stated, 1990)) that organizations that seek to achieve organizational prosperity should study the environment first and then develop the appropriate model for it (Al-Rubaie, 2021: 145), so we find that organizational prosperity models were not characterized by generality for all organizations, but differed from one organization to another, as we note according to the following:

#### 1- Model (Legzain et al., 2015)

The model explained that prosperity is the basis of positive ideas within organizations, as well as its association with a set of factors that lead them to achieve their goals and objectives and also identified a type of classification for a set of variables, which is used to determine the degree of prosperity of the organization.

- Social prosperity: Social prosperity includes several elements, first, social acceptance and a positive trend towards accepting diversity in cultures, second, social growth, representing the extent to which the individual believes in the inevitability of developing and developing labor relations, and third, social contribution, which relates to the individual's belief that his effort at work is an addition to the organization and co-workers, while fourth, it represents social cohesion and represents the extent to which the individual sees that his social life within the organization is meaningful, and that social integration is the individual's effort to build relationships and communicate with others with There is support from the senior management of the organization in its construction (Rautenbach, 2015:75).

- Psychological prosperity: The concept of psychological prosperity is based on the theory of self-determination, as it refers to the individual's need for three things through which to stimulate his internal motives and satisfy his psychological desires: independence and the desire to feel free when making a decision, and the merit that enables him to control and control the results of work for him, as well as building relationships that stem from the heart of the process of communicating with others, interacting with them and caring for them in order to achieve the well-being of the workplace (Deci & Ryan,

2008:183).

- **Mental prosperity:** It means self-evaluation about the interrelated and independent dimensions that include all positive and negative feelings and general satisfaction with life and society, which is reflected in the job satisfaction of the individual in the organization, in addition to the balance of different feelings that lead to achieving the performance expected of him.

**Spiritual prosperity:** A combination of prosperity and spirituality for the individual and includes two main aspects of psychological and religious elements that affect the individual's sense of existence and importance, as well as his sense of satisfaction with himself and his society, in a way that enhances his self-confidence and his high potential to reach a satisfactory level through which to flourish his career path (Al-Rubaie, 2021: 154).

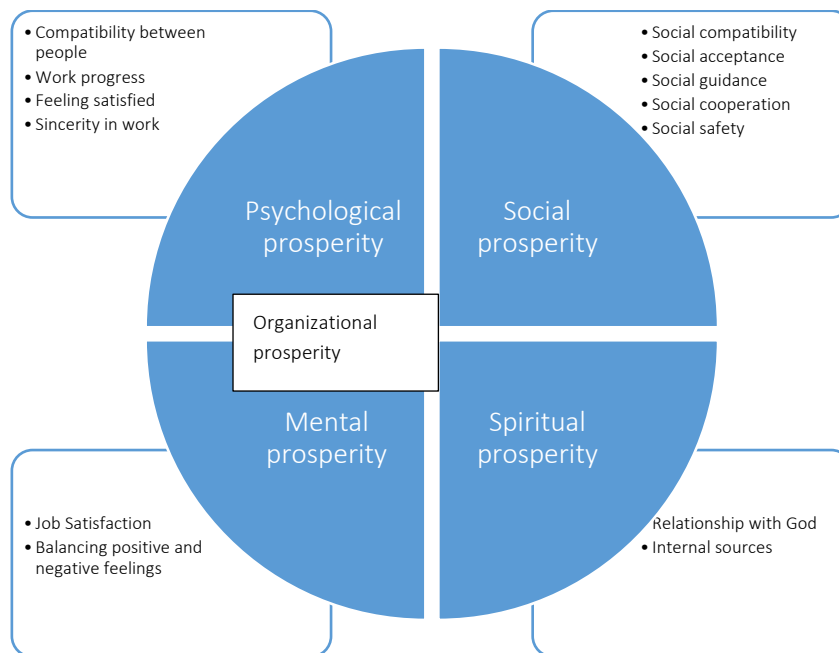


Figure 2 Model LEGZAIN et al., 2015

## 2- Model (Vernon, 2015)

According to the model, organizational prosperity is achieved through a set of basic factors that enhance its success and distinguish it from other organizations, as three of the factors that play an influential and motivating role in achieving positive results for the organization have been identified (leadership, agency, opportunities), and the model expresses the activation of the role of leadership and determining the widest extent of impact on the performance of individuals for their jobs to have positive results in the future and reality of the organization as a whole to highlight its success and superiority in its ability to invest the opportunities available to it and seize them before its competitors, to become the basis for generating a supportive environment that achieves goals and objectives, the other part of the model has identified seven methods, methods and basic areas that contribute to change and organizational development, which he called (arms of change), which are as follows:

**A - Social relations:** The organization cannot perform its tasks or achieve its goals without the existence of social relations between it and its members on the one hand and between individuals and

society on the other hand, and this in turn leads to building bridges of trust between individuals and increasing the spirit of cooperation among them, which leads to reducing problems that affect their performance and job satisfaction.

B - Human capital: It consists of the skill, knowledge and practical experience possessed by individuals and the engine of creativity in organizations, it increases productivity and what individuals possess of skills that interact with each other and result from the practice and knowledge experience they acquire and thus lead to raising their ability to innovate and adapt to the technology used to provide its products (Mohammed and Ahmed, 2019: 20)

C- The economic situation of the organization: the sum of the activities in the organization that it seeks to achieve its economic goals, and includes several variables, including: inputs, outputs, openness to the external environment, the strength of consumer demand, and this is done through the optimal investment of available opportunities and creativity in performance by individuals.

D- Job security: It is represented by the employee's sense of reassurance on the source of his income, and his stability at work, and not being exposed to organizational and personal conflicts and work pressures, as well as indicating the individual's sense of security and affection towards his organization by meeting his needs and desires, the sense of security depends on an individual's ability to provide psychological security, as well as future salary security, and a sense of job stability (Abbas, 2021: 98).

C - Infrastructure: a set of cognitive fields including engineering, human and social processes and techniques, and all administrative procedures and various techniques used and human efforts exerted in collecting, storing, processing, transferring, broadcasting and retrieving various information, which creates interactions between these technologies and knowledge and individuals and dealing with them with all his senses and perceptions.

H - Capital: as capital of various types (human, relational, intellectual, money, cognitive ... etc) by giving the organization a diversified economy with wide flexibility, to maximize its potential in providing everything it needs to achieve its goals and success away from unjustified behavior by its management.

G - Legal rules: the availability of formal and informal mechanisms based on pre-defined basic rules, which are a standard and a guide that can be accessed and applied, avoiding conflict, conflict, administrative and functional crises, adjudicating them and knowing their roots, and recovering those who fail in their performance (Al-Rubaie, 2021: 148).

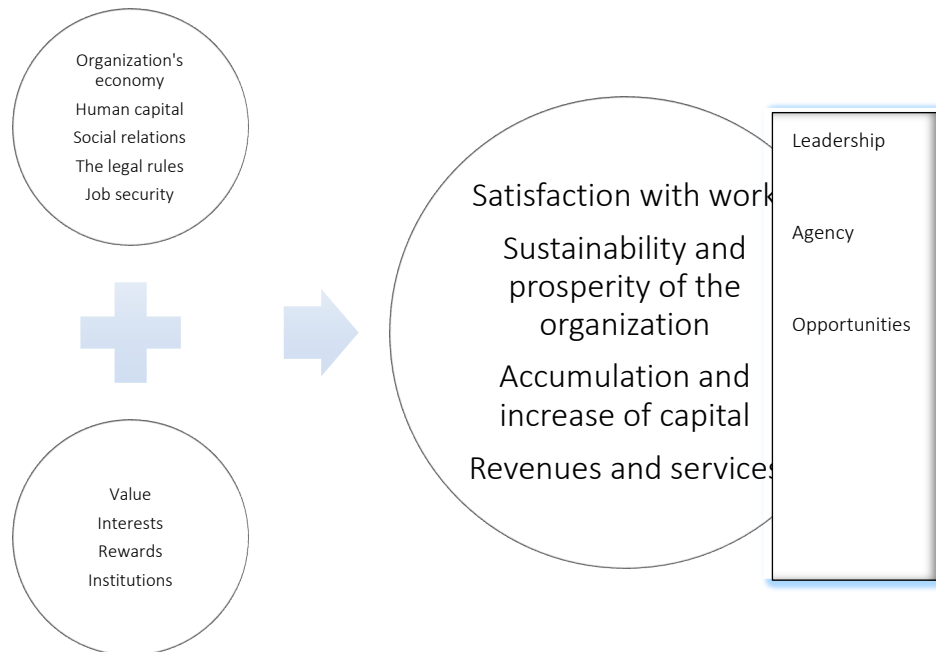


Figure 3 Model (VERNON, 2015)

### Inner Marketing:

The concept of inner marketing:

The concept of marketing is one of the concepts that have expanded in our time to include many functions and fields and its applications have become multiple and overlap with many other activities of the institution, so we find there are various concepts of marketing according to the field in which it is used, and marketing in the language marketing language is derived from the verb "market" and is said leg of blessings, the market is the place of blessings, it is said driver, it means leader and the context of speech is said, i.e. narrating. (Pumice, 2010: 69)

As for marketing in its modern sense, it means distribution and is within a certain base and is based on what is known as supply and demand depending on meeting basic needs and not luxury needs. (Matali Leila, 2016: 63)

#### 2.3 The importance of inner marketing

The concept of inner marketing is one of the modern and important concepts in marketing, which has become one of the main priorities for managing organizations at the present time. The importance of inner marketing is illustrated by the following (Robledo et al., 2013:1116):

- 1- Inner marketing is a key element for organizations to create value for customers.
- 2- It works to increase the efficiency of the performance of employees through training and development and thus improve the quality of products and services
- 3- Helps create a competitive advantage for the organization and enhance its market share by increasing the job commitment of employees and achieving job satisfaction for them by recognizing them and meeting their requirements and needs.

Ghoniem&EI-Tabie (2014: 998) also sees the importance of inner marketing as follows:

- 1- Helps improve the effectiveness of the organization by developing and activating relationships

between employees in the internal market.

2- It works to prepare employees in the organization to deal well and appropriately with customers.

3- Helps in improving the skills and capabilities of employees, developing them and motivating them in order to fulfill the promises made by the company to customers.

4- Internal marketing is a link between the organization's goals in external marketing and its internal capabilities.

5- Internal marketing helps the management of the organization in defining and formulating the vision and strategy of the organization.

As (Lafta and Hussein, 2017: 36) see the importance of inner marketing lies through two axes:

#### A. Organizations

1- Inner marketing is an important part of the organizational change and development of the organization, and helps build its general image.

2- It is a strategic weapon in achieving the high quality of products and services provided by the organization and its competitive advantage.

#### B. Employees

1- Makes employees work on one line with the mission, strategy and objectives of the organization.

2- A source to improve and develop the capabilities of employees and their awareness of the marketing opportunity.

3- Improving relations between the employees themselves and the management of the organization and increasing their awareness and sense of the meaning of the job: Inner Marketing Models

After reviewing the researcher on many previous literature and studies related to internal marketing, there are three main models and a basis for the application and implementation of internal marketing, namely:

#### 1. Model (1985 Gronroos)

The model (1985 Gronroos) depends on the third stage of the development of internal marketing, which is the stage of orientation toward customers, according to this model, employees must be more aware of dealing with customers so that they can benefit from the interaction and solicitation that occurs as a result of dealing directly with customers so that they can provide products better, and in order to refine and build a culture of customer orientation in the employees working organization, the organization's management must provide support to them and conduct internal marketing practices through their recruitment and empowerment. and their training (66-2013:65, Lubbe). This model needs to empower employees by delegating some authority and participating in decision-making, or what is known as participatory management in the organization and this model needs the commitment and full support of senior management and the provision of training programs, and the interactive marketing on which this model is based allows the organization to exploit important marketing opportunities and achieve higher profits as a result of owning employees mentality sales and have a direction, understanding and high awareness towards customers and senior management to attract and retain individuals and design jobs in line with their capabilities and the business they will occupy in the organization. , and Figure (7) shows the model:

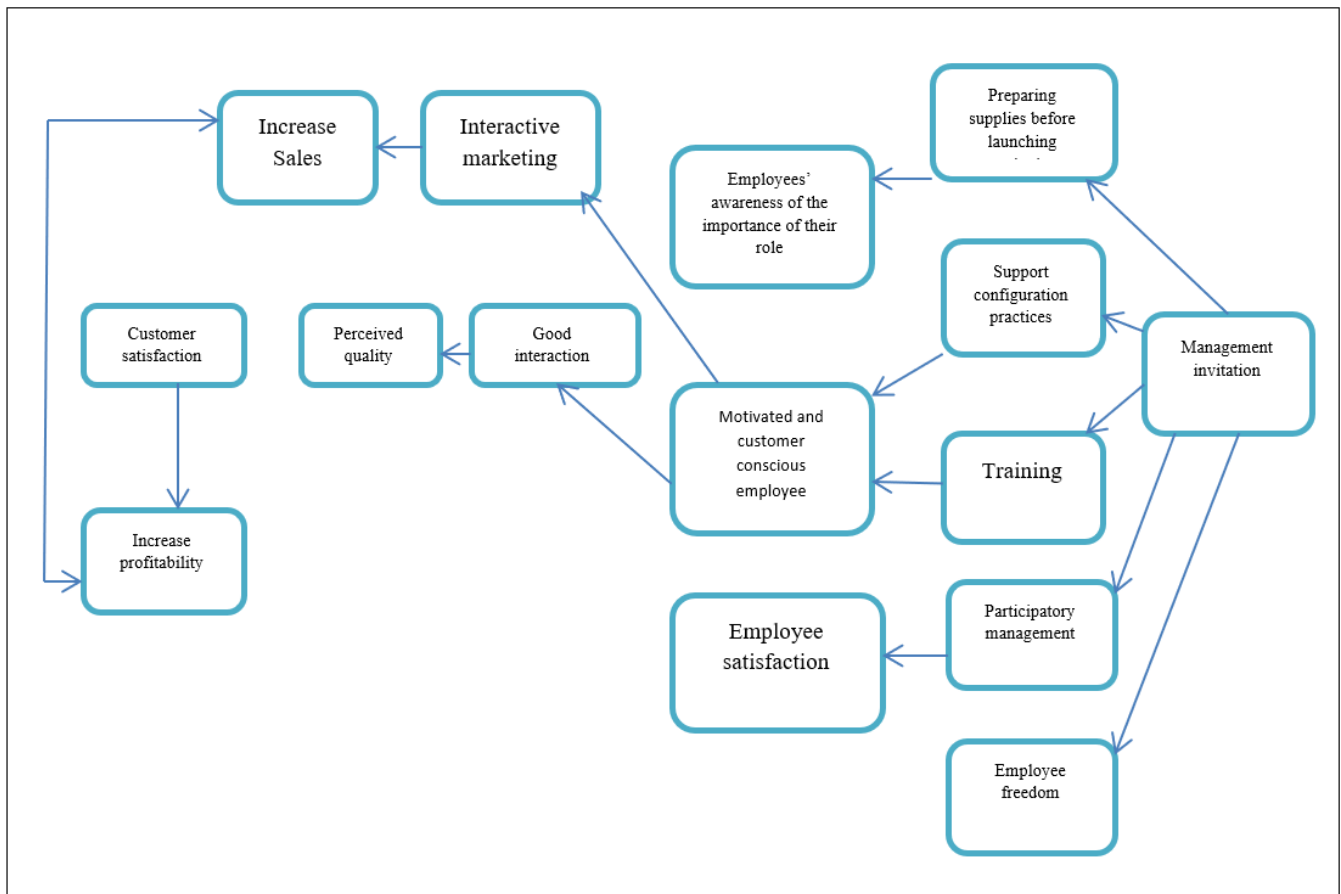


Figure 4 (GRONROOS 1985) inner marketing model

## 2- Model (Ahmad and Rafiq, 2002)

Both the (Berry) model and the (Gronroos) model seek to achieve one goal, which is to improve the quality of services, but they differ in the methods and means used to achieve that goal, as well as the two models did not clarify the exact components of them and the mechanisms of interconnection with each other in the model (Berry) there is no reference to the mechanisms that are used to motivate employees through marketing, as well as for the model (Gronroos) it ignores the motivation of employees through marketing (Thabet, 2015: 27). In order to provide a comprehensive model for internal marketing, Ahmad and Rafiq presented in (2003) a new model that combines the model (Berry) and the model (Gronroos), the model highlights the importance of the role and behaviors of employees in the organization in the quality of service and customer satisfaction, and in this model the differences between the two models were taken advantage of in providing a comprehensive model by relying on the mutual and interrelated relationships between the elements of internal marketing (30-2017:29, Baran & Arabelen). It is worth noting that the researcher notes through Figure (8), that the model starts from determining the company's management of product quality strategies (good and service) through providing administrative support and applying a set of procedures and practices for internal marketing activities with the use of a set of marketing techniques and methods, in order to achieve job satisfaction, which in turn will lead to gaining customer satisfaction and achieving the organization's goals of increasing profits and increasing its market share.



## 2- Job satisfaction:

Previous studies and literature have proven that the development of job commitment and employee satisfaction is achieved through the employees' sense of care and attention through the application of administrative support programs, and this good feeling led to improving the behaviors and attitudes of employees towards the organization (2010: 12, Flanagan). Job satisfaction stems from the theories of social exchange and mutual benefit, and the two theories have contributed to the interpretation of attitudes, trends, and behaviors of employees in the company with senior management and the extent to which management appreciates the contributions of employees and their interest in their interests and administrative support varies from one company to another according to the size of the organization and the nature of the work they do (Abu Rumman and Ahmed, 2012: 56). After administrative support is one of the most important types of community support to achieve the highest level of performance and efficiency for employees, and the mentality facing companies in this area is the lack of A common vision and poor attention to the basic requirements of employees.

## 3- Inner Communication:

The communication element is used in order to inform employees of all information, knowledge, and trends so that employees are fully aware of the plans adopted by the institution for the progress of customers and face problems that hinder the provision of services in the institution and ensure the maintenance of communication with customers. (Al-Mutairi, 2010: 42).

## 4- Incentives and rewards:

The system of incentives and rewards includes words, deeds or ideas that encourage employees to achieve their best performance and work on its continuity, as it is the driving force that pushes individuals towards the required behavior incentives are divided into incentives A- Material incentives: such as an increase in the monthly salary of employees, granting a percentage of the company's profits, reducing a percentage of savings that result from reducing production costs, promotion and promotion, material awards (Mills, 2010: (49) In order for the reward system to give positive results, it must be appropriate and commensurate with the nature of the achievement carried out by the individual and must be according to objective bases, criteria and measures that are determined according to the level of individual or collective performance (Matahin, 2010: 44).

## **Applied side**

Measuring the stability of the resolution and ensuring its structural validity

### Foreword:

The researcher aimed to ensure the structural sincerity of the questionnaire, and its ability to stable and provide the necessary data to test the research hypotheses, through (exploratory factorial analysis, and confirmation, and test the truthfulness and stability in a way that is proven and scolded alpha), to be adopted in statistical analysis and proof of hypotheses and the subsequent diagnosis of the level of availability of the three variables and the interest and agreement of the sample on their availability and according to what was stated in the questions of the study methodology, as well as to prove the main and sub-hypotheses contained in the hypothesis scheme, the section concluded the following:

Coding of the study variables and their dimensions contained in the questionnaire:

The questionnaire of study included two main variables (inner marketing, and organizational prosperity), and the first part of organizational prosperity was measured and represented by the five



dimensions (organizational awareness, organizational capabilities, organizational commitment, leadership support, and empowerment), while its second part was measured through four dimensions (incentives and rewards, training programs, inner communication, job satisfaction) represented inner marketing, the number of paragraphs of the questionnaire was (78) items, and quoted from approved sources from previous studies, and according to Table (1)

**Table 1. Coding of the questionnaire according to the standards and the model chosen for research**

<i>variable</i>	<i>Dimension</i>	<i>Paragraph</i>	<i>Code</i>
<i>Inner marketing</i>	<i>Organizational awareness</i>	62-58	<i>X1</i>
	<i>Organizational capabilities</i>	66-63	<i>X2</i>
	<i>Organizational commitment</i>	70-67	<i>X3</i>
	<i>Leadership support</i>	74-71	<i>X4</i>
<i>Organizational prosperity</i>	<i>Incentives and rewards</i>	47-45	<i>Y1</i>
	<i>Training programs</i>	50-48	<i>Y2</i>
	<i>Inner communication</i>	53-51	<i>Y3</i>
	<i>Job Satisfaction</i>	57-54	<i>Y4</i>
	<i>Incentives and rewards</i>	47-45	<i>Y1</i>

#### **Test the normal distribution of data:**

The researcher found the need to adopt the normal distribution as a fact and a statistical method that describes the data of random variables that tend to center around a single average value for a scheme that followed the density of the probability corresponding to this distribution and the bell shape of its histogram, and the data are distributed naturally. The probability value of the test is more than (0.05), and through the statistical package (SPSS V.28), the researcher employed the test (Kolmogorov-Smirnov) due to the fact that the sample is more than (50) viewing, as it was (252) of the middle leaders of the University of Baghdad, as it turns out. For the researcher from the results of Table (1) it became clear that the data of variables (organizational prosperity, inner marketing) distributed naturally, as a result of the emergence of the results as in the table and compared with the standard values required to facilitate the adoption of laboratory statistics methods and facilitate the conduct of (factor analysis confirmation, exploratory, arithmetic mean, standard deviation, Pearson correlation coefficient, simple and multiple linear regression), as the test significance values for the three variables were more than the value (0.05).

**Table 2. Test the normal distribution of data search variables**

One-Sample Kolmogorov-Smirnov Test				
		ADPL	ITEM	ORPER
<i>n</i>		252	252	252
Normal Parameters <i>a, b</i>	Mean	4.0007	3.8613	3.7923
	Std. Deviation	.45203	.45152	.63004
Most Extreme Differences	Absolute	.103	.105	.121
	Positive	.103	.105	.121
	Negative	-.089	-.105	-.088
Test Statistic		.103	.105	.121
Asymp. Sig. (2-tailed) <i>c</i>		.200*	.200*	.158

Source: SPSS V.28 Outputs.

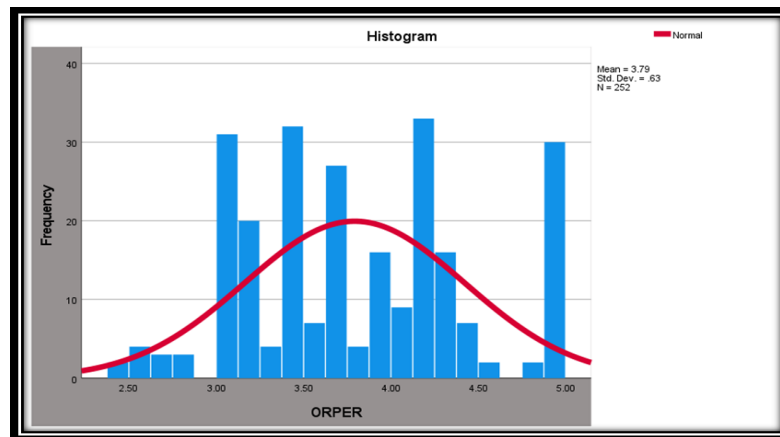


Figure 6. Histogram of organizational prosperity data

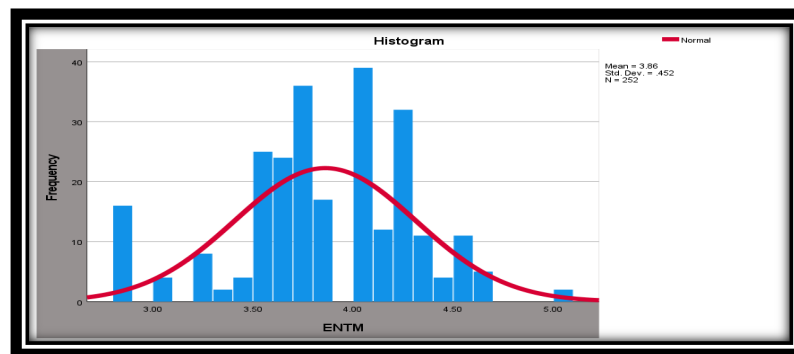


Figure 7. Histogram of inner marketing data

: testing the reliability of the questionnaire: reliability tests are divided into the following measuring virtual honesty:

The researcher presented the questionnaire to a group of arbitrators and experts in the field of (strategic management, organization and organizational behavior, human resources management, statistics, marketing, quality management), with the aim of ensuring its ability to measure variables.

Honesty	Alpha coefficient	No. of paragraph	The overall reliability of the questionnaire
0.985	0.970	78	
0.817	0.768	0.754	<i>kmo</i>
5995.913	2327.819	17368.153	$x^2$
210	78	946	<i>df</i>
0.000	0.000	0.000	<i>sig.</i>
21	13	44	<i>items</i>
5	4	7	<i>dimensions</i>

Source: SPSS V.28 Outputs.

#### 4. Confirmatory factor analysis:

In order to identify the sincerity of the construction and concept, and the ability of the questionnaire to match with the theoretical side to obtain a model of identical quality, the researcher employed the confirmatory factor analysis of the variables data (organizational prosperity, inner marketing) through the confirmatory factor analysis (CFA) being the best modern statistical methods used, so she used the program (AMOS V.28) to confirm the results of the confirmatory factor analysis due to the fact that the sample (252) view, which can be adopted to conduct the factorial analysis of the variables.

#### Organizational Prosperity:

From the researcher's review of Figure (6) and the results of Table (6), she found the ramifications of paragraphs (organizational prosperity) and through (26) paragraphs, and they were represented by the dimensions (organizational awareness, organizational capabilities, organizational commitment, leadership support, empowerment) and the level of significance (0.000) and the value of (T) calculated exceeds its scheduled value (1.969) at the level of significance (0.05), and through the factorial analysis of confirmation, the structural model of organizational prosperity obtained the value of the average square of error (RMSEA=0.078), which is less than the value of (0.080) for the required criterion, While the other conformity indicators obtained values in excess of the values of the required indicators, the ratio of Kay Square to the degree of freedom was (1.966), which is less than the criterion ( $5 <$ ), while the value of the comparative conformity index (CFI = 0.914), the value of the matching index suitability (GIF=0.887), the value of the Tucker Lewis index (TLI=0.902), the value of the increased conformity index (IFI=0.915), the value of the standard conformity index (NFI=0.904), and at the level of significance (0.005), all of which meet the standards and indicators of conformity quality. for the model.

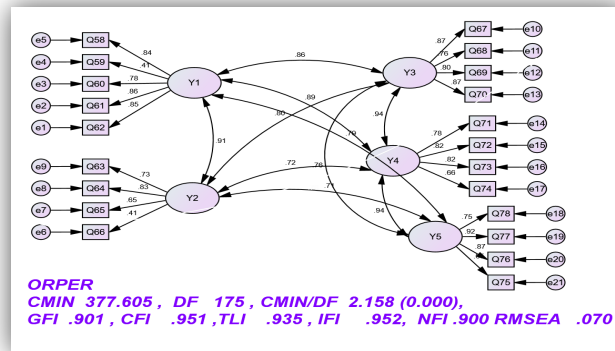


Figure 8 Assertive factor analysis by structural modeling method of organizational prosperity data

Table 7. Indicators of Assertive Factor Analysis of Organizational Prosperity Data

			Estimate	S.E.	C.R.	P	Label
Q62	<---	Y1	1.334	.079	16.947	***	par_1
Q61	<---	Y1	1.115	.066	16.925	***	par_2
Q60	<---	Y1	1.036	.074	14.037	***	par_3
Q59	<---	Y1	.733	.113	6.462	***	par_4
Q58	<---	Y1	1.000				
Q66	<---	Y2	.466	.071	6.606	***	par_5
Q65	<---	Y2	.653	.065	9.967	***	par_6
Q64	<---	Y2	.906	.089	10.187	***	par_7
Q63	<---	Y2	1.000				
Q67	<---	Y3	1.000				
Q68	<---	Y3	.814	.050	16.291	***	par_8
Q69	<---	Y3	.879	.058	15.244	***	par_9
Q70	<---	Y3	1.134	.071	15.967	***	par_10
Q71	<---	Y4	1.000				
Q72	<---	Y4	1.117	.076	14.728	***	par_11
Q73	<---	Y4	1.032	.073	14.162	***	par_12
Q74	<---	Y4	.684	.062	10.958	***	par_13
Q78	<---	Y5	1.000				
Q77	<---	Y5	1.433	.096	14.850	***	par_14
Q76	<---	Y5	1.443	.099	14.622	***	par_15
Q75	<---	Y5	.835	.081	10.266	***	par_16

Source: AMOS V.26 outputs.

**Inner Marketing:**

When reviewing the researcher Figure (5) and Table (5), she found saturation paragraphs (inner marketing) and through (25) paragraphs with a significant level less than (0.05) and saturation more than (0.400), has been represented by dimensions (incentives and rewards, training programs, internal communication, job satisfaction) at the level of significance (0.000) and the value of (T) calculated more than its scheduled value (1.969) at the level of significance (0.05), and through the factorial analysis confirmation, the structural model of inner marketing got the value of the average square error (RMSEA=0.078), which is equal to For the required standard, while the other conformity indicators obtained values exceeding the values of the required indicators, the ratio of K Square to the degree of freedom was (1.660), which is less than the criterion (5<), while the value of the comparative conformity index was (CFI = 0.945), the value of the matching index of suitability (GIF=0.900), the value of the Toker Lewis index (TLI=0.930), the value of the increased conformity index (IFI=0.946), the value of the standard conformity index (NFI=0.900) and at the level of significance (0.000), all of which meet the criteria and indicators Model matching quality.

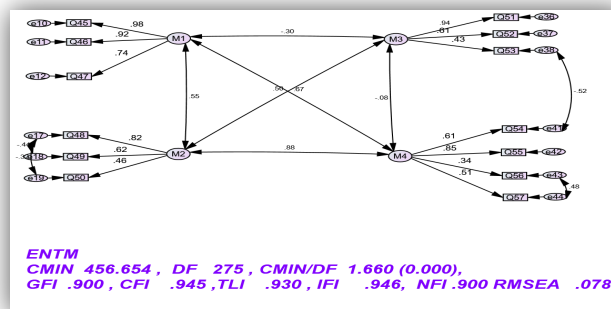


Figure 9. Confirmatory factor analysis by structural modeling method for inner marketing data

**Table 2 Indicators of confirmatory factor analysis of internal marketing data**

			Estimate	S.E.	C.R.	P	Label
Q47	<---	M1	.588	.045	13.204	***	par_1
Q46	<---	M1	.957	.033	29.175	***	par_2
Q45	<---	M1	1.000				
Q50	<---	M2	.247	.046	5.339	***	par_3
Q49	<---	M2	.356	.043	8.303	***	par_4
Q48	<---	M2	1.000				
Q57	<---	M4	1.293	.173	7.452	***	par_5
Q56	<---	M4	.699	.127	5.510	***	par_6
Q55	<---	M4	2.505	.255	9.821	***	par_7
Q54	<---	M4	1.000				

			Estimate	S.E.	C.R.	P	Label
Q53	<---	M3	.458	.072	6.395	***	par_8
Q52	<---	M3	.579	.055	10.514	***	par_9
Q51	<---	M3	1.000				

### 3.4 study community and sample:

The researcher chose a random sample of the middle leaders of the University of Baghdad who have responsibilities and tasks related to an administrative position that enables them to make decisions and contribute through it to its prosperity, as the subject of application was the people and units in (the presidency of the university, university colleges, university centers, university institutes, while the research community was the leaders of the University of Baghdad in a way that achieves accuracy in the results and is commensurate with the directions of research variables (inner marketing, organizational prosperity, to be the research community (738) viewing, the researcher distributed (255) down to Achieving the objectives of the study based on the intoxicating table for small samples, and the research sample is relatively experienced and knowledge, facilitated the understanding of the paragraphs of the research questionnaire and assist the researcher in completing the research objective, while the researcher retrieved (252) questionnaire, and when dispersed became valid from the questionnaires for statistical analysis (252) questionnaire after differentiation, represented the final research sample, and as shown by the results of Table (3):

**Table 3. Research population and sample**

Society	Distributor	retriever	Righteous	sample
738	255	252	252	252
	100%	98.8%	98.8%	98.8%

### 3.5 Sample demography:

**Gender of the sample:** It became clear to the researcher from the results of Table (4) that the number of males (250) respondents (69.8%) of the research sample (252), while the number of females (108) respondents and by (30.2%) of the sample, as the university showed their dependence on males more broadly than females in assigning them to tasks and duties and according to the priorities and considerations adopted when choosing.

**Age:** The researcher found the basis of the workforce at the University of Baghdad surveyed in the confined ages (50>), as it was (70.9%) of the research sample and the number of views (254), followed by the second age group (40<-30) by (14.5%) and the number of views (52), while the age group (50>-40) by (14.2%) ranked third and the number of views (51), while the age group (20<) ranked fourth and by (0.3%), which indicates the dependence of the University of Baghdad researched on different ages and according to the career path adopted by the two telecommunications companies surveyed for its managers and employees When assigning those positions.

**Academic qualification:** The University of Baghdad relied mainly on the bachelor's degree (77.1%)

of the research sample and the number of views (276), while the University of Baghdad turned to the master's degree (12%) and the number of views amounted to (43), while the doctorate degree was in the third place by (9.8%) and the number of views (35), and the diploma ranked fourth by (0.8%) and the number of views (3), and finally the preparatory certificate ranked fifth by (0.3%) and the number of views amounted to (1).

Length of service: In terms of compatibility with the age ratio and within the career path adopted by the University of Baghdad surveyed for its leaders and employees, it was found that the length of service (15<-10) ranked first by (42.5%) and the number of views (152), while the length of service was (20<-15) years in the second order and by (32.1%) and the number of views (115), while the service category was (20>) years in the third place by (14%) and the number of views (50), and the service duration category (10<-5) ranked fourth and by (8.7%) of the sample and the number of views (31), and finally the fifth rank was for the service category (5<) by (2.8%) and the number of views (10).

Sample by job position: It became clear to the researcher that the percentage of managers (40.8%) of the research sample and the number of views amounted to (146), while the second rank was for the category of head of department (38%) and the number of views amounted to (136), while the third rank was for the category of division official by (16.2%) and the number of views amounted to (58), and finally the category of assistant manager ranked fourth by (5%) and repeated (18).

**Table 4. Sample demography**

Demographic characteristic	Category	Frequency and proportions	
Gender	male	96	0.38
	female	156	0.62
Academic achievement	Bachelor's	66	0.26
	Master's	123	0.49
	Ph.D	63	0.25
Length of service	Less 5	20	0.08
	5->10	30	0.12
	10->15	91	0.36
	15->20	73	0.29
	More than 20	38	0.15
the age	Less than 30	23	0.09
	30->40	110	0.44
	40->50	91	0.36
	More than 50	28	0.11
job position	Head of the Department	86	0.34
	Division official	166	0.66

Source: SPSS V.28 Outputs

#### Presentation, analysis, and diagnosis of the dependent variable organizational prosperity:

The approved variable of research measured organizational prosperity through five dimensions (organizational awareness, organizational capabilities, organizational commitment, leadership support, empowerment) and through (21) items, and through answers (252) views among the middle leaders of the University of Baghdad, as it obtained a calculated mean of (3.79) high level, by showing understanding of the various aspects surrounding its work, including work methods, organizational structure and culture, as well as the best employment of its resources by merging and reconfiguring them and freeing up new resources with an advantage. The competitiveness that is difficult to imitate, and the formation of psychological and behavioral links for the individual with it through empowerment and participation in decision-making to achieve long-term success and contribute to the development of creativity and innovation and optimal investment of cognitive and intellectual capabilities and in a way that returns them to more stability and growth, and organizational prosperity obtained a standard deviation (0.630), and relative attention (75.8%) good, and a relative coefficient of difference (16.60%), and as shown in the results of Table (12), As for the level, it was as follows:

a. It became clear to the researcher that the University of Baghdad is oriented to pay attention to organizational awareness in the second order, so he won an arithmetic average (3.73) high level to receive relative attention (74.7%) good, while his standard deviation was (0.683), and a relative coefficient of difference (18.3%), either at the level of paragraphs (62-58), paragraph (58) got (the university works to develop the knowledge and skills of individuals functionally by providing continuous learning programs) and a relative difference factor (18.7%) and relative interest (78%), while paragraph (59) (the university bears the failed experiences of its employees during work) with a relative coefficient of difference (31.9%) and relative interest (68.4%).

In fourth place in terms of priority, it came after organizational capabilities, as it obtained a high arithmetic mean (3.67), and received relative attention (73.5%) good with a standard deviation (0.720), and a relative coefficient of difference (19.6%) and the university has invested well in improving its organizational prosperity, and at the level of sequential paragraphs (66-63), Paragraph (66) (the university works to facilitate administrative communications in all directions based on ability and experience) obtained the university's relative interest (78.8%) and a relative difference factor (23.4%), while the fourth place of paragraph (63) (when individuals present new ideas, the university adopts policies to support and encourage them) with a relative difference factor (32.7%) and relative interest (71.4%).

c. While the University of Baghdad adopted the organizational commitment in the fifth order and in a way that contributes to improving the level of organizational prosperity, so that the dimension obtains an arithmetic mean (3.78) at a high level, as the dimension received the relative attention of (75.6%) good, so the standard deviation of the dimension was (0.744), and a relative difference coefficient (19.7%), as for the level of paragraphs (70-67), paragraph (68) (the university generates the desire of individuals to stay and work within its formations) got the first rank and a relative difference factor of (20.2%) and received the university's attention by (76.4%), while it was the fourth and last order of paragraph (70) (The university develops feelings of belonging and pride among its employees) with relative interest (71.8%), and with a relative difference factor (26.8%).

W. While the University of Baghdad expressed its orientation to support the leadership in the third rank, and with an arithmetic mean (3.85) high level, and it cares relatively (77%) well, with a standard deviation (0.729), and a relative difference coefficient (18.90%), either at the level of paragraphs



(74-71), as paragraph (74) (the university deals with individuals on the principle of justice and equality) obtained a relative difference factor (18.8%) and relative interest (78%), and paragraph (72) (the university seeks to have a clear role for all its employees) ranked fourth and a relative difference factor (25.70%) , and relative interest (75%).

C. While the University of Baghdad went to empowerment in the first place, and with an arithmetic mean (3.91) high level, and is relatively interested in it (78.3%) well, with a standard deviation (0.699), and a relative coefficient of difference (17.8%), either at the level of paragraphs (78-75), paragraph (78) (The university adopts financial and moral support policies provided to individuals when they achieve the desired goals) received relative interest (82%) and a relative difference factor (18.2%), while paragraph (76) (the university instills the spirit of cooperation between its various departments by building strong relationships between individuals) ranked fourth and last with a relative difference factor (23.5%) and relative interest (78.4%).

**Table 5. Presentation and analysis of organizational prosperity data**

s	Paragraph	SMA	standard deviation	Relative importance	Coefficient of variation	priority
58	The university works to develop individuals' functional knowledge and skills by providing continuous learning programs.	3.90	0.729	0.780	0.187	1
59	The university bears responsibility for the failed experiences of its employees while working.	3.42	1.092	0.684	0.319	5
60	Individuals show respect to colleagues at work, including those who are more senior in their career path.	3.74	0.809	0.748	0.216	3
61	The university maintains its talented employees by offering them maintenance programmes.	3.95	0.792	0.790	0.201	2

62	Most employees enjoy the opportunity to participate in its financial success	3.67	0.952	0.734	0.259	4
Organizational awareness		3.73	0.683	0.747	0.183	the second
63	When individuals present new ideas, the university adopts policies to support and encourage them	3.57	1.167	0.714	0.327	4
64	The university is keen to provide systems and procedures for receiving, arranging and sharing information	3.67	0.931	0.734	0.254	3
65	The university adopts methods and policies to encourage its employees to communicate continuously to increase their ability to complete tasks.	3.52	0.854	0.704	0.243	2
66	The university works to facilitate administrative communications in all directions, relying on ability and experience	3.94	0.921	0.788	0.234	1
Organizational capabilities		3.67	0.720	0.735	0.196	the fourth
67	When talking about the university in front of others, a sense of pride is instilled in individuals	3.75	0.849	0.750	0.226	3
68	The university	3.82	0.770	0.764	0.202	1

	generates a desire among individuals to stay and work within its formations					
69	The university is concerned with the problems and obstacles facing individuals and considers them among its own problems	3.96	0.817	0.792	0.206	2
70	The university develops feelings of belonging, pride and loyalty among its employees	3.59	0.963	0.718	0.268	4
Organizational commitment		3.78	0.744	0.756	0.197	Fifth
71	The university shares its ideas and suggestions with its employees through periodic meetings	3.84	0.902	0.768	0.235	3
72	The university seeks to make its role clear to all its employees.	3.75	0.964	0.750	0.257	4
73	The university gives its employees sufficient time to express their wants and needs and know their ideas and suggestions	3.92	0.894	0.784	0.228	2
74	The university deals with individuals on the principle of justice and equality	3.90	0.732	0.780	0.188	1
Leadership support		3.85	0.729	0.770	0.189	the third
75	The university has a commitment and	3.74	0.772	0.748	0.193	2

	keenness to follow training programs to develop individuals and give them the powers and responsibilities to perform tasks					
76	The university instills a spirit of cooperation between its various departments by building strong relationships between individuals	3.92	0.920	0.784	0.235	4
77	The university is keen to provide supportive facilities for its employees to listen to their work problems	3.91	0.870	0.782	0.223	3
78	The university adopts financial and moral support policies provided to individuals when they achieve the desired goals	4.10	0.746	0.820	0.182	1
Empowerment		3.91	0.699	0.783	0.178	the first
Organizational prosperity		<u>3.79</u>	<u>0.630</u>	<u>0.758</u>	<u>0.166</u>	

From the researcher's review of the results of the previous tables, it was found that adaptive leadership obtained the least relative coefficient of difference among the three variables (11.3%), which indicates the compatibility of the sample on its availability and practice in the first order by the leaders of the University of Baghdad, as it was keen to provide a set of activities and events through which it helps its followers to accomplish their tasks efficiently, effectively and productively, in a way that qualifies them to achieve the requirements of their current and future jobs within the higher education sector, as Table (13) shows the contribution of distinguishing between challenges adaptive and technical) is very high in promoting adaptive leadership due to the fact that its coefficient of variation (10.4%) and its availability with an arithmetic mean (3.97), while the other dimensions (generating a coherent

environment and inviting stakeholders, organizing difficulties, granting responsibility for work, identifying stakeholders and their losses, self-use, protecting the voices of leaders without authority) were respectively, and this was reflected in their availability in total with a high arithmetic mean (4.00). While internal marketing came in second place, obtaining a relative coefficient of difference (11.7%), in light of its practice and adoption with good attention, and with an arithmetic mean (3.86), While it became clear the contribution of internal communication, training programs, job satisfaction, incentives and rewards in improving internal marketing respectively, and finally the solution of the dependent variable organizational prosperity in the third order and with a relative coefficient of difference (16.6%), and with good relative interest, and this is consistent with the researcher's observations in the focus of the leaders of the University of Baghdad on (empowerment, organizational awareness, organizational capabilities, leadership support, organizational commitment) and in order, and this indicates the university's orientation to adopt adaptive leadership in the first degree and then orientation towards inner marketing and attracting and attracting a workforce that helps it achieve organizational prosperity, so that organizational prosperity is its priority in the third order as a result of the efforts of its leadership and its adaptation to the fluctuations of the educational environment and the requirements of the labor market.

View, analyze and diagnose the inner marketing variable:

The variable measured inner marketing through four dimensions (incentives and rewards, training programs, internal communication, job satisfaction) and through (13) paragraphs, and answers (252) views from the middle leaders of the University of Baghdad, as the variable obtained a total calculated mean of (3.86) high level, which indicates that the university adopts the selection and employment of appropriate employees, training and motivating them, rewarding them while providing them with appropriate equipment and technology in order to provide them with high-quality service, and its standard deviation was (0.452), relative interest (77.2%) good, and a coefficient of variation Relative (11.7%), but at the level of dimensions, they were according to the results of Table (11): The leaders of the University of Baghdad adopted incentives and rewards in the fourth and last order among its priorities when improving internal marketing, to get a high arithmetic mean (3.84), stemming from its relative interest (82%) good and a standard deviation (0.812), and a relative difference coefficient (21.1%), as for the level of paragraphs (47-45) in the questionnaire, paragraph (47) (workers who make a distinguished effort when they provide a new service) got the first rank and a relative difference coefficient (19.80%), and with relative interest (76.6%), while it was The third and last order of paragraph (46) (the university has a fair incentive and reward system directed to its employees) with a relative coefficient of difference (25.1%), and with relative interest (76.4%).

While it was found that the University of Baghdad resorted to training programs in the second order when targeting them to provide a good level of internal marketing and with a high arithmetic mean (3.91), and it receives relative attention (78.3%) good and a standard deviation (0.587), and a relative coefficient of difference (15%), At the level of paragraphs (50-48), paragraph (50) (training programs help university employees to make the best decisions to perform their work) ranked first with a relative coefficient of difference (14.1%), and received its relative attention (84%), while the third and last rank of paragraph (48) (the university adopts a training program to develop the knowledge and skills of its employees continuously and regularly), so its relative coefficient of difference was (34.5%), and the level of interest (70.4%).

It was found that the University of Baghdad resorted to internal communication in the first order when improving the level of internal marketing and with an arithmetic mean (3.89) high level, and receiving relative attention (77.8%) good and standard deviation (0.584), and a relative coefficient of difference (15%), and at the level of paragraphs (53-51), paragraph (52) (university employees can easily contact their direct supervisor when facing a problem during their work) got the first rank and a relative difference coefficient (18.2%), and received its relative attention (77.4%), while the third and last order of paragraph (53) (there is An effective communication system among university employees) had a coefficient of relative difference (20.4%), and the level of interest (78%).

Finally, the University of Baghdad showed their adoption of incentives and rewards in the third order and in a way that contributes to improving internal marketing, as it obtained a high arithmetic mean (3.79), to receive the university's relative interest (75.8%) good, and with a standard deviation (0.591), and a relative difference coefficient (15.60%), as for the level of paragraphs (57-54), paragraph (54) (the university deals fairly and equally with all its employees) obtained the first rank and a relative difference coefficient (15.2%) and received the university's relative interest (81.4%), while the fourth rank was for paragraph (55) ( The university meets the needs and desires of its employees within the required time) with a relative coefficient of difference (29.5%) and relative attention (70%).

**Table 6. Inner marketing data presentation and analysis**

s	Paragraph	SMA	standard deviation	Relative importance	Coefficient of variation	priority
45	The employee believes that incentives and rewards are commensurate with his level of performance at work	3.88	0.923	0.776	0.238	2
46	The university has a fair system of incentives and rewards for its employees	3.82	0.959	0.764	0.251	3
47	Employees who make an outstanding effort are rewarded when providing good service	3.83	0.757	0.766	0.198	1
	Incentives and rewards	3.84	0.812	0.769	0.211	the fourth
48	The university adopts a training	3.52	1.216	0.704	0.345	3

	program to develop the knowledge and skills of employees on a continuous and regular basis					
49	University employees feel that the training provided covers a real shortage and gives them more skills	4.03	0.574	0.806	0.142	2
50	Training programs help employees make the best decisions to perform their work	4.20	0.592	0.840	0.141	1
Training programs		3.91	0.587	0.783	0.150	the second
51	The university clarifies the roles of employees and the various tasks assigned to them	3.90	0.767	0.780	0.197	2
52	University employees can easily contact their direct supervisor when they encounter a problem in their work	3.87	0.705	0.774	0.182	1
53	There is an effective communication system between university employees	3.90	0.795	0.780	0.204	3
Internal communication		3.89	0.584	0.778	0.150	The first
54	The university deals fairly and equally with all its employees	4.07	0.618	0.814	0.152	1
55	The university meets the needs and desires of employees within the required time.	3.50	1.031	0.700	0.295	4

56	The university constantly seeks to improve the living and professional conditions of the employee.	3.71	0.645	0.742	0.174	2
57	University employees are happier when they spend the rest of their careers there.	3.90	0.850	0.780	0.218	3
Job Satisfaction		3.79	0.591	0.758	0.156	The third
Internal marketing		<u>3.86</u>	<u>0.452</u>	<u>0.772</u>	<u>0.117</u>	

Source: SPSS V.28 output.

**Table 7. Results of descriptive analysis and arrangement of variables and their dimensions according to the relative coefficient of variation.**

Variables	SMA	standard deviation	Coefficient of variation%	Relative importance%	Ranking
Inner marketing	<u>77.2</u>	<u>11.7</u>	<u>0.452</u>	<u>3.86</u>	the second
Organizational prosperity	<u>75.8</u>	<u>16.6</u>	<u>0.630</u>	<u>3.79</u>	the third

Source: SPSS V.28 output.

-5: Testing the impact of internal marketing on organizational prosperity:

The third main hypothesis of the research was determined: There is a statistically significant effect of the combined dimensions of inner marketing on organizational prosperity.

Verifying the third main hypothesis: Inner marketing, with its combined dimensions, has a significant effect on organizational prosperity:

1. Through the results of Table (18), it became clear to the researcher that the calculated value of the (F) test for the model is (175.179) at the significance level (0.000), which is greater than its tabulated value (3.877) at the significance level (0.05) and degree of freedom (251), indicating the significance of the model, its statistical acceptance, and the hypothesis' acceptance in general.

2. The researcher noted the value of the interpretation factor (0.739), and the corrected explanation factor (0.735), as the dimensions of inner marketing combined (incentives and rewards, training programs, internal communication, job satisfaction) were able to explain (73.5%) of the changes that occurred. on organizational prosperity, while the remaining percentage (26.5%) is attributed to other variables that were not included in the tested model. From the researcher's point of view, the model is



strong and reliable in explaining the phenomenon of organizational prosperity at the University of Baghdad.

3. There was a positive effect of the job satisfaction dimension of (0.732) at the significance level (0.000) with a calculated T value of (14.192), and an effect of the training programs dimension of (0.350) at a significance level of 0.000 and a calculated T value of 5.547. The effect of the internal communication dimension was (0.254) at the significance level (0.000) and the calculated (T) value was (5.407). Finally, an effect was found for the incentives and rewards dimension of (0.096) at the significance level (0.007) and the calculated (T) value was (2.720), all of which were more than The tabulated value is (1.969) at a degree of freedom (251) and a significance level of (0.05).

4. It was found that the university resorted to employing the model in a positive way that contributes to improving the level of its organizational prosperity. The researcher found that the value of the constant was (1.005), which indicates the actual presence of organizational prosperity and that the university improves it by employing the inner marketing model, and from all that was presented. The results accept the main hypothesis (internal marketing, with its combined dimensions, has a significant effect on organizational prosperity), according to the following equation:

Organizational prosperity (Y) = (1.005) + 0.096 \* (incentives and rewards) + 0.350 \* (training programs) + 0.254 \* (internal communication) + 0.732 \* (job satisfaction)

**Table 8: The effect of internal marketing and its combined dimensions on organizational prosperity**

Organizational prosperity							Independent variable
F	P	T	A R <sup>2</sup>	R <sup>2</sup>	β	α	
175.179	0.007	2.720	0.735	0.739	0.096	1.005	Incentives and rewards
	0.000	5.547			0.350		Training programs
	0.000	5.407			0.254		Internal communication
	0.000	14.192			0.732		Job Satisfaction

Source: SPSS V.28 Outputs.

Testing the impact of inner marketing on organizational prosperity:

The main hypothesis of the research was identified: there is a statistically significant effect of the combined inner marketing dimensions on organizational prosperity.

1. Through the results of Table (8), it became clear to the researcher that the value of the test (F) calculated for the model (175.179) at the level of significance (0.000) is more than its scheduled value (3.877) at the level of significance (0.05) and the degree of freedom (251), to indicate the significance of

the model and its acceptance statistically and the acceptance of the hypothesis in general.

2. As the researcher noted the value of the interpretation coefficient (0.739), and the corrected interpretation factor (0.735), as the dimensions of internal marketing combined (incentives and rewards, training programs, internal communication, job satisfaction) were able to explain (73.5%) of the changes that occur in organizational prosperity, while the remaining percentage (26.5%) is attributed to other variables that did not fall within the laboratory model, and from the researcher's point of view the model is strong and reliable in explaining the phenomenon of organizational prosperity of the University of Baghdad.

3. A positive effect was found for the job satisfaction dimension of (0.732) at the significance level (0.000) and the calculated value of (T) (14.192), and the effect of the training programs dimension of (0.350) at the significance level (0.000) and the calculated value of (T) (5.547), and the effect of the internal communication dimension of (0.254) at the significance level (0.000) and the calculated value of (T) (5.407), and finally the effect of the incentives and rewards dimension of (0.096) at the significance level (0.007) and the calculated value of (T) (2.720), all of which exceed the scheduled value (1.969) at the degree of freedom (251) and the level of Indication (0.05).

4. As it was found that the university resorted to employing the model in a positive way that contributes to improving the level of organizational prosperity, and the researcher found that the value of the constant (1.005), which indicates the existence of organizational prosperity actually and that the university improves it by employing the internal marketing model, and from all the results presented, accept the main hypothesis (internal marketing affects its combined dimensions in organizational prosperity significantly), and according to the following equation

Organizational Prosperity (Y) = (1.005) + 0.096 \* (Incentives and Rewards) + 0.350 \* (Training Programs) + 0.254 \* (Intercom) + 0.732 \* (Job Satisfaction)

**Table 9 The impact of inner marketing in its combined dimensions on organizational prosperity**

2. Organizational prosperity							1. Independent variable
9. F	8. P	7. T	6. A R <sup>2</sup>	5. R <sup>2</sup>	4. β	3. α	
17.175.179	16.0007	15.2.720	14.0.735	13.0.739	12.0.096	11.1.005	10. Incentives and rewards
	21.0.000	20.5.547			19.0.350		18. Training programs
	25.0.000	24.5.407			23.0.254		22. Internal communication
	29.0.000	28.14.192			27.0.732		26. Job Satisfaction

Source: SPSS V.28 Outputs.

### Conclusion:

1. The University of Baghdad has shown its interest in incentives and rewards well, resulting from rewarding workers who make a distinguished effort when providing good service in light of its fair and

carefully directed incentives and rewards system.

2. It is clear that the University of Baghdad is interested in training programs to help its employees make the best decisions to perform their work, especially since it adopts a training program to develop the knowledge and skills of its employees continuously and regularly.

3. The University of Baghdad is interested in internal communication in a way that enhances its inner marketing, resulting from its keenness to enable its employees to communicate with their direct supervisor easily when facing a problem in their work through the possession of their departments and units for an effective communication system.

4. The University of Baghdad has shown its interest in improving job satisfaction through fair treatment and equality among all its employees, as well as meeting the needs and desires of its employees within the required time.

5. The University of Baghdad was able to improve its organizational prosperity due to its organizational awareness, which prompted it to work on developing the knowledge and functional skills of individuals by providing continuous learning programs, as well as enduring the failed experiences of its employees while working.

6. The University of Baghdad focused on improving its organizational capabilities as a result of its work to facilitate administrative communications in all directions depending on the ability and experience, especially when its members present new ideas to adopt policies to support and encourage them.

7. The university has shown its ability to improve its organizational commitment, so it has generated the desire among its members to stay and work within its formations, especially as it develops feelings of belonging, pride, and loyalty among them.

8. The University of Baghdad resorted to investing its inner marketing in improving its organizational prosperity through its employment of incentives and rewards, training programs, internal communication, and job satisfaction.

9. The University of Baghdad has improved its organizational prosperity directly, and indirectly through inner marketing, especially since this improvement depends on training programs and job satisfaction, as well as its tendency to adopt a strategy through which it reduces its prosperity when faced with difficult circumstances or lack of resources and intensified competition through rewards and incentives, but it was unable to employ internal communication.

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