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**Effect Of Internal Marketing In Procurement Strategy Implementation: A Case Study In
General Company For Electronic Systems**

Training Affairs' Committee, Scientific Technical Firm Association, Baghdad, Iraq

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ABSTRACT

The intellectual framework of study depends on two variables represented by (Internal marketing (IM) , Procurement strategy(PS)) and possibility of its application in Iraqi environment of new light congestion, accelerating and turbulent global changes, which directed the researcher to identify the impact of (IM)on the General Company for Electronic Systems and the extent of its contribution to the implementation of the procurement strategy through main axes Represented by (Procurement as needed strategy, Procurement and manufacturing strategy) and in light of this came the problem of study that researcher framed by adopting the preliminary exploratory study that she conducted for the study community, which suffers from apparent weakness in adopting internal marketing and its lack of knowledge of the role it plays and its employment in application of (PS). Where an intentional sample of (87) principals was chosen, distributed on a number of administrative levels. Descriptive statistical of questionnaire , to achieve this It has two main hypotheses, and (6) sub-hypotheses were branched from them, and they were tested using (SPSS) and a set statistical methods (Spear-Man rank correlation coefficient, simple and multiple linear regression), and the researcher through a set of conclusions, perhaps most prominent of which that there a significant effect of (IM) in application of (PS).

Introduction

The world is witnessing great developments that have affected various aspects of life and touched all companies in countries of world, especially service sector. Became Today Constitutes , it is of great importance in the economies of countries, where economic growth is linked to the effectiveness and diversification of services provided, and in light of intense competition , technological progress in business environment today, the multiplicity of available alternatives is keen Companies at present time

have to achieve continuity for their performance and activities for name of the moment. Companies must find new ways to overcome their competitors and ensure their survival. The matter requires a lot of effort in order to face these challenges. Perhaps the most important thing that helps in achieving this is company focusing on internal marketing as one of factors of success Companies, especially those that have relied on the philosophy of marketing as an approach and practice, The concept of (IM) is of increasing importance in various countries , therefore, becomes appropriate for service marketer to analyze this complex challenge in order to provide strategies for the company that are appropriate for its survival and growth in the market , this is reflected in application of Procurement strategy in its dimensions (Procurement strategy as needed, Procurement and manufacturing strategy) as one of important concepts To ensure company performs its work, as it is considered Procurement strategy in companies and the activities it includes related to obtaining the needs of materials and supplies, as well as movement of those materials within the company. The Procurement strategy has had a tangible impact on efficiency and effectiveness of companies and their placement in the organizational structure with rest of functional departments, Based on the foregoing, the research was divided into six sections, where the first topic came to the research methodology, secondly, topic is internal marketing , third topic Procurement strategy , fourth topic is practical side ,SO,the fifth topic is the conclusions , the sixth topic is recommendations.

1-Literature Review

1-1:Internal Marketing(IM)

concept of (IM)

Concept of (IM)emerged from service marketing, and its main concern was to make everyone who participated in service meetings (the front line or the contact team) perform better in interacting with customers ,The interest in (IM)has increased thanks to increase in the intensity of competition between companies on the one hand, and the growth of human needs on other hand (Aburoub et al ,2011 :109), importance and value of internal marketing in service marketing in particular has been recognized by companies, so all employees, not only those who have direct contact with customers, must be committed to providing customer satisfaction and that (IM)is done by convincing employees of service company that by helping to achieve Customer satisfaction can improve job satisfaction and motivate them.(Lancaster& Massing,2011 :510),SO, is manifested in company's management forming , directing working personnel towards orientation of current and prospective customers, taking care of their needs and achieving their satisfaction through intensifying internal communications. They constitute an internal market in company , this market needs to be trained , motivated meet needs and expectations of its external customers.(Ganesh & Haslinda ,2014 :1191).

In light of foregoing, we would like to clarify concepts of (IM)according to different viewpoints of researchers and nature of their perception of it. Table (1) presents a group of them as follows: -

Table(1) Concepts (IM)

Sequence	Source	concept
1	(Ganesh&Haslinda:2014::1191)	For company's management form , direct the working personnel towards orientation of the current and prospective customers, taking care of their needs and achieving their satisfaction through intensifying internal communications, which would enhance the company's marketing position.
2	(Kotler :2014 :263)	Directing It motivating customer contact staff and supporting service staff to work as a team to provide customer satisfaction
3	(Mainardes and : 2015: 55) Cerqueira	A tool for the quality of services provided. (IM) can be depicted as saying that global individuals are internal customers and that their activities are the internal products. SO, you should think about providing internal products that meet their needs, which is their .desires in light of the company's objectives
4	(Schulz et al:2017: 4)	It is planned effort to overcome organizational resistance to change and to harmonize, motivate, and integrate working people towards the effective implementation of .corporate and functional strategies
5	(Baron, & Arabejen) : 2017: 29)	Involve individuals working in company's mission and strategic direction and help them understand and evaluate its objectives. It's should not be considered a short-term exercise to attract attention of customers, but it must be adopted as a management philosophy by companies, Companies are concerned with the resources and activities that occur within company that affect the nature of its culture and its competitiveness as a way to achieve its goal

Source: by based on some literature

• Objectives of (IM):

Service companies strive to achieve customer satisfaction through satisfaction of their employees, as (Lafta and Hussein, 2017: 36), (Rao 2011: 311) refers to objectives of (IM)as follows:-

- a) Ensuring that employees are motivated to perform customer-oriented , thus fulfill their duties and succeed in their interactive marketing tasks.
- b) Attracting suitable employees to work in company.
- c) Motivating working individuals , increasing their motives to be creative in carrying out work.
- d) Creating an organizational climate suitable for work , helping working individuals to comprehend , understand the company's mission and objectives.

• Components (IM)

The service sector mainly depends on human element production , provision of services. It is considered a cornerstone for success of service companies in achieving their goals represented in satisfaction of working individuals, on one hand, satisfaction of their customers one hand, and on this most important components will be clarified as follows:

a) Sharing a culture of service

Culture includes a wide range of traits such as values, beliefs, social habits, attitudes, psychological procedures, ways of thinking and doing things that

shape the direction, and behavior of company members. Internal marketing in any company, is associated with the consolidation of a culture of service among the employees working in it, and sometimes internal marketing is judged to fail or fail.

b) Training and qualification

Training plays an important role in success of companies, whether they are service or industrial, in applying the concept of (IM), (Majali et al., 2016: 601) see that training individuals working on communication processes with external customers improves communication skills , address Weaknesses and lack of experience they have , directing them towards the appropriate Then, correct ways to accomplish work procedures as well as, leads to coordination between satisfying needs and desires of employees and achieving goals of company, while several (Lefta and Hussein, 2017: 37) are methods that contribute to developing the capabilities of working individuals In the company by providing them with knowledge and skills to raise their ability to solve problems and help them perform the tasks required of them in best way. It is mentioned (Bakar, 2019: 797) that there are many goals that are confirmed by including workers in training process, which are:-

- Allow employees of the company to share information, problems and ideas
- Generating more favorable conditions for external marketing and service orientation .

1-2 - Procurement strategy(PS)

- **Concept of (PS)**

The concept of (PS)can be clarified by displaying and illustrating a set of concepts that many writers and researchers have discussed, as shown in Table (2):

Table (2) Concepts (PS)

Sequence	Source	concept
1	(Chua et al,2015:2)	set of long-term administrative decisions , activities that include assigning specific responsibilities and powers to individuals working in company facilitate material management procedures to achieve company's objectives.
2	(Lawal,2015: 8)	Represents the procedures to be taken to procure required materials , services based on factors such (quantity, quality, time, place, and appropriate price) Also, achieve long-term goals
3	(Slack - 2017 :193)	Strategic direction of company's relationships with suppliers , customers, including understanding the context of supply network, defining its relationships, and understanding its dynamics
4	(Al jubouri ,2018 :55)	A set of sequential procedures in order to obtain the materials, parts, and equipment needed to manufacture a product or provide a service
5	(Adjei, 2019:30)	A long-term plan cost-effectively obtain the necessary supplies from a list of competent vendors who will provide quality services on time while adhering to the terms of the procurement
6	(Pujotomo et al,2019:2)	Long-term plans to ensure that materials or services are obtained efficiently and effectively based needs and desires of customers
7	(Foujie & Malan ,2020:4)	A set of long-term administrative procedures to manage required goods, services and materials that company needs perform its tasks , to ensure progress of process of providing services to customers and concluding and managing contracts

Source: by based on some literature

1-3. Requirements (PS)

- **Procurement strategy as needed:** In light of intense competition for companies, great development that witnessed in last stages of growth all sectors, changing desires of customers, their multiplicity, which led to the establishment of educated companies trying to reduce costs of services while, maintaining their quality. It improving them continuously allow them to stay in markets and from here need arose, SO, (PS) as needed. He points out (Rushton et al, 2014 :181) This strategy means that company Procurement its supplies in sufficient quantities to cover its current, future needs without regard to need to provide a reserve of stock meet certain conditions. Also, guarantees to continue providing service without harming it, such as companies that follow the (JIT) system, while (Palacio & Theis, 2016: 183) aim is to get materials, less in stock and in shortest possible time, meet demand, immediately with perfect quality and without waste. Then, strategy to work successfully. (Jarira, 2013: 90) indicates that a system for total quality control must be established, starting from process of receiving raw materials and ending with the process of finally delivering service to customer, and that control process should be continuous, Both (Aqili et al., 2012: 61) and (Al-Diwaji et al., 2002: 134) agreed that reasons for company's adoption of this strategy, as follows:-

A. Economic depression: the quantities supplied exceed the quantity of demand, and this is what happened during the global depression in the thirties, where the price in this case was characterized by a decrease and the quantities became abundant in the market, so there is no need for the company to buy quantities that exceed its needs

B. Economic inflation: The company resorts to this strategy when the price of materials in the market is abnormally high. Where the company decides in such a case to manage small quantities to cover its needs temporarily until the market situation stabilizes and the price returns to normal as the company avoids paying additional costs.

C. Cash Liquidity: The company uses this strategy when there is no cash available to manage its needs in large quantities or when it has to put pressure on the costs of keeping inventory. Therefore the company is forced to manage its needs of materials to ensure that the production and service delivery process does not stop.

D. Continuous demand for service: therefore, there is no need to keep stock in stores, however, most services are offered on a continuous basis.

- **Manufacturing Strategy Procurement**

First school supports philosophy of non-manufacturing, that is, it manages as long as there are suppliers who manufacture materials of different types with high efficiency. As for the second school, it supports its philosophy on manufacturing strategy in order to create future operating capabilities. Companies often have their own resources, needs, activities to manufacture a product or service internally from the beginning of the production process until it is delivered to the customer, or they prefer to Procurement their needs

from external sources, so, it is an issue, a major strategy in company. Whereas (Heizer et al, 2017: 568) indicated that the decision to Procurement and manufacture is a choice between producing a product or service within the company or Procurement it from an external supplier, meaning that it is a distinction between what the company wants to produce or Procurement. As (Katarikar & Pawar, 2015: 47) indicates two decisions relate to a choice between carrying out a specific process or activity within a company or Procurement it from external suppliers. And both (Mohamed et al. 144: 2009) argued that Procurement and manufacturing strategy reflects differences in company's capabilities to deal with risks, strategic gaps, so companies nowadays tend to contract more manufacturing and services activities than they were a decade ago. It secures advantages such as economies of scale (mass production), reduced transportation and inspection costs, and improved service and delivery quality. He added (Al-Sawaf, 2019: 300) that current trend by companies is to obtain materials and supplies from external sources, except for the following cases:-

- When the required materials play a critical role in the success of the product or service, and this includes the perception of customers of the basic advantages of the service or product
- When the required materials or supplies require special design, equipment, or manufacturing skills and there are only a few suppliers who are able to meet the requirements.
- When the materials are compatible with the capabilities of the company or with the materials that the company must develop, to implement future plans.

2-Research Methodology

2-1. Problem Research

The Iraqi companies in general and the company (the General Company for Electronic Systems) in particular suffer from the apparent weakness in adopting internal marketing and employing it in application procurement strategy, which has been proven to be formulated in a manner that coincides with set goals, but it lacks knowledge of the impact of internal marketing in its application, which was produced by the follow-up The field, meetings, discussions and observation that the researcher adopted in building the true picture of problem and following up on possibilities of philosophical and statistical solutions that framed the idea of strategic reconstruction in a way that suits new orientation of internal marketing and degree of its interaction in promoting the application of the Procurement strategy in its dimensions (Procurement strategy for storage - Procurement and manufacturing strategy). Accordingly, the study raised the following questions:

- a) Does the company realize the importance of building societal awareness to adopt and implement the Procurement strategy in accordance with the internal marketing system and its role?
- b) Is there an actual implementation of the Procurement strategy, its re-evaluation and its follow-up?
- c) Is there a clear role for internal marketing in implementing the Procurement strategy in Company A?
- d) Is there a significant and statistically significant effect of service marketing in applying the Procurement strategy in the company?

2-2.The importance of research

Importance of the research lies in the following aspects: -

- a) The importance of the variables lies in the focus of the study and the link between the two variables because of their great importance and great impact on the performance of service companies and the achievement of a sustainable competitive advantage for them.
- b) The importance of the applied study comes from the importance of the place of conducting the study, which is the service sector, because of its importance today in the business world.
- c) It is possible to benefit from internal marketing efficiently and effectively in applying the Procurement strategy of the company in question, which is reflected on the marketing performance and increases its ability to achieve its goals.

2-3.Research objectives

- a) The company aims to build societal awareness through training, meetings and seminars for the importance of implementing the Procurement strategy by adopting internal marketing standards.
- b) Reactivating the working strategies, including the Procurement strategy, and applying them according to the criteria of effective internal marketing
- c) The study aims to enhance the clear role within the scientific assets of internal marketing in the application of the Procurement strategy
- d) Measuring and testing the impact of internal marketing with its dimensions in the application of the Procurement strategy in its dimensions.

2-4. A Procedure Chart

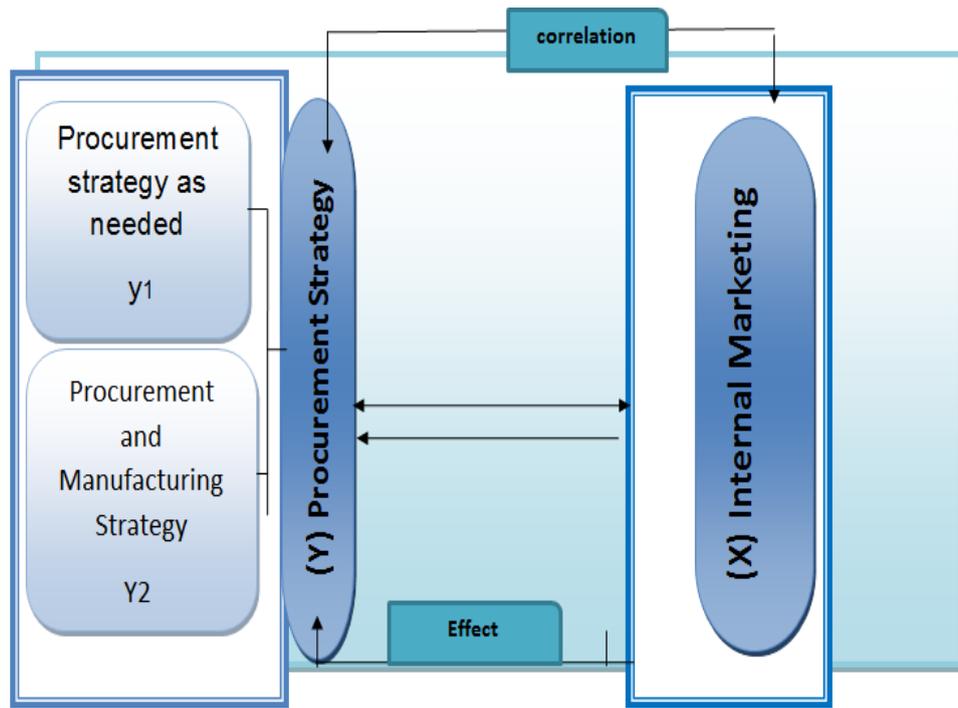


Fig. (1) the hypothetical scheme of the research

So Was, first main hypothesis: There is a significant , statistically significant effect of internal marketing on (PS). Sub-hypotheses are branched from it as follows:-

4 - Analyzing Data and method

The researcher relies on (F-TEST) to demonstrate the validity of hypotheses influence of (IM) in Procurement strategy. hypothesis of effect will be accepted when probability value corresponding to calculated F value is smaller than a significant level (0.05), and calculated F value is greater than its tabular counterparts of (4.0012). Within the (ANOVA) table, i.e. acceptance of the effect hypothesis by (95%), as for statement of the percentage of interpretation of internal marketing for changes that occur in Procurement strategy, researcher benefits from coefficient of determination R2 % (Coefficient Of Determination). At this stage of the analysis, researcher will test following hypotheses.

H1: There is a significant and statistically significant effect of internal marketing on purchasing strategy, from which two sub-hypotheses emerge as follows:

H1a: There is a significant and statistically significant effect of internal marketing in Procurement strategy as needed.

Table (3) shows results of regression analysis of impact of (IM) on Procurement strategy (Procurement strategy as needed)

Table (3) Statistical analysis to test effect of (IM) on Procurement strategy needed

Researcher Comment	F - test		Coefficient of determination R ² %	(beta) regression coefficient	fixed limit alpha α	Analysis type	Variables	
	Probability value (significance level)	Calculated (F) value					dependent	independent
There is a noticeable influence of internal marketing in the purchasing strategy as needed	0.00	34.132	%55	- 0.16	1.429	Multiple linear regression analysis	Procurement strategy as needed	internal marketing
The tabular value of F at the 95% confidence level is (2.7581)								

Source: by based on results of electronic calculator

The calculated F value amounted to (34.132), which is significant, because it is greater than the tabular F value of (2.7581) at the level of significance (0.05), especially that the probability value corresponding to the calculated F value was (0.00), which is smaller than the level of significance (0.05), As indicated in Table (3), the multiple linear regression equation that expresses the linear influence relationship between internal marketing and Procurement strategy becomes as needed,

H2: There is a significant influence relationship of (IM) in Procurement strategy (Procurement and manufacturing strategy).

Table (4) shows the results of the regression analysis of impact of (PS) (Procurement and manufacturing strategy)

Table (4) Statistical analysis to test the effect of internal marketing on Procurement and manufacturing strategy

Researcher Comment	F - test		Coefficient of determination R ² %	(beta) regression coefficient	fixed limit alpha α	Analysis type	Variables	
	Probability value (significance level)	Calculated (F) value					dependent	independent
noticeable influence of (IM) on Procurement and manufacturing strategy	0.00	7.077	%20	0.34 -	2.931	Multiple linear regression analysis	Procurement strategy as needed	internal marketing
The tabular value of F at the 95% confidence level is (2.7581)								

Source: by based on the results of electronic calculator

calculated F value reached (7.077), which is significant, because it is greater than tabular F value of (2.7581) at the level of significance (0.05), especially that the probability value corresponding to calculated F value was (0.00), which is smaller level of significance (0.05) , as An indicator in Table (4) thus becomes multiple linear regression equation that expresses linear influence relationship between internal marketing in Procurement and manufacturing strategy, Based on previous statistical results, validity of first main hypothesis can be accepted, which is that (there is a significant influence relationship for internal shopping in Procurement strategy).

5 – CONCLUSIONS And Recommendations

5-1: CONCLUSIONS

- found answers of individuals of personal interviews Sample, it senior management in company in question was aware of importance of study variables ,to enhance mental image of company, where (IM) is the message that is presented ,vision that is built upon in dealing through building a Procurement strategy as one of the future breakthroughs that sometimes need to be built therefore, sometimes applied. Represents the link between the company and the customer helping companies to offer and promote their services or products It became clear to the researcher, through field visits and coexistence, that company in question possesses limited information about internal marketing and that it does not take into account building societal awareness to use in daily dealings, despite it being one of modern trends that have witnessed a development in recent times and role it plays in the business world.
- understanding and awareness of importance of internal marketing as one of modern and important topics for company because of its interest working individuals in order to, motivating them serve customers in best possible way. Among them , not accepting changes and developments in business world, which in turn leads to a weakness in implementation of Procurement strategy, reason for not disclosing truth is either due to fear for their positions or maintaining the positive image of company in question.
- Was results of practical side showed a weakness in company in question's adoption of a system of incentives and rewards to guide marketing behavior of working individuals, which has a great role in improving performance levels and increasing efficiency and effectiveness of the working individuals, in addition to being one of the important strategies that include their loyalty to the company in question, as well as incompatibility of the rewards offered with Efforts of working people
- Found through results of practical side that company owns internal communication systems (Intranet) to sustain the marketing knowledge of working individuals , this came in contradiction with the results of the personal interviews and current reality that it lacks the internal communication

systems (Intranet) , relies on traditional means cognitive sustainability of working individuals despite its work in field of electronics

- Results indicate that company adopts Procurement strategy as needed , considers it the best alternative to dealing with customer
- Most of study sample agreed on importance of Procurement , manufacturing strategy and that company takes into account the required quantity and quality of goods , services when building a Procurement and manufacturing strategy.

5-2: Recommendations

A. Because of the importance of the impact of internal marketing on the Procurement strategy and its wide application in the company, the study recommends increasing interest in it, through the following:

- Need to pay attention raising the awareness of individuals employees about the importance of internal marketing , its essential role in implementing (PS).
- Need to pay attention to adoption of information systems , modern technologies within company to be able transfer ideas , information continuously among employees as it is one of important factors to facilitate and simplify complex administrative procedures, which leads to the speedy completion of administrative work and its enhancement to implement (PS)in correct manner.
- The necessity of paying attention to educating working individuals about importance of internal marketing , use of its methods tools in promoting and implementing (PS)
- Work to spread the culture of internal marketing among individuals working in the company in question and inform them of benefits , advantages that will be achieved as a result of their application of modern methods.
- Work to spread culture of internal marketing among individuals working in company in question ,**Therefore**, inform them of benefits , advantages that will be achieved as a result of their use of modern methods and techniques to implement (PS)

B. Also, senior management to pay attention to continuous updating of information related to (IM), and to building societal awareness to use it in its dealings and work with it, and to seek to define its future goals and outline its future projects to develop the work environment to ensure the implementation of procurement strategy within a clear vision in order to provide better services

C. Need for company to pay attention to internal marketing, as it considers it an essential element for the success of that company, in addition to its interest in human resources and their development, represented by working individuals as a strategic objective for it. This manifested by relying on following mechanisms:

- Creating an appropriate organizational climate for working individuals to work , helping them to comprehend and understand company's mission and objectives.
- Establishing training programs , policies directed to needs of its internal customers for purpose of achieving marketing excellence because of its

importance motivating and rehabilitating them, enhancing their capabilities and increasing their motives for creativity in implementation of work.

D. Giving more attention by senior management in company to providing , designing a system of incentives and rewards for distinguished, describing it as an important tool for retaining , motivating current working individuals, as well as being a means of attracting the skilled among them. It is preferable to reward them in a distinctive way as a result of their distinguished performance in order to achieve the company's goals, in addition to creating an atmosphere of competition that motivates them to improve their performance at work. This is reflected in the following:

- company to pay attention to importance of involving working individuals in training courses aimed at developing their technical and behavioral skills in field of (IM) and moving towards implementing the management strategy in right way.
- Encouragement to give working individuals various types of incentives such as material and moral, individual and collective incentives, positive and negative, without focusing on one type, when they achieve a distinguished performance in the work presented in the required manner.

E. SO, for company to adopt internal systems (Intranet) between employees to enable them to exchange and share information , put forward ideas on a regular and continuous basis and sustainability of marketing knowledge for working individuals and availability, as well as speed and accuracy in completing work and administrative tasks, saving time and effort and increasing their efficiency, every communication enables the company to deliver its message to employees In addition to helping it to develop and develop its internal relations, increase cooperation , harmony between them, and transfer information between departments of company in question, on an ongoing basis, and this focuses on implementing Procurement strategy incorrect manner.

F. more attention Paying to Procurement strategy as needed as it is best alternative to dealing with customer and the company's desire to avoid the costs of damage and obsolescence resulting from Procurement for storage , lack of cash to Procurement its needs in large quantities, in addition to avoiding freezing capital and benefiting from it in more beneficial areas. For company, make maximum use of financial resources available to company.

G. Necessity of increasing company's focus on importance of Procurement , manufacturing strategy , taking into account quantity and quality of goods and services when building a (PS).

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