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The impact of internal marketing dimensions in facing the obstacles of intellectual capital management (An Exploratory Study of the Opinions of a Sample of MOSUL University Employees)

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Abstract: The current research aims to elucidate the role of internal marketing, and its various dimensions as an independent variable, in facing human capital management obstacles, as a dependent variable. Internal marketing is an important pillar that enables the organization to interact with its human resources and gain their satisfaction, especially since human capital is one of the main intangible resources that business organizations depend on to achieve their goals. Therefore, organizations need to pay attention to human capital as a resource and work to overcome all obstacles facing its management.

The College of Administration and Economics was chosen as the field and its employees were chosen as the sample for the research. A set of questions were raised that express the research problem, which is identifying the role of internal marketing in facing the obstacles of managing human capital in the organization. In the field aspect of the research, total of (100) questionnaires were distributed to employees in the College of Administration and Economics, from which information was gained and analyzed through the statistical analysis program (spss). Based on the analyses, a number of conclusions were reached, the most important of which is that there is a significant role for internal marketing in facing human capital management obstacles at the macro level. A number of recommendations were also presented, the most important of which is the need to give more attention to training employees at all administrative levels on a regular and continuous basis.

Keywords: Internal Marketing, Empowerment, Work Teams, Training, Motivation, Human Capital Management Obstacles.

أثر أبعاد التسويق الداخلي في مواجهة عقبات إدارة رأس المال الفكري / دراسة استطلاعية لآراء عينة من موظفي جامعة الموصل

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المستخلص: يهدف البحث الحالي إلى توضيح دور التسويق الداخلي، بأبعاده المختلفة كمتغير مستقل، في مواجهة تحديات إدارة رأس المال البشري، باعتباره متغيراً معتمداً. يعد التسويق الداخلي ركيزة مهمة تمكن المنظمة من التفاعل مع مواردها البشرية وكسب رضاهم، خاصة وأن رأس المال البشري يعد أحد الموارد الرئيسية غير الملموسة التي تعتمد عليها منظمات الأعمال لتحقيق أهدافها. ولذلك يتعين على المنظمات الاهتمام برأس المال البشري باعتباره المورد والعمل على تذليل كافة المعوقات التي تواجه إدارته.

وتم اختيار جامعة الموصل ميدانياً وتم اختيار العاملين فيها كعينة للبحث. وقد طرحت مجموعة من التساؤلات التي تعبر عن مشكلة البحث وهي التعرف على دور التسويق الداخلي في مواجهة تحديات إدارة رأس المال البشري في المنظمة. وفي الجانب الميداني للبحث تم توزيع (١٠٠) استبانة على العاملين في جامعة الموصل، والتي تم الحصول على المعلومات منها وتحليلها من خلال برنامج التحليل الإحصائي (spss). وبناء على التحليلات تم التوصل إلى عدد من الاستنتاجات أهمها أن هناك دور كبير للتسويق الداخلي في مواجهة تحديات إدارة رأس المال البشري على المستوى الكلي. كما تم تقديم عدد من التوصيات أهمها ضرورة الاهتمام بتدريب الموظفين على كافة المستويات الإدارية بشكل منتظم ومستمر.

الكلمات المفتاحية: التسويق الداخلي، التمكين، فرق العمل، التدريب، التحفيز، تحديات إدارة رأس المال البشري.

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Introduction

Today, the world is witnessing major global transformations, intensifying competition, exponential technological development, and the internationalization of organizations. These transformations increase the need for the organizations to bolster their performance and improve their services. One of the most important methods to achieve this, in successful organizations, is by paying attention to their employees before their customers, through what is termed as internal marketing. Internal marketing is based on the fact that the more the work environment leads to acceptance and satisfaction of employees, and the more the employees' feel content and motivation, the greater the level of success of the organization. The use of internal marketing comes from the premise that these organizations must focus on their human capital before their external customer and overcome the human capital management obstacles. Thus, this study attempts to expound the effect of using internal marketing to face these obstacles.

1- Study Outline

A. The Research Problem

The problem of the study is determined through the following important question:
Does the College of Management and Economics rely on internal marketing in its work? From which the following questions emerged
(1) Is there a statistically significant correlation between internal marketing obstacles and human capital management?
(2) Is there a significant relationship between internal marketing obstacles and human capital management?

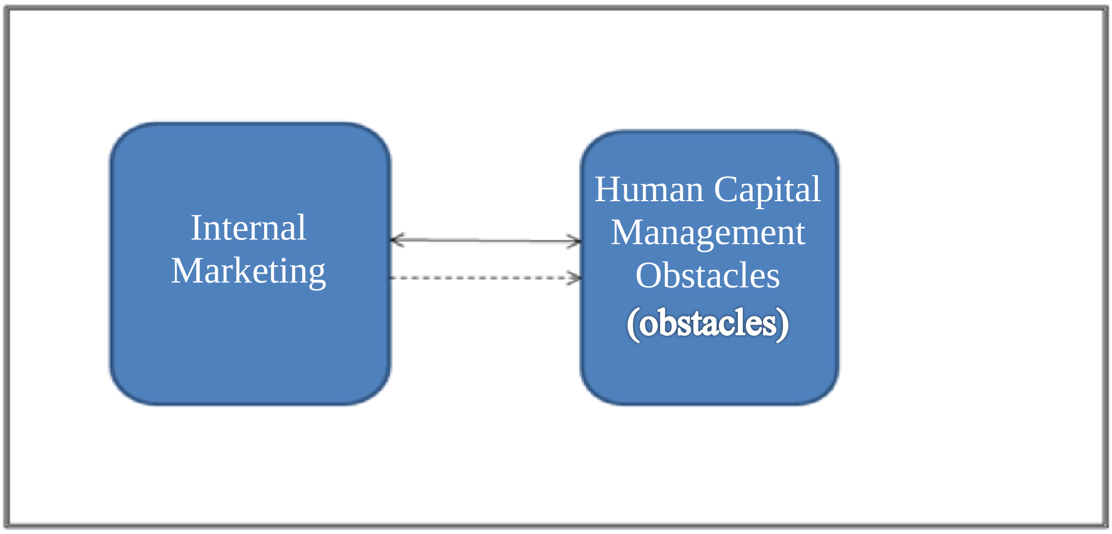
B. The Importance of the Research

The importance of the current research stems from the topic it investigates which is one of the important subjects in the field of management. This research may contribute to reaching an understanding of the role of the nature of the relationship between internal marketing and its selected dimensions (empowerment, work teams, training and motivation) in the university, and how to use it in facing the obstacles of managing human capital. The research may benefit those interested in this field in the process of advancing human capital management in organizations and facing its obstacles when aiming for success and differentiation. The research may contribute to directing the attention of university officials to the need to pursue internal marketing activities that support and encourage employees, due to the importance of the sector covered by the study, which are the employees at the College of Administration and Economics.

C. Study Objectives:

The study aims to achieve the following:
(1) Identifying the concept and the importance of internal marketing and its dimensions that may impact facing human capital management obstacles.
(2) Clarifying the concept of human capital management, how to manage it, and facing the obstacles that accompany human capital management.
(3) Testing the research model to find out whether there is a correlation and impact between the two variables of the study and a to present conclusions and recommendations that may benefit the researched sector. The test is based on the response of a sample of employees at the College of Administration and Economics.

D. The hypothetical model of the study



E. Research Hypotheses

The research has two main hypotheses:
• **H1:** There is a statistically significant correlation between internal marketing and human capital management obstacles (obstacles).
• **H2:** There is an impact of internal marketing on human capital management obstacles (obstacles).

F. Study Tool

A questionnaire form was used as a main tool for the study. A total number of (100) questionnaire forms were distributed to a random sample of Mosul University employees, with a response rate of 100%.

2- Theoretical background

A. Internal Marketing

(1) The Concept of Internal Marketing

There have been many efforts by scholars and researchers to define the concept of internal marketing. Al-Shawabkeh, (2010:14) indicated that it is the organization’s philosophy in managing its human resources by considering them as internal customers. Through this philosophy, the organization seeks to meet its human resources needs through training, motivating, rewarding, retaining, attracting, and developing as a way to achieve the main goal of the organization which is to achieve customer satisfaction. Karima et al. (2020:10) refers to internal marketing as one of the modern concepts adopted by service organizations which consider employees as internal customers and focus their efforts on meeting employee's needs to ensure external customer satisfaction. Bruin et al. (2021:5) sees internal marketing as a philosophy and strategy for viewing and dealing with employees as internal customers of the organization and working to attract, develop, retain and coordinate them with the aim of enhancing their satisfaction, which is reflected in the quality of service provided and achieving satisfaction for the external customer.

(2) The Importance of Internal Marketing

The importance of internal marketing stems from the following Al-Shawabkeh, (2010: 14):
(A) Internal marketing contributes to a stimulating environment that leads to employee satisfaction.
(B) Internal marketing contributes to achieving integration and coordination in the organization's internal activities.
(C) Internal marketing contributes to the implementation of a specific and comprehensive strategy for the organization through which long-term goals related to employees can be achieved.
The importance of internal marketing stems from it being a vital process to attract and maintain the best employees and urge them to perform their duties appropriately through the application of both the philosophy and methods of external marketing to the employees in an internal setting, which is a futuristic orientation and mentality that is seen to achieve profits for the organization in the long term through aligning customer orientation and employee orientation (Muhammad, 2021:13).

(3) Dimensions of Internal Marketing

There are several dimensions of internal marketing according to literature, but the research focuses on the most important dimensions to the subjects of the research and its objectives:

(A) Empowerment:

Empowerment is defined as the process of delegating necessary power to employees to make decisions and planning related to their job of and use of their expertise to improve performance (Abu Ghoneim, 2012: 139). Empowerment also represents the process of giving employees a broader authority to assume responsibility and use their abilities in the decision-making process. Empowerment is a recognition of the right of employees to self-determination and responsibility (Abbas, 2021: 674).
Bayram (2016:19) indicated that empowerment is a contemporary management technique that based on mutual trust between the leader and subordinates, granting subordinates a degree of independence and freedom of action in making decisions related to managing the activities they perform by providing them with the management support and the powers and information required to perform their activities.

(B) Training

Training is an organized process through which the behaviors and feelings of employees are modified in order to increase and improve their effectiveness and performance (Aziz 2021: 352). Al-Lasasmah, (2021: 6) also opinioned that training is a process that plays a role in providing individuals with new skills and work methods that help them keep pace with modern technologies and improves their learning and their performance of the required tasks. Training is used to achieve a set of goals, including preparing the human resources to achieve the goals of the organization, enhancing and deepening the basic knowledge of the employees, and changing obsolete skills that the organization no longer needs, because of continuous renewal of work technology. Training strengthens the trust relationship between the employees and their organization and aids them to adapt to it's to its work climate, management, systems, relationships and methods. In general, the main objective of the training process is to ensure the best possible return on investment in human

resources by achieving a kind of change in knowledge, skills, behavior or direction, in a way that enhances the efficiency of employees (Abdul Hakim 2018: 10-11).
The training procedures for employees in organizations that apply internal marketing can be observed at two levels. The first is that the organization prepares and trains all employees and allows them to act in a semi-independent manner and to have a personality and a role in the work. As for the second level, the organization conducts training on a group of employees in the organization who are distinguished by their customer orientation (Sadiq and Jassim, 2007: 54).

(C) Motivation

The motivation process is leveraging all available means in the individual's environment to direct his behavior and desire towards performing or refraining from a specific action by meeting his needs until the goals of the organization are achieved and the level of performance is raised (Ibrahim and Shawky 2017: 256). Mesaa'i and Bou Alaq (2020: 406) find motivation as an important tool for both the employee and the organization. The importance of motivation to the employees is by recognizing the value of what he accomplishes to satisfy his needs and a positive feedback tool for his performance of work and a means for satisfying his material needs. The importance of motivation for organizations is by instigating success of managerial and operational functions, improving the organization's image in society, and contributing to increasing its profits.

(D) Work teams

Work teams are one of the main topics discussed in contemporary management literature and practices. A Work team is an interdependent group of individuals working together to achieve a common goal and share responsibility in order to achieve specific outputs (Miranda & Pavon, 2012: 412). Work teams are also defined as groups that are created within the organizational structure to achieve specific goals or tasks that require coordination, interaction, and integration among team members. The team members are responsible for achieving team goals aided by a great deal of empowerment for the team's decision-making (Bin Bartal, 2018: 187). Ashrifah and Al-Khalil (2021: 9) indicated that the work team is a group of individuals who are distinguished by integrated skills and purse common goals that cannot be achieved individually. Such teams enjoy the support of the organization in the decision-making process and reaching their goals. A distinguished professional work team not only knows the required information to perform its task, but also works to develop and build on it.

B. The Human Capital Management Obstacles(obstacles)

(1) The Concept of Human Capital

Recently human capital is one of the concepts that receives great attention in organizations. Literature investigates the concept from varies points of view. Some consider human capital as part of the organizational functions, others explained it as a set of components confined to humans, and a third group believes that it includes the education, experience, and skills that employees, possess while some of them considered it experience, and skills directly related to work (Jaradat, 2008: 43).
Al-Tanbour (2007: 46) defined Human capital as the set of experiences, knowledge, abilities, enthusiasm, creativity, and qualities acquired by employees in the organization and invested in their work. Ballard et al. (2008:38) explained that it is the set of personal skills, capabilities, experiences, and knowledge that the employee acquires over time.

(2) The Importance of Human Capital

Contemporary trends in modern management emphasize that the human asset is more important than other assets to the organization. The importance of human capital is embodied in the following, as indicated by Al-Musabbah (2019: 6):

- It directly contributes to technical progress, as it is a source of sustainable growth.

• It directly affects productivity by influencing health, as studies have shown that illiteracy and ignorance directly affect individual and public health levels.
• It directly contributes to raising sustainable growth rates by increasing production capacity and investments in tangible and intangible assets such as innovation, education, and training.
Al-Qassas, (2020: 80) emphasized that the accumulation of knowledge contributes to the progress of society by giving priority to human development, in terms of quantity, quality and depth. Technological developments reduces the value of unskilled labor, and in return creates new jobs that are based on knowledge, and by this, changing the relative importance of production factors. This requires the development of human capital in terms of quantity and quality.

(3) Sources of Human Capital

There are several sources that the organization can adopt in order to obtain human capital Al-Hinawi (2006: 8):
(a) Education and learning: Through education, potential employees are able to obtain certificates that qualify them to engage in the labor market, and this enables business organizations to employ them to benefit from these certificates.
(b) Migration: Business organizations can benefit from working individuals who leave their organizations for any reason, so the receiving organizations work to employ them and benefit from the expertise they possess.
(c) Borrowing or cooperation: some organizations can benefit from the services of some employees in other organizations with the approval of the original organization in which that worker works.

(4) Human Capital Management

Human capital management is a management approach on which organizations can rely on when formulating an appropriate strategy, with the aim of managing its human element in an effective and positive manner, through a set of operations, activities and efforts, and in a way that achieves the interest of employees and the interest of society. Accordingly, there are four aspects needed in organizations to manage human capital as follows (Selden, 2009: 4):
• Recognizing employees and managing them as important assets within the organization.
• Strategic planning and personnel management.
• Prioritizing human capital management costs planning for sustainable investment.
• Total involvement of employees through communication channels for effective cooperation.

(5) Human Capital Management Obstacles (obstacles)

There are a set of obstacles facing management in its dealings with the various employees of the organization, especially with the effects that the organizations are witnessing as a result of globalization and openness, and the consequent difference in the view of managing human capital. Significant changes have occurred recently in the business sector, which has led to a change in the nature of management in general and the management of human capital in particular, leading to the need to take these developments and obstacles when setting policies for human capital management in organizations. Among the most important of these obstacles are the following (Ali and Nafez, 2010: 103-108) (Al-Sultani 2019: 45):

(6) The increase in reliance on information and communication technology:

The increasing use of communication and information technology within the organization has radically changed the job descriptions and the skills needed for the job, and thus increasing the importance of carrying out some special activities, such as development and training. This can be provided through proper internal marketing within the organization.

(7) Human capital management information systems:

The contemporary challenge facing large organizations is to provide information of value and importance to management in making rational decisions related to human capital.

(8) The increase in the organization's human resources:

This necessitates the human capital department to develop useful schemes to recruit the right individuals and appoint them in the right place, as well as raising the capabilities of the individuals working in the organization's human capital management through empowerment so that they can deal with specialized and educated individuals.

(9) The obsolete government regulations and legislation:

the Human Capital Department does not have the option to set its own policies and plans with regard to employees but follows regulations and legislation through a framework that the human capital department must adopt in order to develop its own strategies without exceeding or challenging these limits and achieve its desired objectives.

Abdel-Fattah (2012: 77) referred to the most important of these obstacles, especially in educational organizations, as the inability of these organizations to translate the objectives of the function of higher education organizations into policies, the inability to transform policies into specific programs, and the stagnation of relations between employees within organizations, which is reflected on the skills and behaviors of human resources.

The researchers in this study believe that the most important obstacles that exist in higher education organizations in general and the university in particular are:

- Administrative Bureaucracy, such as the hierarchy of power and relations between employees.
- The system of preparing the human resources in the university lacks the common professional culture.
- The Performance evaluation processes are still carried out in a routine manner relying on traditional systems of performance.
- There is a failure to accurately describe the job of faculty members in universities which leads to ambiguity in their roles.

3- Methodology

A. Description and Diagnosis of the Research Variables

(1) Internal marketing

Table (1) shows the arithmetic means, standard deviations, frequency distributions, and percentages of the items concerning the internal marketing variable through the answers of the respondents. It is clear from the percentages for the items (X1 to X12) that measure internal marketing and the total indicator, that an average of (71.9%), of the answers are in agreement and (13.5%), are in non-agreement, while the neutral answers are (14.6%). These answers are supported by the arithmetic mean with a value of (2.201) and a standard deviation of (0.717). The positivity of this variable is supported by the item (X3), represented by the item "the organization supports new ideas presented by employees." The percentage of agreement on this item is (90%) supported by an arithmetic of (2.550) and a standard deviation of (0.231).

Table (1): Frequency distributions, percentages, arithmetic means, and standard deviations for the internal marketing variable

standard deviation	Arithmetic mean	response scale						Empowerment
		Disagree		Neither agree nor disagree		agree		
		%	Frequency	%	Frequency	%	Frequency	
0.764	1.622	18%	18	12%	12	%70	70	X1
0.858	1.786	25%	25	10%	10	%65	65	X2
0.231	2.550	4%	4	6%	6	%90	90	X3
Training								
1.658	1.543	15%	15	30%	30	55%	55	X4
1.056	2.702	12%	12	8%	8	88%	80	X5
0.623	1.913	12%	12	20%	20	68%	68	X6
Motivation								
0.650	1.843	10%	10	15%	15	75%	75	X7
0.054	1.719	12%	12	%19	19	69%	69	X8
0.422	2.931	9%	9	%9	9	82%	82	X9
Work teams								
0.751	1.941	25%	25	25%	25	50%	50	X10
0.980	1.663	9%	9	11%	11	80%	80	X11
0.359	1.673	11%	11	10%	10	79%	79	X12
0.717	2.201	13.5		14.6		71.9		average

Source: prepared by the two researchers using the SPSS program

By reviewing the results of table (1), we find that there is a good agreement on the variable of internal marketing in the university, which came at a rate of (71.9%), and this indicates that the university adopts internal marketing in its work, in addition to the presence of a great awareness of its employees of its importance in its work.

(2) Obstacles (obstacles) of Managing Human Capital

Table (2): Frequency distributions, percentages, arithmetic means, and standard deviations for the human capital management obstacles(obstacles) variable.

standard deviation	Arithmetic mean	Response scale						variants
		Disagree		Neither agree nor disagree		agree		
		%	Frequency	%	Frequency	%	Frequency	
0.064	1.333	18%	18	22%	22	60%	60	X13
0.458	2.261	15%	15	15%	15	70%	70	X14
0.831	1.490	25%	25	30%	30	45%	45	X15
0.822	2.234	20%	20	20%	20	60%	60	X16
1.564	1.679	25%	25	10%	10	65%	65	X17
0.156	2.312	10%	10	20%	20	70%	70	X18
0.897	1.789	26%	26	30%	30	44%	44	X19
0.512	1.908	30%	30	20%	20	50%	50	X20
0.434	2.980	20%	20	_	_	80%	80	X21
0.324	2.345	25%	25	15%	15	60%	60	X22
0.461	1.645	41%	41	20%	20	39%	39	X23
1.283	2.280	45%	45	20%	20	35%	35	X24
0.896	2.247	25.0		20.0		55.0		average

Source: prepared by the two researchers based on the results of the statistical program spss

Table (2) shows us the arithmetic mean, standard deviations, frequency distributions, and percentages of the human capital management obstacles variable through the respondent's answers to the dimensions of this variable. It becomes clear to us through the table percentages for the items (X13 to X24) that measure human capital management obstacles and on the overall indicator that an average of (55.0%) their answers are in agreement. On the other hand, the non-agreement answers were (25.0%), while the neutral answers were (20.0%). These answers are supported by the arithmetic mean of (0.897) and a standard deviation, of (2.021). The positivity of this variable is supported by the item (21), represented by "we lack non-material as well as material motivation " with an arithmetic mean (2.980) and a standard deviation (0.434).

The first hypothesis(H1): There is a statistically significant correlation between internal marketing and human capital management obstacles.

The data of Table (3) indicate that there is a negative correlation between internal marketing and human capital management obstacles, with a correlation coefficient of (0.890) at a significant level of (0.01), meaning that internal marketing reduces the obstacles of managing human capital and the more internal marketing is adopted the less those obstacles become. Thus, the first hypothesis is accepted, which states (There is a statistically significant correlation between internal marketing and the obstacles of managing human capital).

Table (3): Correlation between the two research variables

Correlation coefficient	Internal marketing / Obstacles of managing human capital
0.890	

Source: prepared by the two researchers using the SPSS program

The second hypothesis(H2): There is an impact of internal marketing on human capital management obstacles (obstacles).

The figures in Table (4) related to the results of the regression analysis reflect the presence of a significant impact of internal marketing as an independent variable in managing human capital obstacles as a dependent variable, as indicated by the calculated F value (122.367) which is greater than the tabulated F (3.321) and at a significant level (0.01). The value of the determination coefficient (R2) (0.790), which means that (67%) of the differences in the dependent variable, the obstacles of managing human capital, are explained by the independent variable. The (B1) value of (0.714) and the (T) test shows that the calculated (T) value (11.062) is greater than the tabular value (1.299), which is a significant value at a significant level (0.01).

Table (4):

Internal marketing				**independent variable dependent variable**
Tabulated F	**Calculated F**	**T**	**R2**	
3.321	122.367	11.062	0.790	Obstacles(obstacles) of managing human capital

Source: prepared by the two researchers using the SPSS program

Thus, the second hypothesis is accepted, which states that there is an impact relationship of internal marketing on the obstacles(obstacles) of managing human capital.

4- Conclusions and recommendations

A. Conclusions

(1) The results of the analysis showed that there is a Positive correlation between internal marketing and human capital management obstacles, and this is logical in the sense that increasing internal marketing contributes effectively to facing these obstacles (obstacles).
(2) The results of the analysis confirmed the existence of a significant impact of internal marketing in facing human capital management obstacles (obstacles).
(3) The results of the analysis showed that employees are highly aware of the importance of internal marketing in their work.
(4) The research reached, through the results of the analysis, the importance of training employees in order to provide individuals with skills and methods to keep pace with modern work methods.

B. Recommendations

based the research results and stemming from its objectives, the researchers recommend the following:

(1) The need to involve employees in more training courses (abroad), which will reflect positively on their work performance.
(2) The need to pay more attention to nonmaterial motivation, as it has the greatest role in raising the morale of employees.
(3) Reducing the abhorrent hierarchy in the investigated university, as well as clarifying tasks and roles in more detail.

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