THE EFFECT OF INTERNAL MARKETING ON ORGANIZATIONAL LOYALTY THROUGH JOB SATISFACTION AMONG EMPLOYEES: AN EXAMPLE OF A TELECOMMUNICATION COMPANY IN IRAQ

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Suhaib Rasheed Nabi ALDOSKI

Thesis Advisor
Assist. Prof. Dr. Neşe YILDIZ

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Suhaib Rasheed Nabi ALDOSKI

Thesis Advisor
Assist. Prof. Dr. Neşe YILDIZ

T.C.
Karabuk University
Institute of Graduate Programs
Department of Business
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THESIS APPROVAL PAGE

I certify that in my opinion the thesis submitted by Suhaib Rasheed Nabi ALDOSKI titled "THE EFFECT OF INTERNAL MARKETING ON ORGANIZATIONAL LOYALTY THROUGH JOB SATISFACTION AMONG EMPLOYEES: AN EXAMPLE OF A TELECOMMUNICATION COMPANY IN IRAQ" is fully adequate in scope and in quality as a thesis for the degree of PhD.

Assist. Prof. Dr. Neşe YILDIZ ....

Thesis Advisor, Department of Business Administration

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FOREWORD

ABSTRACT

The aim of this study is to analyze " The Effect of Internal Marketıng on Organızatıonal Loyalty through Job Satısfactıon among Employees: an example of a Telecommunıcatıon Company ın Iraq " Descriptive analytical method has been used to test the hypotheses of the study; the information was gathered using a questionnaire created specifically for this purpose.

The study came to the conclusion that internal marketing, in all of its forms, had a favourable effect on employees of the Korek Company's organisational loyalty and job happiness. Organisational loyalty is impacted by work satisfaction. Additionally, there is a relationship between internal marketing and organisational loyalty among corporate mployees that is mediated by job satisfaction. Additionally, age and income have a favourable impact on an individual's loyalty to an organisation.

The study recommended keeping presenting vision clearly for the employees and the need for continuous communications with the employees and the exploitation of all the data collected from them to improve the business and development strategy. The information was gathered using a questionnaire created specifically for this purpose.

The study came to the conclusion that internal marketing, in all of its forms, had a favourable effect on employees of the Korek Company's organisational loyalty and job happiness. Organisational loyalty is impacted by work satisfaction. Additionally, there is a relationship between internal marketing and organizational loyalty among corporate employees that is mediated by job satisfaction. Additionally, age and income have a favorable impact on an individual's loyalty to an organization.

Keywords: Internal Marketing, Organizational Loyalty, Job Satisfaction, company vision, Employee rewards, Communications, Employee development, Leadership and Administrative Support.

ÖZ

Bu çalışmanın amacı, "Irak'taki Korek Şirketi Çalışanlarında İçsel Pazarlamanın İş Doyumu Yoluyla Örgütsel Bağlılık Üzerindeki Etkisi"ni incelemektir. Araştırmanın hipotezlerini test etmek için betimsel analitik yöntem kullanılmış ve veriler, bu amaçla tasarlanan anket aracılığıyla elde edilmiştir.

Çalışma, çeşitli boyutlarıyla içsel pazarlamanın Korek Şirketi Çalışanları arasında hem iş tatmini hem de örgütsel sadakat üzerinde olumlu bir etkisinin olduğu sonucuna varmıştır. İş doyumunun örgütsel bağlılık üzerinde etkisi vardır. Ayrıca şirket çalışanları arasında içsel pazarlama ile örgütsel bağlılık arasındaki ilişkide iş doyumunun aracı olarak etkisi bulunmaktadır. Ayrıca hem yaş hem de gelir değişkenlerinin örgütsel bağlılık üzerinde olumlu bir etkisi vardır.

Çalışma, çalışanlar için vizyonun açık bir şekilde sunulmasını ve çalışanlarla sürekli iletişim ihtiyacını ve onlardan toplanan tüm verilerin iş ve geliştirme stratejisini geliştirmek için kullanılmasını tavsiye etmektedir. Şirketteki eğitim ve geliştirme programları, çalışanların eğitiminin kalitesini artırmak için yeterli kaynakları sağlama ihtiyacı ile dış ortam değişkenlerine uyum sağlayacak şekilde yönetimin tüm seviyelerine uygun hale getirilmelidir. Ayrıca, Şirket çalışanlarını bir takım olarak çalışmaya teşvik etmek ve şirket vizyonunun gerçekleştirilmesine katkıda bulunmak için ödül sisteminin ve performans ölçümünün iyileştirilmesi ve bunların şirket hedefleriyle ilişkilendirilmesi gerektiği tavsiye edilmektedir.

Anahtar Kelimeler: İçsel Pazarlama, Örgütsel Bağlılık, İş Doyumu, şirket vizyonu, Çalışan ödülleri, İletişim, Çalışan gelişimi, Liderlik ve İdari Destek.

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ARŞİV KAYIT BİLGİLERİ

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ABBREVIATIONS

IM   **:** Internal Marketing

OL   **:** Organizational Loyalty

OC   **:** Organizational Commitment

JS   **:** Job Satisfaction

JL   **:** Job loyalty

SPSS   **:** The statistical package for social Sciences

A   **:** Alpha Cronbach

R/r   **:** Correlation coefficient (Pearson correlation)

AMOS   **:** The name of the statistical program

AIC   **:** Akaike Information Criterion

BCC   **:** Bayesian Information Criterion

BIC   **:** chwarz's Bayesian Information Criterion

CAIC   **:** Consistent Akaike Information Criterion

SEM   **:** Structural Equation Model

SUBJECT OF THE RESEARCH

The subject of this research is " The Effect of Internal Marketıng on Organızatıonal Loyalty through Job Satısfactıon among Employees: an example of a Telecommunıcatıon Company ın Iraq "

PURPOSE AND IMPORTANCE OF THE RESEARCH

This study will enrich the administrative literature for the importance of the variables it deals with: internal marketing, organizational loyalty, job satisfaction, and the relationship between these variables in the telecommunications sector in Iraq, since there are no previous studies on these variables in the Iraqi environment.

- The study will contribute to determining the dimensions of internal marketing affecting organizational loyalty in service companies in Iraq, which will benefit officials in managing these companies to develop effective plans to increase organizational loyalty.
- The study calls the attention of representatives of Iraqi service organisations to the necessity of conducting internal marketing campaigns that facilitate and promote employees' integration into the organisation and increase their sense of fulfilment and loyalty to it.
- The study submits a list of ideas and recommendations to Korek Telecom's management regarding how much organisational loyalty is attained for the company's staff via internal marketing, which helps to enhance the quality of the business's offerings and, consequently, strengthens its position in the market.
- The importance of the sector that the research deals with, which is the sector of workers in the Korek company, as they deal daily and directly with large numbers of customers benefiting from the company's services (more than 6 million subscribers).

METHOD OF THE RESEARCH

In this section, methodology, population, sample size, statistical and data collection tools are mentioned. Research Approach while preparing this study, **Descriptive** Analytical Method has used to test hypotheses of the study approach, which fully covers its characteristics, confirms their extent of existence and the correlation between the variables.

RESEARCH PROBLEM

The responses provided to the following query reveal the study's issue. Therefore, the impact of internal marketing variables and the degree to which Korek Company applies them, as well as the identification of the most significant aspects that may influence employees' organizational loyalty, are of importance to this study, not just identifying the influence of demographic variables on the link between organizational loyalty as a dependent variable and work satisfaction as a mediating variable of internal marketing with its independent elements To address organizational loyalty, the following questions should be addressed in order to develop a solution:

- Does internal marketing affect the organizational loyalty?
- Does internal marketing affect the job satisfaction?
- Does job satisfaction affect the organizational loyalty?
- Does the link between internal marketing and organisational loyalty change when work satisfaction is taken into account as a mediating variable?
- Does the level of organizational loyalty differ according to demographic variables?

An essential prerequisite for businesses to thrive and remain competitive is the commitment and allegiance of their workforce, which positively affects customer satisfaction and retention. It has been noted that most companies do not adopt internal marketing, ignoring the effective role it plays in the organizational loyalty of employees (Abu Rahma, 2010).

International organizations have followed several different methods through which they involved workers in the development process in order to ensure their organizational loyalty and thus increase the effectiveness of these organizations. Many

foreign and Arab studies have shown that organizational loyalty is an important indicator and related to the effectiveness of organizations as well. Organizational loyalty has become one of the criteria for the quality of work life (Abu Samak, 2011).

Managers of organizations have also found that the most important factor in gaining a competitive advantage is human resources in organizations, and therefore attention to the organizational loyalty of workers to organizations should be one of the main concerns of managers (Gilaninia et al., 2013).

Although there are many Arab and foreign studies that dealt with the study of the impact of internal marketing dimensions on service organizations, they varied in their results, and this suggests the nature of the role that these dimensions play on job satisfaction and organizational loyalty, and that there is still ample room for further studies and research to explore such The role in multiple fields and activities and in different environments (Al-Tayeb, 2008).

The study of Chen and Lin (2013) indicated that cultural differences between countries may have an impact on the relationship between internal marketing and employee organisational loyalty; however, since the study's data came from a single culture, it is debatable to what degree these findings translate to other nations. Therefore, extrapolation to other cultures might be restricted, and the study recommended that future researchers study this relationship in other cultural contexts. Borie, Ahmad & Al (2021) recommended the application of a study of the impact of internal marketing factors on organizational loyalty in different Arab environments and different fields, and Abu Sharkh (2010) noticed through his work in the field of communications in Iraq and polling the opinions of some (company managers) that there is a lack of clarity Internal marketing variables have an impact on employee performance, which has an impact on goal achievement.

And by observing (Al-Aloul, 2011) the dissatisfaction of customers with the way the service was provided by Korek employees. It was clear to him that there was sufficient interest on the part of the management in these employees, and because there aren't many Arab and local studies that look at how internal marketing elements affect loyalty, career fulfillment, and employees at organizations providing telecommunication services. The study recognized the need to highlight the significance of the internal policies and tactics used by management towards their

staff, as these may directly affect employees' organizational loyalty and, consequently, their performance, which in turn reflects on enhancing the company's competitive position.

HYPOTHESIS OF THE RESEARCH

H1: There is a statistically significant effect of company vision on organizational loyalty.

H2: There is a statistically significant effect of employee rewards on organizational loyalty.

H3: There is a statistically significant effect of communications on organizational loyalty.

H4: Employee development has a statistically significant impact on organizational loyalty.

H5: There is a statistically significant effect of leadership and administrative support on organizational loyalty.

H6: There is an effect of internal marketing on the organizational loyalty.

H7: There is an effect of internal marketing on the job satisfaction.

H8: There is an effect of job satisfaction on the organizational loyalty.

H9: As a mediating variable, job happiness affects the relationship between internal marketing and organizational loyalty.

H10: There is a connection between organisational commitment and demographic factors.

POPULATION OF THE RESEARCH

The study population is defined as all the vocabulary of the phenomenon studied by the researcher, and based on the problem of the study and its objectives, the target community consists of administrators in the Iraqi Cellular Communications Company (Korek Telecom), including a manager, department head, observer and

administrative supervisor in the Kurdistan region of Iraq, and their number is **180** employees.

SAMPLE OF THE RESEARCH

After using the thorough enumeration method, the researcher delivered 150 questionnaires to the study population; 133 of the questionnaires were retrieved, yielding an 88.7% response rate.

SCOPE AND LIMITATIONS / DIFFICULTIES

This study's focus is on how internal marketing affects job satisfaction and organizational loyalty among Korek Company employees in Iraq. This involves time spent, cost involved, tools used, material and techniques.

Regarding time spent, the study took a quite long time to complete all research steps starting from the proposal going through literature review and research methodology and ending up with discussing the finding and handing over the study. Cost involved is another important factor such as cost materials while conducting the study, other costs related to conducting the pilot study and the study itself. The association between the three constructs (IM Internal marketing, JS Job satisfaction, and OL Organizational loyalty) was shown using the AMOS programme, which was utilized for data analysis along with the statistical package for social sciences (SPSS version 20).

STUDY OBJECTIVES

The purpose of this study is to determine how internal marketing affects organizational loyalty as seen from the perspective of:

- Identify the impact of internal marketing on the organizational loyalty.
- Identifying the impact of internal marketing on the job satisfaction.
- Determining how work satisfaction affects organizational loyalty.

- Figuring out how job happiness affects the relationship between internal marketing variable and organizational loyalty as a mediating component.
- Determining the degree to which demographic factors influence the degree of organizational loyalty among.

1. LITERATURE REVIEW (INTERNAL MARKETING, ORGANISATIONAL LOYALTY AND JOB SATISFACTION)

1.1. Introduction

The twenty-first century is witnessing major global transformations, rising competition, more technological development and globalization of companies, and this poses great challenges for companies to develop their performance and improve their services.

In light of the great conflicts that the world is currently witnessing and in the framework of the globalization of the economy that led to the transfer of competition from global markets, organizations found themselves mired in a set of challenges within the new economic climate, which imposes on them the need to implement effective administrative systems and adopt appropriate strategies to achieve success and a distinctive market position (Mohamed and Ahmed, 2007).

Marketing has historically concentrated on interactions between the company and its clients; however, the significance of the employees' involvement in assessing the marketing offer's quality and client happiness has brought attention to an additional type of interaction, which may occur between the company and its workers. Because services have special characteristics not found in tangible goods, it is believed that using standard external marketing strategies in the service sector will not yield as much success. This is due to the fact that employee performance in the service sector serves as a representation of the product that consumers buy and is a key strategy employed by businesses to attain market leadership. Consequently, internal marketing a contemporary marketing idea that gives people inside the company priority rose to prominence (Idriss and El-Morsa, 1995).

Nowadays, the important and inevitable role of the organization's internal customers (employees) in achieving its goals has been clarified more than before by addressing two ideas and concepts: internal marketing and organizational loyalty. Related studies have shown that internal marketing activities have improved the ability to compete in the organization and strengthened competencies through influencing and stimulating motivation and commitment among employees (Shekary et al., 2012).

Additionally, internal marketing views all employees as internal customers who must help the company achieve its goals. If the company's goals are derived from external marketing, each employee's job helps to achieve these goals by responding to the internal audience, and each employee is connected, either directly or indirectly, to the end user or competitive advantage (Hamid, 2004).

The creative energies of the people who work for an organization are one of the most crucial components of its success and effectiveness, since these organizations' success, efficacy, and efficiency are largely dependent on how prepared their members are to perform their jobs effectively, accurately, and proficiently. As a result, an individual's performance is largely determined by their degree and level of attachment with the organizations they work for, in addition to their preparation, training, and development (Al-Omari, 2009).

In this era, which was characterized as the era of organizations, Iraqi organizations and organizations operating in Iraqi territory had to take care of organizational development - especially since their environments are rapidly changing - in a way that guarantees the effectiveness of their organization and the loyalty of their employees (Abu Samak, 2011).

This study examined the impact of internal marketing on organizational loyalty through work satisfaction among Korek employees in Iraq in order to identify the most effective tactics that lead to a high level of organizational attachment and loyalty among employees.

1.2.   Internal Marketing

The foundation of internal marketing is the idea that service providers, or service providers, who get services from other employees inside the same organisation, are internal customers of the organisation (Conduit and Quigg, 2001). Thus, the position through internal marketing is regarded as the service that is rendered to them; therefore, the company must embrace this idea as its guiding principle to prevent any issues like the internal customer (employee) declining this position. (Rafiq & Ahmad 2000). Planning the work unit is something that the marketing department does while choosing the marketing cadre (Obeidat, 2002).

Hence the interest in marketing services through a modern perspective based on building strong and lasting relationships with customers, Relationship Marketing has changed this in the traditional concept of marketing (Rydberg, 2005), and also showed the importance of the human element as the tangible part of the service, which is responsible for providing Service as the customer wants (Lovelock & Wirtz, 2004) Therefore, the sales staff at the present time is one of the most important human elements in business organizations; By means of them, external customers are acquired and preserved, and thus they constitute an essential tributary of the company's profits (Al-Bahsin, 2007).

As a result, it is their duty to improve the relationship between the service provider and its clients in order to win their loyalty and ensure that they continue to utilise the service.

As service organizations seek excellence in selling and providing service to obtain customer satisfaction, they must also focus their attention on service sellers, as their satisfaction may affect the performance of their work (Hwang & Chi, 2005), which is reflected in customer satisfaction. An organization should work to achieve job satisfaction for its internal customers so that it can achieve it for its external customers (Rafiq & Ahmad, 2003), where job satisfaction represents the degree of employees' feelings and attitudes towards issues of interest to them in the job they occupy. (Rydberg, 2005) The interest in this concept came from the starting point is that organizations should make the satisfaction of their employees - especially those in the position of dealing directly with customers - their focus before going to the customer (Hwang & Chi, 2005).

George (1990) In view of the importance of their efforts in the survival of the organization, its managers must know the needs of their employees, hence the interest in applying what is called internal marketing, which was defined as the application of strategies that include attracting, motivating and developing employees of the organization so that they can provide the best services (Zeithaml & Bitner, 2006), where marketing strategies oriented towards the external consumer must be applied to the people to whom the service is provided.

1.2.1.   The Emergence and Development of Internal Marketing

Japanese quality managers first proposed the idea of internal marketing in the early 1950s, and it treats employee work as an internal product. Additionally, that in order to guarantee a highly skilled workforce and satisfy the external customer, the organization should priorities the interests of its employees and make an effort to satisfy them through the activities they carry out. The idea of internal marketing did not gain the same attention as the concept of the internal customer, despite the heightened interest in marketing philosophy surrounding the latter. Internal marketing suggests that every group or organizational unit within the organization markets its competencies to other groups or units within the same organization. Additionally, internal marketing views every employee as an internal client who must help the company reach its objectives, and if the organization's goals are derived from external marketing, then each person's role plays a part in this by attending to the internal audience. All of these roles are connected, either directly or indirectly, to the end user or competitive advantage. When internal marketing first emerged, it was mostly used in service organizations to determine training requirements and address issues related to marketing services like banks, hospitals, public transportation, and so on (Abu Rahma, 2010).

The notion of internal marketing has garnered more attention from service providers who advertise their offerings to external clients:

- Each employee and department in the company has a role to play as an internal supplier and customer. In order to guarantee the excellence of the external marketing procedure, every individual and department needs to supply and acquire the top services.
- In service organizations, where there is interaction between the service provider and its recipient, people must collaborate in a way that advances the organization's mission, strategy, and objectives. The foundation of internal marketing is the belief that every employee in the company has a responsibility to maximize the efficacy and efficiency of external marketing initiatives (Payne, 1993).

From a marketing perspective, internal marketing may be thought of as an organisational philosophy for human resource management because it acts as an administrative procedure meant to integrate the organization's functions in two ways:

- Make sure that every employee, regardless of level, is aware of the primary function of the organization and all of its actions within the context of a setting that promotes external customer satisfaction.

- Make certain that every employee is eager and driven to work towards fulfilling the needs of the external client. This attitude is significant because it states that management must be willing to put in a tremendous effort with its own staff if it expects its personnel to put in a great effort with an external client. Therefore, before an organisation accomplishes its objectives for the external market, internal communication between the organisation and its employee groups must occur. As a result, the idea of internal marketing defines the worker's internal market, which needs to be efficient in order to provide the service (Georgr, 1990).

1.2.2. Concept and Definition of Internal Marketing

Internal marketing is the responsibility of recruiting, developing, and inspiring staff members to fulfil client demands and preferences while guaranteeing that all members of the organisation uphold the relevant marketing principles (Kotler, 2010).

The idea of internal marketing was put forward for the first time in 1970, as its basis was based on the fact that we must focus on the human element in providing the service; Because it is the tangible and well-known part of it, and therefore has a great impact on retaining customers and ensuring their loyalty, which ensures the continuity and success of the enterprise. That is, internal marketing was considered the way to provide high-quality customer service that achieves the goal of the service (Varey, 1995; Gronroos, 2000; Tansey, et al., 2004; Rydberg, 2005).

Internal marketing is defined as attracting, developing, motivating and retaining qualified workers by offering them a product (job) that satisfies their needs (Rafiq & Ahmad, 2000), while (Gronroos, 1985) believes that the concept of internal marketing means the integration of various processes vital to building relationships with

customers in service companies. (Al-Damour, 2002) Internal marketing is described as addressing the demands of both the internal market, or employees, and the external market through planned programmes and strategies in order to meet and exceed customers' and employees' needs and accomplish desired organizational goals.

Kotler & Keller (2006) defined it as the task that involves training and motivating employees to make them able to serve customers successfully. It has also been defined as the process by which employees are motivated and empowered in various jobs and levels in order to create a positive experience for external customers, which in turn leads to achieving the organization's goals (Mulhern & Schultz, 2006). Internal marketing is a fundamental business philosophy that is more than just using promotional tools (Daaboul and Ayoub, 2004).

Internal marketing is a management philosophy to arrange the organization's conditions from within before proceeding to addressing customers abroad, through having a vision that employees believe in and that the management takes the right measures in the necessary development processes for them, and provides incentives that support outstanding performance, in addition to their participation in Making administrative and marketing decisions under an effective communication system, and providing them with a comfortable atmosphere during work because the happy employee achieves happiness among customers while dealing with them (Haddad and Ali, 2008).

It includes the following dimensions:

- The Vision of the Organization

These are long-term and short-term objectives that the staff believes in and help the company project the image it wants to have for itself (Chi Ha et al. 2008).

- Rewards and Incentives

It is the equivalent of outstanding performance, and it is assumed that the wage or salary is able to meet the value of the job or subordination that is able to meet the basic requirements of life, and the value of the position (Al-Ani, 2007).

- The Organization's Communication System

Every official and informal communication process that takes place inside the company at all functional levels serves as the foundation for the internal communication system (Ahmed, 2008).

- Developing and Developing Workers

It is the continuous activity to provide the individual with the skills, experiences and attitudes that make him able to engage in a certain work with the aim of increasing productivity for him and for the entity in which he works, or transferring new knowledge, skills and behaviors to develop the individual's competence to perform specific tasks in the entity in which he works (Amin, 2009).

- Leadership and Administrative Support

It is what subordinates form of some beliefs about the degree to which the company's management appreciates their efforts or care for their well-being and the promotion of their cultural construction (Al-Kurdi, 2011).

Internal marketing is considered as internal coordination and exchange between the organization and its employees to achieve success in external exchange between the organization and its customers, and employees in the organization are seen as internal customers (Pride & Ferrell, 2003), and it was defined by Haddad and Ali (2008) as a management philosophy. to arrange the conditions of the organization from the inside before proceeding and heading to customers abroad.

The concept of internal marketing began to center based on the need for awareness among organizations that employees are their first market (Gronroos, 2000).So departments found that they must motivate their service providers or sales staff in order to work in the interest of customers Customer oriented, Marketing-and sales oriented by making their participation in the exchange process between them and customers as effective as possible, since the caliber of the people in charge of a service is what determines its quality, and this primarily impacts the availability of qualified human elements across the service supply stages.

1.2.3.   The Objectives of Internal Marketing

Internal marketing has general and tactical objectives and strategic goal.

1.2.3.1.   The General Objective

Represented in making employees more understanding, motivated, and interested in customers.

1.2.3.2.   The Tactical Objective

Those employees must understand why they are expected to act in a certain way and why they must support certain positions. In addition, the full service must be developed and accepted internally before it is put on the market, and internal communication channels and personal selling must be activated.

1.2.3.3.   The Strategic Goal

To establish an internal atmosphere that upholds the customer's sentiment, and opens the sales mentality among individuals, supporting internal training policies and planning and control procedures (Atrophy, 2002).

1.2.4.   Role of the Human Element in the Internal Marketing Process

This element means that they are a group of people involved in providing the service to the beneficiary, and they have the influence over their acceptance of that service, given that the services provided by the institutions depend mainly on human resources, on which about 80% of the total budget of these facilities is spent, the relationship between these and customers. It is a relationship of trust based on the trust that the customer gives them in accepting the service provided, the satisfaction achieved from accepting the service and its results, in addition to the future continuity of the relationship between the two parties (Al-Bakri, 2006) and that through (Samara, 2005).

1.2.4.1. Selection of Service Providers

The human element represents the main party in the production and provision of services in general. In them, the quality of service and the mental image of it are reflected in the customer, and for this reason, qualified individuals must be selected according to scientific and sound bases, as the proper selection must go through determining the number and type of individuals required, and this step requires a full description of the work that falls within the scope and function of the service provider, as well as determining the expected results (Abu Rahma, 2010).

Additionally, a variety of elements (including intellect level) influence this element's ability and efficiency, the ability to respond quickly, understanding the beneficiary's need, loyalty to the organization in which he works...etc.).

In terms of efficiency, and that the performance of individuals constitutes the outputs of the service. Therefore, service providers must be of high performance by enhancing interaction between them as follows:

Increasing follow-up and contact with beneficiaries in order to determine the performance of the beneficiaries of the service, and that this follow-up will strengthen the relationship between the provider and the beneficiary, and that relations and interaction have an important and essential role in urging individuals to benefit from services.

Reducing the sense of risk, as communication and interaction between the service provider and the beneficiary plays a major role in reducing doubt, uncertainty and risk.

Communication should focus on understanding how the beneficiaries process the wide range of information they receive.

Focusing on selecting important information that has an effective role in the beneficiary's purchase decision.

The identification and selection of information affecting the consumer is through understanding the nature of the beneficiary and the environmental factors surrounding it (Rudaina, 2008).

1.2.4.2. Training

The change of the organization's environment makes it imperative for it to keep pace with this change in order to adapt with it. Therefore, organizations resort to subjecting their personnel to training courses in which they are informed of all new methods and techniques and everything that enables them to improve their performance.

1.2.4.3. Incentives and Rewards

Due to the pressures faced by individuals in organizations as well as their daily and personal problems, all of this negatively affected the morale of service providers and, accordingly, their level of performance. Therefore, rewards and incentives that is of a nature to improve the performance of human resources, which are divided into moral and material, were given Based on performance and ideas (Kotler, 2007).

1.2.4.4. Monitoring and Evaluation

The organization incurs significant costs when selecting new individuals, subjecting them to training, and providing them with everything they need in order to do their work to the fullest. On the other hand, the organization monitors their performance levels, to see the extent of its success or failure in managing its human resources and making it a tool for achieving its general goals. The organization can follow a number of methods to evaluate and monitor the performance of its members, including the method of complaint systems, in an effort to satisfy its customers on the one hand, and to monitor and evaluate the performance of its members on the other hand. in making the appropriate decision. In addition to customer satisfaction surveys by conducting periodic studies on customer acceptance of services and their satisfaction with their providers, such as leaving a list of questions for resident customers asking them to express their opinions about the services provided to them (Damour, 2002).

Successive studies summarized the various dimensions of internal marketing in different environments (Haddad and Ali, 2008) summarized them in Table (1.1) as follows:

Table 1: Dimensions of the internal marketing scale across a number of studies

Scale dimensions	The current study	Haddad and Ali 2008	Caruana and Calleya 1998	Foreman and Money 1995	Pervaiz rt al 2003	Ewing and Caruana 1999	Naude et al 2003	Al-Taie 2007
1- Vision of the organization	√	√	√	√		√	√	
2- Remuneration of employees	√	√	√	√	√	√	√	√
3- The communication system in the organization	√	√	√		√	√		√
4- Developing and promoting employees	√	√	√	√	√	√	√	√
5- Leadership and administrative support	√	√						

Source: Haddad and Ali (2008).

1.2.5.   Internal Marketing Importance

Numerous studies have shown that when internal marketing is applied through methods aimed at the external consumer, it will have a good impact on the quality of services rendered by the organization (George, 1990; Lings, 2000). During it, the importance of applying internal marketing by directing its strategies towards employees along with external marketing strategies towards customers, so that the employee can thus provide the service in the way that the external customer wants, and thus what is called interactive marketing takes place. Directing appropriate policies in internal marketing makes it sales employee is able to provide the service from two aspects, namely the technical quality that is determined by providing the basic need of the service, while the functional quality is determined by the customer through the interest of the sales employee in providing the service to him and in the way the customer wants (Kotler and Keller, 2006).

Organization

External marketing   internal
marketing

Customers   Workers

Interactive marketing
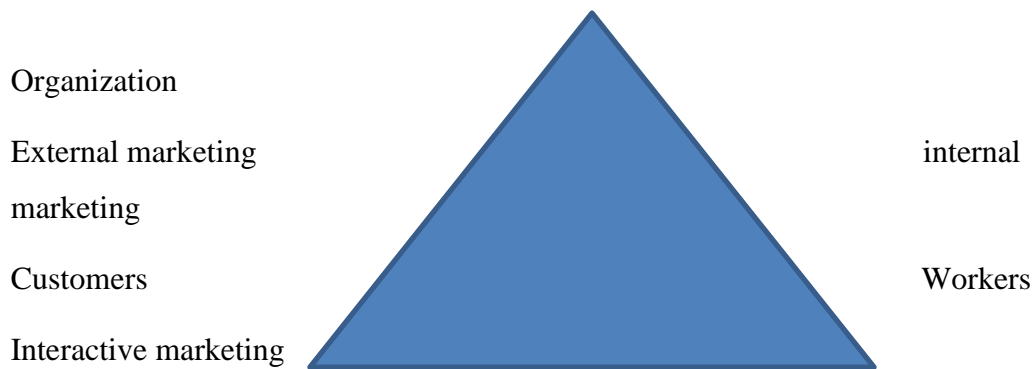
Source (Kotler, P. & Keller, K.L., 2006).

Figure 1: The service triangle

To ensure that the internal marketing structure is followed, it is necessary to measure it after its application. Brown & Norris (2006) proved that the success of the internal marketing strategy can be measured as follows:

- Internal courses provided by the services department to all employees to determine the skills within the department, its structure, the type of work performed and its customer base.
- Improved integration, including placing the director of senior management services within the offices of other divisions, close to the senior management team and business development staff.
- Increase his participation and visibility in all business development activities, key meetings with clients, and corporate social events.
- Invitations to attend the monthly business development courses/working lunches.
- The increasing importance of administrative services as a leader of internal training and development programs.
- Developing and issuing new brochures on departments and fields of work.

1.2.6.   The Concern of Internal Marketing

The first: who does the marketing? (Is the organization as a whole or a section within it?).

Second: To whom are the internal marketing efforts directed? (Is it for all employees or for a department within the organization?) The following figure shows how internal marketing is applied:

Who does the inbound marketing for the organization as a whole for a particular department?

Cell number 4	Cell number 2
Cell number 3	Cell number 1

The organization as a whole   For a specific section
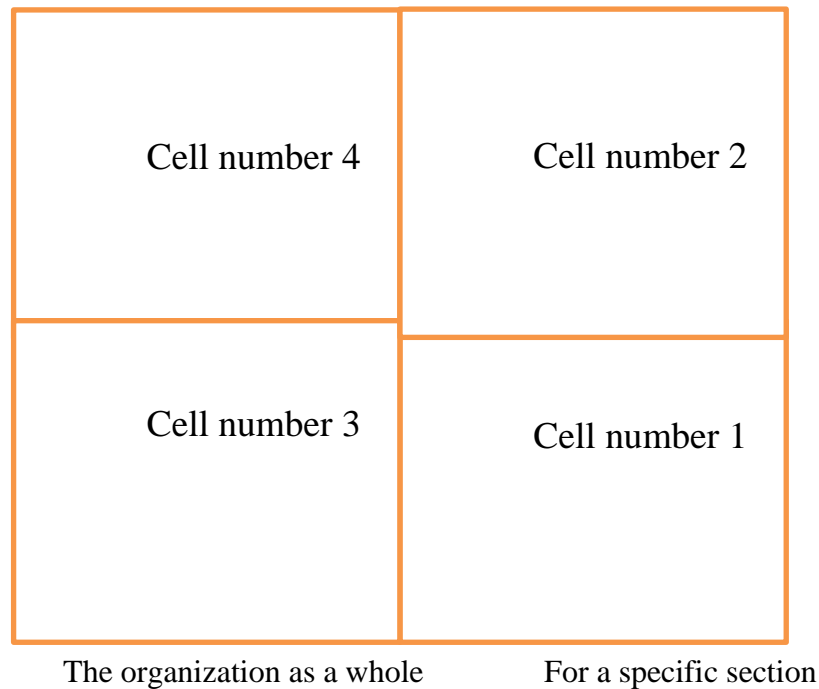
Source :Foreman, Susan K. and Money, Arthur H. (1995).

Figure 2: How to apply internal marketing

From the figure: There are undoubtedly four cells:

Cell (1): Internal Promotion One department is thought to be in charge of marketing, while the other department serves as the client. For instance, the sales department is marketed a service by the management information systems department.

Cell (2): The Company markets its services to one department within the company. In this way, the hospital increases the incentives offered to its nursing department, demonstrating its commitment to that area.

Cell (3): A department promotes its offerings to the entire company. For instance, by supplying the employees needed to carry out the tasks with the necessary

skill, the human resources department improves collaboration with other departments and departments within the organization.

Cell (4): It is the market, and the organization as a whole is the one doing the marketing. Employees are clients, and activities and acts are goods. As a result, it's critical to make sure internal marketing draws in, chooses, and keeps the top workers who can best serve external clients (Forman, 1995).

1.2.7.   The Characteristics of Internal Marketing

There are two characteristics of internal marketing. Firstly it is a social process; secondly, it is an administrative process:

1.2.7.1.   Social Process

Internal marketing is a strategy used by organizations to control the flow of information and communication between them and their workforce. In addition to their financial demands, employees also have social needs that internal marketing helps to meet. These needs include security, friendship, and a sense of belonging.

1.2.7.2.   Administrative Process

- Make certain that each employee is adequately knowledgeable and experienced in the tasks they carry out. These actions result in meeting the needs of outside clients.
- Make certain that every worker is inspired and ready to work effectively (Vary, 1995).

1.2.8.   Coordination Between Departments in the Company

Coordination between departments in the company is one of the elements of internal marketing, Marketing communications are used by the business to spread the word, influence staff members, and spot trends particularly those that can be counted on to highlight the services the business offers clients. As a result of these interactions,

the staff members are fully informed about the company's plans to deliver high-quality services as well as the issues preventing the provision of services within the organization and how these affect their work (Hamed, 2004).

The following methods are some of the ones employed to get in touch with the companies:

- Meetings that are held on a regular basis by the management of the firm and that are attended by the heads of the technical and administrative divisions to discuss issues pertaining to work in the company.
- Providing employees with regular newsletters that include corporate news helps to ensure that they are completely informed about what's going on within the organization.
- Surveying staff members periodically to learn about their concerns and opinions via the public relations division of the business, then sending senior management the poll results.
- Direct verbal conversations with staff members to clear up any confusion regarding certain administrative choices or processes pertaining to their job; these conversations also offer a channel for feedback and the immediate identification of issues.

1.2.9. The Role of Organization Culture in the Effectiveness of Internal Marketing

Since the service marketing program is destined to fail if the organization does not endeavor to develop its culture to promote customer service, it is believed that any internal marketing program is a process of expressing the service culture. So this also applies to this program. Employee participation is necessary for success, thus senior management's strong commitment is required for any internal marketing program (Davis, 2001).

Middle management stands in the way of internal marketing programs primarily because they put in a lot of effort in their administrative work to cut expenses and boost revenue in order to meet incentive targets, which are frequently dependent on cost targets. Additionally, senior management must encourage the establishment of

a culture of service among employees by policies and procedures, reward programs and day-to-day operations in the service establishment, as each unique culture organization that sets it apart. The culture of the organization is a pattern of participation in the values and beliefs that give the members of the organization a moral dimension and provide them with rules for behavior. Additionally, a strong culture benefits the service organization in two ways:

- **The first:** direct behavior, indicating that the employees are well aware of their responsibilities and how to perform their jobs?
- **Second:** A strong culture instills a feeling of purpose in workers, which in turn fosters a positive attitude towards their institutions, of which they are an integral part.

Based on the foregoing, we can say that the service institution that possesses a strong culture, this culture will positively affect the relationship of employees with customers, and that the first phase is focused on the institution's growth and development through the contentment of its long-term clients and the influence it will have going forward on prospective clients in the market. Noting that adjustments to the compensation and pay system are necessary for the system designed to achieve customer satisfaction, the institution's training and reward programmes, its methods for resolving consumer complaints, its procedures for assigning authority to staff members, and more.

Likewise, any internal marketing program unless it is supported by the management of the enterprise will not be productive, and the enterprise cannot expect its employees to be customer-oriented unless they realize that the management of the enterprise is the first to adopt this philosophy first, in the sense that the enterprise is a role model for workers. And that the organizational structure of the institution that possesses a culture of service is oriented in a hierarchical shape, where customers occupy its top and management its base, highlighting the fact that this kind of company forces all employees to rush to satisfy clients (Al-Taie, 2007).

1.2.10.   Marketing Department

It is a modern marketing department in a number of functionally and geographically different areas and sometimes intertwined by product, brand and markets. The most common in the marketing of the organization is the functional organization consisting of specialists (technicians) to draft reports and coordinate between top and middle management. It may include a group of managers such as customer service manager, marketing and planning manager, marketing logistics manager, direct marketing manager, and e-marketing manager (Kotler, 2010).

1.2.11. The Human Resources and Marketing Departments' Relationship

It is recommended that managers apply marketing techniques to both attract and retain staff. They should also conduct research and build a kind of understanding of the demands of employees and accurately identify the needs of customers. This is because some workers are looking for material returns to enhance their pay, so not all workers are moving in the same direction, while the other section looks at work as the only source of their livelihood. Therefore, marketing officials can use marketing research methods to segment the labor market, and then select and select the appropriate groups to work in the organization, because enhancing employees' talents and abilities is closely related to one another, meeting the needs and wants of clients. As a result, the company needs to be very mindful of this relationship because, should it lose competent workers, it may also lose its long-term clients, which would be quite expensive for the company's management.

Therefore, the organization's ability to enter the marketing arena with the intention of preserving its reputation and securing its future in the market is inextricably linked to the advantages and facilities. It offers to employees and maintains them over time, represented by transportation services, appropriate working hours, moral rewards, and regular training programs that develop the scientific, technical and social capabilities and skills of workers, annual leaves in addition to health and social insurance … etc.

As a result, the process of collaboration and coordination between the marketing and human resources departments is what essentially determines the effectiveness and success of the internal marketing program's performance. This process is regarded as essential to the program's success. This works for a company that provides services to its clients. In this situation, the other staff members who do not have direct client contact will assist their colleagues from an administrative capacity in any of the company's support or support departments that do not deal directly with clients. As a result, every person in the company feels that they are a single, cohesive team whose goal is to satisfy the demands and wants of the client (Al-Taie, 2007).

In order for the organization's management to enhance the concept of teamwork, it requires preparing specialized training programs aimed at increasing and developing professional skills and capabilities oriented towards customer service, as it requires emphasizing cross-training, i.e. multi-disciplinary, and insisting that all employees in the organization must participate in the experimental training process. Any field to achieve field experience.

According to a director of a Canadian organization, the foundation of human resources is training, conditioning, or direction based on the facts and conditions. The director firmly feel that this expression is the most effective internal marketing technique since it needs to persuade employees that the company fully supports their ability to grow as professionals and succeed. Simultaneously, their involvement in solidifying the organization's ideals and ideas in the actual world and ultimately reaping the rewards and facilities of the organization becomes acceptable (Hamed, 2004).

The process of disseminating marketing information to the organization's employees is often the most effective means of communication and has the greatest impact on customers. From this vantage point, the organization's management must give adequate and correct information about the new services the company plans to market. The service supplier finds it simple to convince him (Al-Taie, 2007).

The management of the organization must use printed brochures and distribute them on a regular basis to all employees who have direct contact with the company's customers as part of the internal communication process, as Lorenzini emphasizes that

all administrative levels must comprehend that employees play their roles and fulfill their tasks in order to achieve the expected behavior of customers. The personnel become fully aware that they are performing their jobs and responsibilities properly and efficiently as a result of this method. All departments must create and put into place an efficient and equitable system of compensation and benefits based on the theory of reward and punishment in addition to senior management's acknowledgment of the work of their staff members. Only then will this situation be considered a success, and that they are a vital and important part of the family of the institution and that this institution cannot succeed and continue in the market except with the concerted efforts of both the management and the employees (Lorenzini, 1992).

Within the framework of the marketing concept of relationships, it is concerned with the need to think about customers and work together to meet the needs and expectations of customers. The marketing department at this point must perform the following tasks:

- Coordination of internal marketing activities.
- Coordinating with the marketing, finance, operations and other functions of the company to serve customers.
- However, there is no agreement about the amount of influence and authority, and it requires that marketing have more influence and authority than the departments within the company. The task is not easy, but the benefits can be many (Kotler, 2010).

That management operation needs a degree of integration and coordination between all functional areas in any organization. There is an unlimited number of critical and interrelated relationships between management, marketing, finance, production, activities, research and development, and this is something that does not need any evidence or discussion, but the reality is witnessing many manifestations of failure in many organizations, due to the lack of full integration and coordination between these important functional areas (Kotler, 2007).

In small establishments, we often see the owner having no experience except in one or two areas only, while he lacks sufficient knowledge and experience in the rest of the other functional areas, and this ultimately leads to problems that may lead to the complete failure of the organization, and this is what we witnessed in the reality of

small business organizations in Egypt. As the owners depend primarily on what is available to them of technical financial capabilities, so they start working and achieve impressive technical results, but then they discover that they are in financial, marketing or humanitarian problems (related to individuals) that need experience in this field, but it is often too late and this is considered A clear lack in the field of an integrated strategic vision from the outset for all functional areas of any organization so that it can achieve the required and permanent success and effectiveness (Al- Madhi, 2006).

As for large companies, whether local or transnational, in this case the process of interdependence and overlapping between these functions becomes so complicated that it may be difficult in scientific reality to achieve integration and coordination between these different functions.

The situation in governmental organizations and non-profit organizations is not better than the previous ones. Rather, we believe that one of the most dangerous factors that lead to wasting a lot of resources is the lack of coordination and integration between the various government agencies and ministries, which is the best example of duplication, repetition and waste of resources (such as the relationship between and Ministry of Electricity, for example, the Ministry of Telecommunications, the Water Utility and the Ministry of Housing) and although the structure of any organization is based, in fact, on only two basic pillars. They are following:

- Dividing into jobs and departments.
- Integration and coordination among these departments.

However, what is common is the process of structural division, while most organizations suffer after that from a noticeable weakness in achieving coordination and integration between all its parts so that they all proceed harmoniously and harmoniously towards achieving the one goal that we all seek. This is one of the organizational dilemmas that constitute a major obstacle for the strategic manager unless rectify it and take it into account.

1.2.12.   Tools of Internal Marketing

Internal marketing tools are financial ratios and planning:

1.2.12.1. Financial Ratios

Financial ratios may be an indicator of inefficient production or marketing, poor management policies, errors in research and development, or other factors.

1.2.12.2. Planning

Planning is considered one of the important activities that reveal a lot of overlapping relationships between the various main functions in the organization, as most of the plans are based on the presence of integrated and coordinated efforts between the various main functions in the organization.

Senior management's dedication is a fundamental prerequisite for raising productivity and quality, and a manager's or leader's everyday actions serve as a valuable example to others of the significance and worth of performance development for them. The following equation represents senior management's dedication to overall quality management:

Commitment = Support + Engagement

Any senior management must do many actions or practices to show, firstly, its support and secondly, its participation in total quality management to send a clear and positive signal to all employees of the company (Al-Ali, 2006).

While top management's backing is crucial for the development of the overall quality management method, their actual self-participation is more important as it gives a strong and positive indication of their commitment to total quality management and a key factor in building a common language with and between employees. It is important that the company's employees learn and practice unified methods and tools that will allow them to use a common language that helps them solve work problems as a team and more importantly build a culture of total quality. It is very significant for senior management to speak this language of total quality to create an environment for the company's overall quality management. Such a common language has a strong impact on institutional/organizational effectiveness as it removes barriers between the different administrative levels and facilitates the process of communication and understanding between them. Leadership and quality management are two interrelated concepts that cannot be separated from each other, and the quality process cannot be

considered isolated activities from the rest of the company's business, but rather constitutes a necessary part of its business. On the other hand, quality cannot be improved without effective leadership determined by senior management. The fact that quality is considered an integral part of the company's operations means that quality is one of the company's management methods. Above all, quality is a means to achieve the company's basic objectives: customer satisfaction, employer satisfaction, and employee satisfaction (Abu Rahma, 2010).

After a five-week study of five executives, (Mintizberg) concluded that most of what is common to us about the manager's functions and their practice in scientific reality is more illusion than reality (Al-Madhi 2006). Therefore, he suggested that the manager's job should be viewed in the light of what he called it the roles of the manager instead of looking from the perspective of the functions of the manager, as he explained that three groups of roles can be proposed that include ten sub-roles. With information, these two sets of roles are what enable the manager to play the four decision roles, and we can explain these roles as follows (Mintizberg, 1990).

Figure 1.3 shows that the roles played by manager in terms of status and official power, information roles and decision roles.
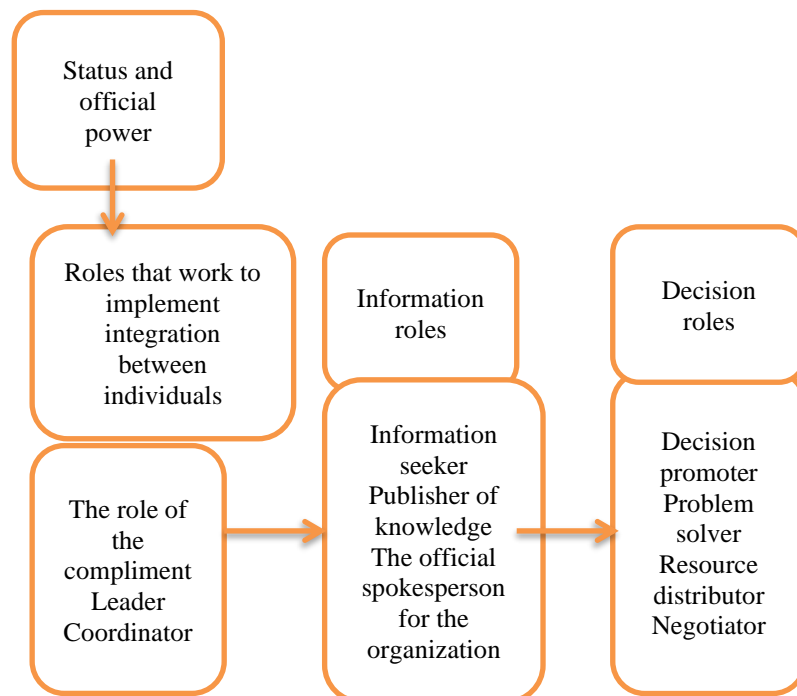
Figure 3: Roles played by the manager

1.3. Organizational Loyalty

The definition of organizational loyalty can be summed up as follows:

An employee's favorable attitude towards their organization, their commitment to its objectives, their attachment to it, and their desire to remain there by making efforts that would increase their organization's success and preference over others.

The following characteristics of a loyal person are present:

- Acceptance of and faith in the organization's objectives and core beliefs.
- Because of the sense of congruence and harmony between its goals and theirs, it is fully willing to put forth more effort to achieve its goals.
- Significant commitment in the organization and a strong desire to stay there.
- A strong sense of commitment to and immersion in the organization (Al-Kurdi,2006).

1.3.1. Loyalty Concept

The way a person engages with his or her organization and their work through aspirations for advancement, growth, and achievement of the organization's goals is referred to as loyalty as well as teams (Al-Omari,2009).

Individuals are not forced to be loyal; rather, loyalty is a psychological condition that characterizes a person's relationship with an organization. Put differently, it refers to how a person integrates with his or her organization and its objectives (Wessi, 2008).

Many organizational phenomena that are observed through members of the organization's behavior and actions suggest the existence of loyalty, an elusive state. Although organizational loyalty won't reach total stability, it will fluctuate less than other administrative phenomena in comparison.

1.3.2. The Differences Amongst JL and OC and OL

Job loyalty which is usually associated with people more than with organizational thought, which makes it subject to the relativity of things, meaning that loyalty to the job lasts as long as the person of the manager who is satisfied with the

employee is present, so if the scales differ and people change, the degree of job loyalty varies.

Organizational commitment is based on the idea of a fictitious contract between an individual and his organization, and the individual is obligated to implement it regardless of his feelings and his association with this organization.

Organizational loyalty is very important, as it is linked to the organization regardless of the existing people or departments.

It involves a person's belief in, commitment to, and adherence to the organization's aims and ideals, followed by their exertion of all available effort to meet those objectives and uphold those values (Abu Samak, 2011).

1.3.3.   Characteristics of Organizational Loyalty

Organizational loyalty has a number of characteristics, as follows:

- Organizational loyalty is an intangible state that is inferred from organizational phenomena that follow through the behavior and behavior of individuals working in the organization, which embodies the extent of their loyalty.
- The combination of numerous organizational and human elements as well as other administrative phenomena within the organization results in organizational loyalty.
- Although organizational loyalty will never reach perfect stability, it will alter less than other administrative phenomena in terms of degree of change.
- Organizational loyalty is multi-dimensional and not a single dimension. Despite the agreement of the majority of researchers in this field on the multiplicity of loyalty dimensions, they differ in defining these dimensions, but these dimensions affect each other (Bulbul, 2009).

1.3.4.   The Importance of Organizational Loyalty

It should be mentioned that one of the modern administrative notions is organizational loyalty, which has drawn the interest of several scholars from the past to the present. Both it is believed that one of the first essential and natural behaviors that

members of the organization must exhibit is organizational loyalty. Thus, organizational loyalty plays a crucial role in an organization's life and has a direct impact on how well work is done there, how effectively goals are achieved, and how much it influences organizational behavior, which is crucial in guiding employees in the right direction or minimizing unfavorable behaviors like quitting, being absent, or acting irrationally out of frustration.

Thus, the following points illustrate the significance of organisational loyalty:

- Organizational loyalty is a crucial component in tying the organization and its employees together, particularly when the organization is unable to offer the right incentives to motivate its employees to work hard and reach the highest possible standards of performance.

- When determining whether employees will remain with their current organizations or find employment elsewhere, loyalty to the companies where they are employed has a greater bearing than job happiness.

- People are more likely to accept changes that are in the best interests of the organization and its advancement when they have a stronger sense of loyalty to the organization because they feel that any success will also benefit them.

- Individuals within the organization start to behave creatively when they are loyal to the organization.

- Individuals' devotion to their organizations is seen to play a significant role in determining how successful those organizations will be.

- Since management is now in charge of keeping the organization in a sound and correct state so that it can continue and survive, organizational loyalty is one of the most important issues that concern them. Because of this, it is now essential to research how people behave in those organizations in order to inspire them and boost their levels of commitment to their objectives and core values.

- Individuals' devotion to their organizations plays a crucial role in maintaining those organizations' prosperity and continuity as well as boosting output.

- Determining the degree of compatibility between individuals and organizations is mostly dependent on organizational loyalty. People who have a high level of organizational loyalty typically give more back to their organizations, support

and embrace the organization's principles, and remain members for an extended amount of time.

- Since the individuals are more devoted to the organization, the chiefs have an easier time managing the subordinates because they follow instructions more effectively and transfer work more efficiently, which builds friendship and trust between the chief and the subordinates (Al-Dosari, 2005).

Given the critical relevance of organizational loyalty, companies as a whole must work to foster it among their workforce by offering them all the resources necessary to support the emergence and growth of that loyalty.

1.3.5.   Stages of Organizational Loyalty

The process of organizational loyalty passes through several stages, and in some studies it has been reduced to two stages:

1.3.5.1.   The Stage of Joining the Organization

In most cases, the individual chooses the organization that he believes will fulfill his desires, aspirations and ambitions.

1.3.5.2.   Organizational Loyalty Stage

At this stage, the individual becomes keen to make every effort to achieve and advance the goals of the organization (Abu El-Ela, 2009).

There are those who saw that the stages of the development of organizational loyalty pass through three stages:

The Acquiescence or Commitment Stage

It means that the loyalty of the individual is initially based on the benefits he gets from the organization, so he accepts the authority of others and fulfills their desires in return for obtaining the various benefits from the organization.

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The Stage of Congruence or Similarity between the Individual and the Organization

Here, the individual accepts the authority of others and their influence on him for his desire to continue his work in the organization, and because it satisfies his need for belonging, and therefore he feels proud of his belonging to it.

Adoption Stage

Here, the individual considers that the goals and values of the organization constitute goals and values for him, and loyalty results from the conformity of the goals and values of the organization with the goals and values of the individual (Hamdan, 2008).

Al-Lawzi (2003) believes that organizational loyalty passes through three stages, which are as follows:

The first stage: the trial stage: it is before entering work and this stage extends for one year, as it depends on what is available to the individual of previous work experience and what the individual expects, working conditions and the nature of the social environment, and obtaining approval from the organization.

The second stage: It represents the stage of work and the start of it: it includes work experiences related to the first months from the date of starting work, and the time period for this stage ranges from two to four years, during which distinctive characteristics appear in it represented in personal importance, fear of incapacitation, and the emergence of organizational loyalty values.

The third stage: the stage of confidence in the organization and belonging to it: this period begins after the fifth year of joining the individual in his work, and in it he begins to consolidate the attitudes of loyalty towards the institution in which he works so that the bond becomes strong, very reliable, and the person feels at that time that he wants to work and work tirelessly or boredom, for the benefit of his organization, to rise above it and with it, and his personal interests melt from the flames of feelings of love and devotion to his organization, and this period moves the individual from the stage of formation to the stage of maturity (Ghannam, 2005), and the three stages of forming loyalty is shown in below:

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The first stage	The second stage	The third stage
*Role clarity *Work challenges *Loyalty conflict * Understand expectations	* Personal importance * Fear of impotence * The emergence of the values of loyalty to the organization and work	* Consolidation and support of loyalty
(Probation)	(Work and achievement)	(Trust organization)
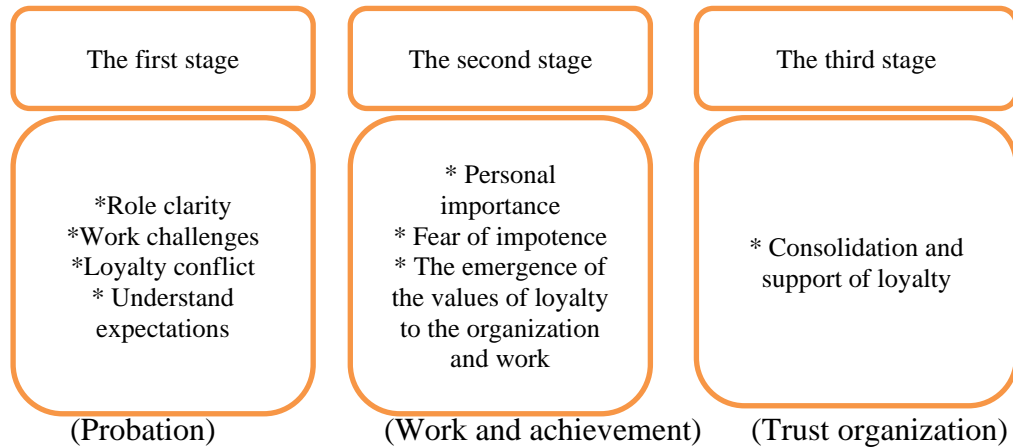
Source (Ghannam, 2005).

Figure 4: Stages of loyalty formation

1.3.6.   Creation of Organization Loyalty among the Employees

Any organisation can easily care for its employees and fulfil their needs in a way that improves their ability to function, as long as these needs are reasonable and are required by the workplace for respect and appreciation as well as the necessities of life and the tendency towards achieving a well-being or even a reasonable level of subsistence for the employee's family, in addition to allowing employees to grow in their abilities and cultural gains through training support and ongoing education, as long as the business makes large profits and as long as the employees provide all.

Their physical and mental capacities to support the growth and accomplishment of the objectives of their organisation, so why don't they receive the right kind of encouragement and what builds them up? (Baqi, Abdul-2005).

When one considers the amount of production, distribution, and earnings, one will find that the important and well-known worldwide institutions provide their personnel with a certain amount of pampering, but what they offer in exchange is meagre.

1.3.7.   Important Areas of the Organization

1. Encouraging indirect compensation, which is meant to cover everything that the company offers its workers aside from direct compensation (salary), which consists

of a variety of services and assurances that support the worker in his professional and personal endeavours and provide him with a sense of comfort and confidence regarding the future of his work with this company. This way, the worker will feel that his employer values him as a vital contributor to the company's success rather than just a number.

Among these benefits, pensions are the most significant.

- Programmers for health, social, accident, and other insurance.
- Positive proposal incentives, particularly in the event of increased output and performance.
- Programmers for social services.
- Employee housing projects.
- Encouraged home appliance supply initiatives.

Programmes for interest-free credit.

- The organization's vehicle services.
- Initiatives to promote workers' children's education and offer free university tuition to the most exceptional of them.

Broad range of medical treatments (Al-Ahmadi, 2004).

- Achieving job justice for employees in terms of their access to promotions within a cohesive system devoid of gaps that allow certain people to profit at the expense of others.
- The organization's dedication to fostering employees' mental faculties by prioritising them over itself and encouraging the most exceptional among them to pursue further education by designating them for such programmes.
- The company is eager to put training and development plans into place for employees' talents in order to accomplish two goals: improving employees' skill levels and raising their social status because they represent the company in which they work.
- Raising the standard of establishing human ties between employees and their supervisors in a way that is suitable and breaks down social barriers in order to foster a sense of working as a single family or team.

- Good interactions with the organization's management regarding its workers, including upholding their rights, granting them full authority, and supporting them in trying times.

- A desire to increase employee job happiness and the scope of benefits offered to employees (Al-Mohtaseb, Jaloud, 2007).

Through carefully thought-out and organised programmes, the company aims to strengthen the ties of loyalty among its staff members because, should this happen, it will lose a variety of benefits, including:

- A significant amount of money will be lost on training and qualifying former employees at all levels.

- The invaluable effectiveness that took years to reach its present state would be lost.

- The organisation will lose the time it took to teach and train its staff, as well as the time it takes for them to live and work together in an integrated way. As a result, they will grow attached to their work and make more efforts to develop it and perform better since they now understand it.

- More money will need to be spent in order to pay the organization's qualified immigrants.

- The amount of time that new hires will need to learn the new tasks inside the company and how quickly they can adjust in order to reach the level of work that those who came before them achieved.

- The loss of the human connections that the previous productive employee had with the other employees, which are so significant that they can be regarded as a key element in raising and developing output.

- The loss of numerous business growth ideas from the former employee's employment in the prior organization, as well as some of the competitive advantage he brought to the company and the amount of benefit he would bring to the new one.

- The organization's growth plans and programs are unstable since creating a specific development plan requires the same individual to maintain mental and functional stability as well as follow all of the plan's instructions (Al-Khasali, 2003).

Had the organization done the math's, it would have been more appropriate to create a research asking what would happen if it lost an effective employee. Before accepting the resignation of one of them, the organization will examine its decisions multiple times based on actual economic and administrative feasibility estimates.

Employee loyalty is an internal psychological feeling that results from a variety of factors. It is defined as the employees' sense of devotion to the organization, to their employer, or to the organization as a whole. Employees must give their all at work and obey all orders in order to meet the organization's objectives, enhance its competitiveness, and improve its reputation. The most important factor is how much a person feels like they belong to their company and their work.

1.3.8. Factors Affecting the Loyalty

- The organization should contain leadership departments with a high cultural level and possess the ability to influence others in a way that serves the work and achieves the aspirations of the workers in achieving their personal desires, in addition to performing their job duties with all skill and efficiency.

- Promoting the organization's objectives, which vary from one organisation to the next. When a company makes a sincere effort to attain attainable objectives in the business, trade, or other domains, its workers are greatly encouraged to remain committed to their work as they observe the company's advancement and the assimilation of its objectives with reality.

- How much the staff members appreciate and value the organization's objectives. A worker's ability to advance in their profession is limited, unless they are passionate about what they do, which is ultimately an effort to meet the organization's objectives.

- The degree to which the objectives of rival organisations are less creative than the organization's own, as this is seen as a contributing factor to workers' increased productivity and performance.

- The psychological component linked to an extended tenure within the company without any issues or setbacks—quite the reverse, in fact (Al-Wazzan, 2006).

1.3.9. The Loyalty of Employees to the Organization

- Respecting the organization and its management and exerting maximum efforts to achieve their satisfaction. This is exemplified by the organization's unwavering pursuit of its objectives.

- Readiness of employees to put in additional time and effort in order to support the company during a particular trial or to accomplish a particular competitive objective that enhances the company's standing and enhances its perception among the public.

- Increasing productivity, cooperating, protecting trade secrets, and safeguarding the company's image.

- Constant preparation for personal growth that benefits the company and the staff (Al-Ahmad, 2004). When employees reach a level of loyalty to their company, the management of the company needs to guide and grant certain benefits to the employees, particularly when success is attained, as a reward for their unwavering commitment to the company and their standing with it through challenging times.

Since they are the ones who feel a sense of loyalty and belonging to the organization before others do, due to their competence and skills at work, the organization that establishes a clear work program is the one that first seeks to retain its qualified and skilled workforce. This loyalty is demonstrated by the way they have developed their work and used creativity to successfully implement strategies that have helped the organization achieve its goals throughout their tenure there. Consequently, they have seen all of the triumphs and achievements that led to them, and the (logical) organization has seen them with that success and has not missed an opportunity to remind them of their role in it. It has also not missed an opportunity to reward and honor them in public, possibly through a ceremony where the media takes a turn (Al-Qaryouti, 2004).

Businesses that are successful take steps to keep their success going by looking at what other businesses offer their employees. Then, they invest in these things to keep their employees and improve the capabilities of material and moral incentives, which they know will increase the level of immunization rate against competitive temptations used by others.

When an organization seeks to instill loyalty in its employees without demonstrating their competence or skill, it's akin to someone collecting water through a sieve. Consequently, the loyalty of this kind of employee only results in a waste of time and effort, as the effort is exerted by all the employees who claim loyalty to their work but fail to produce any noticeable results. Significantly in performance, reaching an objective for the company or driving the development wheel forward, it will only be air in a net; it lacks survival, affiliation, and loyalty because they are not firmly rooted in the organisation, which causes them to move jobs frequently and not stay in one for very long. If the most rational scenario is demanded, both parties play a part in fostering devotion to the company, with the goal of demonstrating later on that the productive worker is the one who is just as devoted to his job as he is to his family and house.

1.3.10. Internal Marketing and Organizational Loyalty

The main orientation of the internal marketing concept is to ensure that employees feel that the management cares about them and meets their needs, and the successful application of the concept appears through positive attitudes of employees towards their work, including organizational loyalty, job interaction, motivation to work and job satisfaction. The positive impact generated by internal marketing means that employees will put in maximum rather than minimum effort and thus better meet the needs and desires of external customers. Lack of commitment from employees can be detrimental to the organization, leading to less effective performance - arising from poor services that are provided. Advances - the higher costs (Abzari, et al, 2011).

Relationships start from the inside out, that is, the institution that aims to obtain public satisfaction must first ensure the satisfaction and confidence of its workers and employees, because if they are happy in their work with the institution, they reflect a good effect around it through their treatment of people during their work as well as in their conversations about them in their personal relationships.

Dissatisfied complainers can demolish public relations programs from their foundations with their actions and words that can leave the worst effects on the people around them, and achieving the employees' happiness and satisfaction in their work comes through the institutions following fair policies for employment, promotion,

training, transfers, vacations, etc., because this works to increase their confidence in them. And raise their efficiency in work in addition to making them able to give the correct information about the institution to the outside public (Kotler, 2005).

1.3.11. How Organizational Loyalty affects or Consequences for the Organization

Increased effort and performance, which impacts lower labor costs, higher productivity, and attaining growth and prosperity for the organization, are some of the benefits that come with a sense of organizational loyalty. Other positive outcomes include a decline in the rate of work turnover, stability of employment and transition at work, and more. Likewise, loyalty to the organization boosts worker performance and output. Conversely, though, It was shown that absenteeism from work and organizational loyalty have an inverse connection. Additionally, it was discovered that quitting a job was negatively impacted by organizational loyalty. The people who quit were those who had low levels of loyalty to the company. The company gains a lot of advantages from lower absenteeism and work-related turnover rates, including the following:

- Cutting down on the overhead costs related to the recruiting, selection, and onboarding of new members.
- Poor output. Will productivity fall during onboarding a new employee, or at least throughout training?
- Some employees' absences or leaves from work may negatively affect the morale of the remaining staff, which may lead to an increase in the number of absentees or leavers. The severity of these issues increases when they affect senior administrative officials.
- An organization with incredibly devoted members becomes the goal of anyone who aspires to join it. Thus, it becomes simpler for the company to choose highly qualified new hires (Khairallah, Al-Najjar, 2004).

1.4. Job Satisfaction

There have been many definitions of job satisfaction, due to the different approaches that different scholars and researchers have dealt with the concept of job satisfaction, and there are many attempts that have been made to define a specific meaning of job satisfaction. With trust, loyalty, and belonging to work, and with relevant internal and external environmental factors and influences. In another definition, Block indicates that job satisfaction is a trend that is the outcome of many desirable and unloved experiences related to work, and reveals itself with the individual's appreciation for work and its management.

Job satisfaction is defined as the outcome of a group of factors related to job work, which is mainly measured by the individual's acceptance of that work with satisfaction, self-satisfaction, and efficiency in production as a result of the emotional feeling that enables the individual to do his job without boredom or distress (Morsi, 2003).

Job satisfaction is also defined as the individual's feeling of happiness and satisfaction while performing his work (Abdel-Baqi, 2004).

1.4.1. The Concept of Job Satisfaction

It is recognized that the satisfaction of individuals is of great importance, as it is often considered a measure of the effectiveness of performance. If the total satisfaction of individuals is high, then this will lead to desirable results that are comparable to those that the organization intends when it raises its work wages or applies a program of incentive rewards or a service system. On the other hand, dissatisfaction contributes to absenteeism from work, to frequent work accidents and delays, and workers leaving the institutions in which they work and moving to other institutions. Unhealthy organizational climate (Kurdi, 2011).

In light of this, an individual's (worker's or employee's) internal perception of the work he does to meet his needs, wants, and expectations in his workplace is known as job satisfaction (Foqaha and Al-Abdat, 2010).

Job satisfaction = satisfaction with pay + satisfaction with work content + satisfaction with opportunities for promotion + Satisfaction with supervision +

satisfaction with the work group + satisfaction with working hours + satisfaction with working conditions.

It is the feeling of satisfaction and pleasure resulting from satisfying the needs of value for the individual, and this feeling is nothing but the psychological reaction of the worker towards his work at some point in time (Al-Tayeb, 2008).

1.4.2.   Reasons for Interest in Job Satisfaction

- A high level of job satisfaction causes the percentage of absent workers to drop.
- Workers at a variety of institutions have higher aspirations when they are satisfied with their jobs.
- Eople who are highly content with their jobs also tend to be happier with life in general and with their leisure time, particularly when it comes to their family.
- There is a lower likelihood of workplace accidents among employees who are happier with their work.
- Workplace productivity and job satisfaction are closely related. Higher levels of satisfaction are always accompanied by higher output (Ghazi, 1998).

It can also be said that job satisfaction consists of the following satisfaction factors

- Job satisfaction and job enrichment opportunities achieved for the job.
- Satisfaction with the salary and its accessories.
- Satisfaction with work relations (satisfaction with co-workers, satisfaction with superiors, and satisfaction with subordinates).
- Satisfaction with the methods of supervision, recommendation and leadership.
- Satisfaction with the physical work environment.
- Satisfaction with the policies of individuals (satisfaction with performance evaluation, satisfaction with the promotion system).
- Satisfaction with motivational methods, foundations and standards.
- Satisfaction with the services provided to working individuals (Al-Fuqaha and Al-Abdat, 2010).

1.4.3. The Stages of Job Satisfaction

People work in order to reach certain goals, and they are active in their work because they believe that performance will achieve these goals for them, and then achieving them will make them more satisfied with what they are, meaning that performance will lead to satisfaction, we will find that these factors are organized in a pattern of interactions that are as follows:

1.4.4. Needs

Everyone has needs that he wants to satisfy, and work is the most accessible source of this satisfaction.

1.4.4.1. Motivation

Needs generate a measure of motivation that urges the individual to move towards the expected sources through which those needs will be satisfied.

1.4.4.2. Performance

Motivation turns into an active performance of the individual in particular in his work in the belief that this performance is a means to satisfy the individual's needs.

1.4.4.3. Satisfy

Effective performance leads to satisfying the needs of the individual.

1.4.4.4. Satisfaction

The individual's attainment of the stage of satisfaction through efficient performance in his work makes him satisfied with the work as the means through which it is possible to satisfy his needs (Abu Shamala, 2010).

1.4.5.   Factors Related to Job Satisfaction

Job satisfaction is affected by many factors, which can be classified as follows:

1.4.5.1.   Group of Personal Factors

This is because of the person itself, such as things related to the person's abilities and skills, and can be measured by analyzing the person's characteristics, such as education level, age and level of work, but it is difficult to track and use them to improve an individual's level of job satisfaction?

1.4.5.2.   Group of Factors Related to Working Conditions

Mainly related to the working conditions and environment within the organization, and management can control most of them or change them.

1.4.5.3.   Factors Related to the Job or Work

When the work has a sound design that allows for diversity, relevance and availability of information, there is a relative guarantee of job satisfaction.

1.4.5.4.   Factors Related to Organization and Management

When the individual realizes the quality of the supervision he is in, the degree of his satisfaction with the job is affected, so he realizes his importance and the supervisor's interest in his affairs and his protection of his rights, such as obtaining rewards and promotions that are fairly distributed among the workers (Abdel-Baqi, 2004).

1.4.6.   Job Satisfaction, turnover, and Absenteeism

Job satisfaction is considered one of the important factors that prevent unwanted behavior from appearing in the organization, such as absence and leaving work, which in turn increases the costs involved. Research has demonstrated a

negative correlation between job satisfaction and work turnover as well as absenteeism. These studies also demonstrated that the degree of job satisfaction among employees influences their willingness to work for the organization and reduces employee absences (Griffrth et al, 2000).

1.4.7. Job and Customer Satisfaction

Customer satisfaction and happiness is a top priority for service organizations, which are characterized by the existence of permanent interaction and contact between the customer or consumer and the employee providing the service. Qualities preferred by the customer. Studies have shown that job satisfaction is associated with a positive relationship with consumer or customer satisfaction of the service organization (Lee et al, 2006).

1.4.8. Relationship of Job Satisfaction and Organizational Loyalty to Job Performance and Organizational Effectiveness

The availability of creative energies among the people who work in an organization is one of the most crucial criteria for its success and efficiency, as the success, effectiveness and efficiency of these organizations depends on the extent to which these individuals are willing to work efficiently, accurately and with dedication for the success of this organization. Therefore, the effectiveness of individuals does not depend only on preparation and Training and development, but only to the extent that it is reliant on these people's contentment and level of loyalty to the companies where they are employed. For instance, numerous academics stressed that the main reason Japanese manufacturers produced more than American industries was because Japanese workers had a high degree of organizational loyalty (Abdel-Baqi, 2004).

As a result, management in contemporary organisations makes every effort to strengthen the bond between the group and its members, with the aim of their continuity in it, especially those who have important skills, experience and specializations. It also aims to develop the creative and innovative side of its members by motivating them.

It is pushed employee to make the maximum possible effort and achieve a high level of performance and thus reach high and large productivity. As a result, researchers have focused a lot of attention on these variables because they are thought to be the foundation for both positive and negative job effects, including sincerity at work, high and good performance, and high production efficiency, as well as many negative job effects like absence, job leakage, low job performance and organisational effectiveness (Muhaisen, 2004).

It is widely acknowledged that an individual's inclination towards their work or specific aspects thereof yields positive outcomes for both the individual and their professional endeavors. Satisfaction is attained when the individual's expectations regarding moral and material rewards are fulfilled, aligning with their personal aspirations. Moreover, achieving one's specified level of ambition through work contributes to fulfilling personal needs. The intrinsic characteristics of the job, including its type, nature, and innovativeness, play pivotal roles in shaping this satisfaction. Diverse work experiences are correlated with heightened levels of contentment. Additionally, factors such as work environment conditions encompassing ventilation, lighting, and the quality of tools utilized, alongside organizational aspects such as workload and management structure, influence job satisfaction. Smaller departmental sizes tend to foster enhanced cooperation among employees, fostering stronger personal and functional relationships and a heightened sense of belonging, thereby augmenting overall job satisfaction.

1.5. Related Studies According to the Relationship between Variables

The other relevant resources and researches that discussed about internal marketing, job satisfaction and organizational loyalty, it was noticed that many similar scientific and academic researchers and studies have been conducted. All the studies showed the crucial role of these subjects in originations and showed the relationships among these changes with one another.

1.5.1. Related Studies between Internal Marketing and Organizational Loyalty

Study by Awan et al (2015)

Entitled: "Inbound Marketing and Customer Loyalty: A Dynamic Analysis". The purpose of this research was to examine how internal marketing affects customer loyalty and how work satisfaction, emotional commitment, and organizational citizenship behavior function as mediators in that relationship.

The findings shown that organizational civic behavior, emotional commitment, and work happiness are all significantly improved by internal marketing furthermore, the theoretical model demonstrates how work happiness, emotional commitment, and organizational citizenship behavior function as intermediaries between internal marketing and consumer loyalty. This study concluded that inbound marketing is a very useful and effective approach towards positive customer behavioral outcomes such as customer loyalty.

Study by Gilaninia et al (2013)

Entitled: "The Impact of Internal Marketing Components on the Organizational Commitment of Banks' Employees". The purpose of this study was to look into how internal marketing elements affected the organizational commitment of welfare bank workers in the Iranian province of Ardabil.

The findings demonstrate that organisational commitment is positively impacted by internal marketing as well as by growth and rewards.

Chen and Lin (2013) study

Entitled: "Modeling Internal Marketing and Employee Loyalty: A Quantitative Study".

This study aimed to develop a structural model and tests in a hospital to investigate how the quality of internal marketing affects employee organizational loyalty in a private hospital in Taiwan. The results showed the strong role of internal marketing on employee loyalty.

Labbad and Rayan Study (2013)

Entitled: "The Impact of Internal Marketing on the Performance of Employees in Civil Society Organizations".

This study examined the relationship and effects on workers' performance in civil society organisations of the internal marketing procedures reflected in the culture of service, internal training, and worker distribution of marketing information, as well as the few studies that addressed the relationships between these variables, particularly in the context of the Kurdistan region of Iraq. To investigate the relationship and impact of these variables, the researcher attempted to address them in this investigation. The study offered a theoretical overview of employee performance as well as internal marketing practises.

The most significant finding of the study's conclusions, drawn from the field study, is that internal marketing practises have an impact on workers' performance. However, at the level of sub-variables, the process of providing workers with marketing materials has no bearing on workers' performance.

Study by Attia and Attallah (2012)

Entitled: "The Role of Internal Marketing in Improving the Performance of Travel and Tourism Agencies in Egypt". This study aimed to shed light on the role of internal marketing in improving the performance of travel agencies in Egypt.

The study concluded that internal marketing factors affect organizational performance, and that service organizations, especially travel agencies, need to achieve success in internal marketing before they can go to the external market. So, managers have to put more effort into implementing internal marketing strategies and improving employees' coherence towards their organizations. This will equip travel agencies with capabilities and efficiencies that will lead to customer satisfaction and improve organizational performance.

Study by Vazifehdoost and Hooshmand (2012)

Entitled: "The Effects of Internal Marketing and Organizational Commitment on the Bank's Success".

The objective of this research was to introduce a framework for investigating the impact of internal marketing and pre-market employees' organisational commitment on the financial performance of Iranian private banks, taking into account the mediating function of market performance in these institutions.

The experiment's results confirmed that internal marketing, organizational commitment, and market orientation have a beneficial direct and indirect impact on banks' market performance (customer satisfaction and loyalty) and financial performance. Stating that Iranian private banks must alter their internal marketing strategy in their fundamental operations and systems in order to meet the needs of their staff and bank goals. Because of this shift, the employees' sincere dedication to regulation strengthens the banks' market orientation, which has a significant impact on the market and financial performance.

Study by Shekary et al (2012)

Entitled: "The Impact of Internal Marketing on Regulatory Compliance in the Banking Industry Through Structural Equation Modeling."

This study aimed to identify the current status of the internal marketing steps in the direction of organizational commitment, as well as to study the impact of internal marketing on the organizational commitment of the employee.

The study's findings showed that while developing organizational commitment is permissible, implementing internal marketing strategies in the planned bank would be improper. Additionally, internal marketing significantly and favorably impacted organizational commitment.

Study by Abzari et al (2011)

Title: "The Effect of Internal Marketing on Organisational Commitment in the Iranian Hotel Industry: A Market-Oriented Perspective."

The purpose of this study was to investigate the connection between organisational commitment and internal marketing in Iran. The study's findings demonstrated that market orientation and organisational commitment are significantly impacted by every internal marketing-related element.

Al-Shawabkeh Study (2010)

Entitled: "The Impact of Internal Marketing on Achieving the Multidimensional Organizational Commitment of Workers in the Greater Amman Municipality".

The study aimed to demonstrate the impact of internal marketing in its dimensions (training, empowerment, work teams, marketing information, and administrative support) as an independent variable in achieving the commitment of workers in the Greater Amman Municipality, and through types of organizational commitment (continuity, normative, and emotional) as a dependent variable.

One of the most important findings of the study is that, according to the findings of the statistical analysis of the data, internal marketing influences employees' commitment in the Greater Amman Municipality and the existence of organisational commitment of workers of all kinds with a positive trend.

Awida study (2008)

The study, titled "The Impact of Job Satisfaction on Organizational Loyalty among Employees in Civil Organisations," aimed to determine the nature of the connection between job satisfaction and organisational loyalty as well as to cultivate and raise the degree of each among employees in civil organisations. It also sought to ascertain the degree, analysis, and evaluation of organisational loyalty among workers in civil organisations by connecting it to particular aspects of job satisfaction, based on study-specific variables; it also sought to identify the issues and impediments that prevent organisational loyalty in NGOs operating in the governorates of Gaza, as well as conduct research on strategies for enhancing organisational loyalty among NGOs.

The study's findings demonstrated that NGOs in the Gaza governorates have a high degree of organisational loyalty, a comparatively high level of overall job

satisfaction, and a positive correlation between job satisfaction factors related to work in the organisation and factors influencing organisational loyalty of its employees. The investigation additionally demonstrated that there were no statistically significant variations in the participants' responses concerning the influence of job satisfaction on employees' organisational loyalty as a result of demographic factors.

Farzed Study (2006)

Entitled "The Impact of Internal Marketing on Organizational Commitment".

The aim of this study, which was conducted on government banks in Iran, is to reveal the impact of internal marketing on the organization's commitment to its employees.

Within the banks whose workers were studied, this study discovered that, in addition to training and motivation, coordination, integration, and interaction had a good effect on the organization's commitment to its employees.

Al-Awfi Study (2005)

Entitled "Organizational Culture and its Relationship to Organizational Commitment".

The purpose of this study was to ascertain the organisational culture of the Riyadh-based Control and Investigation Authority.

One of the study's most significant findings is that the organisational culture of the Control and Investigation Commission in the Riyadh region is primarily composed of the values of strength, effectiveness, work teams, efficiency, order, justice, and reward, as well as the degree of organisational commitment within the Oversight and Investigation Commission. High and the study also demonstrated that the organization's employees' organisational commitment is positively impacted by the principles of justice and reward.

1.5.2. Correlated Research on Job Satisfaction and Internal Marketing

Abu Bakr Study (2015)

Entitled: "The Impact of Internal Marketing Practices on Employees' Satisfaction (Case Study of Abu Dhabi Islamic Bank - Emirates - Al Ain City Branch).

This study aimed to test the impact of internal marketing practices on employee satisfaction, a case study of Abu Dhabi Islamic Bank, Al Ain branch. internal communication and the practice of incentives and rewards in the satisfaction of employees in Islamic banks.

Shah Study (2014)

Entitled: "The Effects of Internal Marketing on Employee Satisfaction, Productivity, Product Quality, Consumer Satisfaction and Corporate Performance"

In the past, marketers have looked at how external marketing affects customers and how it affects business success. They did not, however, investigate the function of internal (to employees) marketing and its implications on productivity, customer satisfaction, product quality, staff satisfaction, and the overall success of manufactured products companies.

As a result, this research offered a more thorough model for internal marketing and how it affects a company's performance in the manufacturing industry.

Study by Tanhaei et al (2013)

Entitled: "An Investigation into the Impact of Internal Marketing on Employee Happiness at Isfahan University". The purpose of this study was to look at how Isfahan University's internal marketing affected worker satisfaction. where the goal of internal marketing is to increase employee satisfaction as the company's internal customers. "Internal Marketing Affects Employee Happiness" was the key premise that the results supported. Additionally, every sub-hypothesis pertaining to internal marketing's characteristics (internal promotion, location, compensation, and internal product) has a favorable impact on workers' satisfaction.

Iliopoulos and Priporas Study (2011)

Entitled: "The Effect of Internal Marketing on Job Satisfaction in Health Services: An Empirical Study in Public Hospitals in Northern Greece".

This study aimed to explore the effect of internal marketing on job satisfaction in health services, especially in government hospitals in northern Greece.

The results showed that doctors are more satisfied with their jobs than nurses in the same hospitals. And that males are also more satisfied with their jobs than females. Also, individuals with a fixed-time employment contract have a higher level of job satisfaction than permanent employees, while marital status, position, and educational level do not have a statistically significant effect on job satisfaction, except that the progress in the age of individuals causes a slight decrease in job satisfaction.

The study of Al-Hajj Abdel and Damour (2010)

Entitled "The Impact of Internal Marketing Application on Job Satisfaction of Sales Staff at Jordan Telecom Group". The purpose of this study was to ascertain how the Jordan Telecom Group's sales staff members' job satisfaction was affected by the implementation of internal marketing. The impact of internal marketing elements, including as hiring, training, internal communications, incentives, and work satisfaction, is also to be identified and measured.

The study came to the conclusion that rewards and other aspects of job satisfaction are impacted by internal marketing. It was also determined that the incentives variable was the most important element influencing job happiness, and that demographic characteristics affected the relationship between the independent variables and job satisfaction, but the gender variable had no effect on this relationship.

Al-Akhdar Study (2010)

Entitled: "The Impact of Internal Marketing on Job Satisfaction and Credibility in the Service Institution, the Case of the Banking Sector in Algeria".

In addition to defining internal marketing and the programs and activities that support it, this study sought to ascertain the impact of implementing the internal

marketing mix, which is embodied in the following activities: job, commitment, internal distribution, and internal promotion, on the degree of credibility and job satisfaction within the service organization. utilizing the public banking industry as the study's model.

The results of the study is that internal marketing as a concept and philosophy is not very common in the study sample banks, but there is a practice of some internal marketing activities implicitly in the normal framework of human resource management, and the results additionally demonstrated that the degree of credibility and the use of the internal marketing mix are strongly correlated, and that the latter has a significant influence on workers' job satisfaction.

Darbali Study (2009)

Entitled: "The reality of internal marketing practices and their impact on job satisfaction: a case study of the medical and nursing staff at the Founding King Abdullah University Hospital."

The founding King Abdullah University Hospital serves as a representative of the Jordanian health industry for the purposes of this study, which aims to investigate the reality of internal marketing and its effect on job satisfaction. The study found a positive correlation between internal marketing and job satisfaction, and specifically that internal marketing can influence job satisfaction through its dimensions of empowerment, motivation, and training. It also showed that internal marketing practices and results in the hospital under investigation were at a positive level. Additionally, internal coordination, integration, and communication.

Tayeb Study (2008)

Entitled: "The Impact of the Organizational Climate on Job Satisfaction in the Palestinian Telecommunications Company - A Case Study". This study aimed to investigate the impact of the organizational climate in the Iraq Telecommunications Company on the job satisfaction of its employees. The study's technology also sought to determine whether the study population's demographics contributed to statistically

significant differences in workers' perceptions of the influence of organizational climate components on job satisfaction.

The study's key findings include the following: there is a general trend supporting the Iraq Telecommunications Company's availability of a positive organizational climate; additionally, there is a strong positive correlation between the company's employees' job satisfaction and the availability of a good organizational climate, and the employees' job satisfaction is good.

Al-Louh Study (2008)

Entitled: "Organizational Conflicts and Their Repercussions on Job Satisfaction: A Comparative Study of the Perspectives of Employees at Al-Azhar and Islamic Universities".

By comparing the study results for both universities, the study sought to determine the effect of organizational conflicts on employees' job satisfaction. It also sought to determine the levels of organizational conflict as well as its most significant types, stages, and sources. Finally, it sought to examine the methods employed in resolving organizational conflicts and investigate the influence of certain individual variables on organizational conflicts at Gaza's Islamic University and Al-Azhar University.

The study reached many results, the most important of which is that the levels of organizational conflict within Al-Azhar and Islamic universities are low, but the levels of organizational conflict in the Islamic University are lower than in Al-Azhar University, and that the causes of organizational conflict are weak reasons, and do not lead to conflict between workers in educational institutions, except The causes of organizational conflict are less in the Islamic University than in Al-Azhar University, and that there is job satisfaction among workers within both universities.

Al-Jariri Study (2006)

Entitled "The Impact of Internal Marketing and Service Quality on Customer Satisfaction, An Applied Study in a Sample of Yemeni Banks." The purpose of the study was to quantify how customer happiness is impacted by internal marketing and

service excellence. In addition to (95) questions given to a sample of Yemeni bank customers, (78) questionnaires were given to a sample of bank staff in order to meet the study's objectives.

The study reached a set of results, the most important of which is that there is a correlation between internal marketing and quality of services, and that the relationship between internal marketing and quality of services has an impact on customer satisfaction, and there is a strong correlation between service quality and customer satisfaction, and finally that the starting point to reach the quality of services and obtain Customer satisfaction begins with a focus on improving the internal operations of all departments of the bank in order to ensure the delivery of high quality services to customers.

Al-Saudi Study (2005)

Entitled: "The Relationship between Organizational Confidence and Job Satisfaction among Jordanian Ministries Workers:

The aim of this study was to identify the perceptions of the employees of the ministries in question regarding organizational trust, to identify the positive and negative aspects in the areas of organizational trust, and to define the level of job satisfaction for employees. This study found that the level of job satisfaction was low in ministries, and found a relationship between organizational trust and job satisfaction. The study recommended maintaining the prevailing organizational trust among employees in the ministries, and considering the system of salaries and promotions to enhance job satisfaction.

Sihani Study (2004)

Titled "The Relationship of the Administrative Supervision Line with the Level of Job Satisfaction".

The purpose of this study was to ascertain the relationship between administrative supervision and job happiness among civil and military employees of the General Directorate of Border Guards in Riyadh, as well as to determine the pattern of administrative supervision and the degree of job satisfaction.

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The study's findings showed that civilian supervisors use a combination of direct and indirect supervision techniques, and they also showed a substantial correlation between job satisfaction and the type of direct and indirect supervision used, noting that there are variations, but that the employees' reactions to the direct and indirect supervision pattern did not change based on the type of job. The participants' responses towards the pattern of direct and indirect supervision are attributed to the educational levels of the supervisors, as well as the fact that age in its various categories, job titles, and supervisors' experiences have an impact on the pattern of direct and indirect supervision.

1.5.3. Studies Connected to Organizational Loyalty and Job Satisfaction

Study (2014) Chiua et al.

Entitled: "The Effects of Internal Marketing on Job Satisfaction and Organizational Commitment in Taipei Sports Centers".

In the context of the sports services sector, this study sought to investigate the links between internal marketing, job satisfaction, and organisational commitment of employees. The findings demonstrated that internal marketing positively impacts employee job satisfaction, which in turn positively influences employee organisational commitment. While internal marketing and organisational commitment among employees have a direct relationship, the study did not fully identify the mediation role of job satisfaction between the elements.

Study by Poor et al (2013)

Entitled: "Assessing the Impact of Internal Marketing on Employee Behavior (Case Study: Guilan Private Insurance Company)"

The main objective of the study is to investigate the internal marketing factors (employees) of private insurance companies in Gilan Province. It looks at the idea of internal marketing as a means of fostering employee loyalty, work happiness, and

trust. The study found that internal marketing, job happiness, and job loyalty are positively and significantly correlated.

Barzoki and Ghujali (2013) study

Entitled: "A Study of the Relationship between Internal Marketing, Job Satisfaction, Organizational Commitment, and Organizational Citizenship."

This study aimed to examine the relationship between internal marketing with job satisfaction, organizational commitment, and organizational citizenship behavior.

The study concluded that there is a positive impact of internal marketing on job satisfaction, that better provision of employee needs through proper implementation of internal marketing principles can have a positive effect on increasing employee interest and commitment to the organization, and that it is not only effective in enhancing job satisfaction and organizational commitment to employees. But it can also lead to voluntary behaviors in the work environment. It makes organisational success more accessible, and ultimately showed that work satisfaction has a favourable influence on organisational commitment.

Abu Sneineh study (2013)

Titled: "The Impact of Internal Marketing on Organizational Commitment with Job Satisfaction as a Mediating Variable: A Study in a Sample of Employees in Jordanian Hospitals."

Using job satisfaction as a mediating variable, the study sought to determine the effects of internal marketing on organisational commitment across its dimensions—training, motivation, teamwork, and internal communication. The study's key findings include the following: there is a relationship between internal marketing and nurses' commitment in private hospitals in Jordan; additionally, there is a relationship between internal marketing and job satisfaction for nurses in these same hospitals; and finally, there is a relationship between internal marketing and nurses' commitment through job satisfaction. Based on the findings of the study's statistical analysis.

Study by Ahmad and Al Borie (2012)

Title: "A Study in Teaching Hospitals in the Kingdom of Saudi Arabia on the Effects of Internal Marketing on Job Satisfaction and Organizational Commitment."

The aim of this research was to examine the impact of internal marketing on work satisfaction and organizational commitment at Saudi Arabia's teaching hospitals.

The study's conclusions showed that internal marketing which covers recruiting, development and training, organizational support, incentives and motivation, and retention strategies had a positive effect on the job satisfaction and organizational commitment of Saudi teaching hospitals' physician workforce.

Al-Omari study (2009)

Entitled: "Building a causal model to study the impact of organizational loyalty, job satisfaction, and work stress on job performance and organizational effectiveness."

The purpose of this study was to evaluate a causal model in order to investigate how job stress, job satisfaction, and organisational loyalty affect job performance and effectiveness. The results revealed a set of significant causal relationships in the model, where it became clear that the job satisfaction variable is determined by age, service, monthly pay, job performance variable, role ambiguity, and role conflict. Additionally, it was discovered that the job satisfaction variable, age, service history, monthly pay, role conflict, and role ambiguity all influence the organisational loyalty variable. The variables that determine work stress are age, service, monthly compensation, role ambiguity, role conflict, and organisational loyalty. It also turned out that the variable of job performance is determined by both organizational loyalty and the variable of work stress, age and service. Finally, the results revealed that the organizational effectiveness variable as a final variable in the model is determined by job satisfaction, organizational loyalty, work stress, and job performance variable.

Chang HH and Chang CS study (2007)

Titled: "The Effects of Internal Marketing on Job Satisfaction and Organizational Commitment of Nurses: An Example of Medical Centers in Southern Taiwan."

This study aimed to explore a relational model of nurses' perceptions of internal marketing, job satisfaction, and organizational commitment by recruiting nurses from two medical centers in southern Taiwan.

The study concluded that job satisfaction has positive effects on organizational commitment, and that nurses' perceptions of internal marketing have positive effects on job satisfaction and organizational commitment.

Cheah Study (2005)

Entitled: "The Relationship between Internal Marketing, Job Satisfaction, Organizational Commitment, and Market Orientation: A Study of Industrial Firms in the Northern Region of Malaysia."

This study aimed to find the relationship between internal marketing and market orientation, taking job satisfaction and organizational commitment as mediating variables.

The findings demonstrated that organizational commitment and work satisfaction are correlated with internal marketing. Furthermore, it was discovered that, in contrast to organizational commitment, work satisfaction can partially contribute to market orientation. Lastly, it was discovered that the relationship between market orientation and internal marketing is partially influenced by work satisfaction and organizational commitment.

Hwang and Chi's study (2005)

Entitled: "The Relationship between Internal Marketing, Employee Job Satisfaction and Hotel Performance".

The purpose of this study was to look into the relationship between organizational performance, work satisfaction, and internal marketing in Taiwan's international hotels.

The study's findings demonstrated that internal marketing significantly improves employee work satisfaction, which in turn improves an organization's performance. The outcomes additionally demonstrated that internal marketing improves an organization's success. The study's findings also supported the notion that work happiness, internal marketing, and organizational performance are correlated.

1.6.   Previous Studies Related to Internal Marketing

Alaga Study (2008)

Titled "Leadership Skills of Officials in the Iraqi Cellular Communications Company (Korek) Between Reality and the Normative Perspective."

The aim of this study was to determine the standard and available leadership qualities from the viewpoint of the Iraqi Cellular Communications Company (Korek) executives. One of the study's most significant conclusions is that every skill axis (self-leadership, technical, administrative, human, intellectual) are very important to officials in (Korek) company, but the degree of their availability is medium. The most important leadership skill for officials is the skill of "the ability to exploit the energies of subordinates," and the least important leadership skill for officials is the skill of "putting forward proposals to improve the work of the committees."

Haddad and Ali (2008)

Entitled "Testing the Validity of the Internal Marketing Measure in the Jordanian Business Environment - An Analytical Study of the Dimensions of Internal Marketing in Commercial Banks in Jordan".

The purpose of this research was to determine the level of internal marketing content commitment among the commercial banks under investigation, as well as the extent to which this content has been approached or departed from. The internal

marketing content was tested in a business setting using scientific standards that were also applied by others in various contexts.

The study found clear answers to his questions and confirms the commercial banks' commitment to internal marketing with a great convergence in its content and its four dimensions (rewards, communication, employee development, leadership and administrative support) with the most prominent scientific standards applied globally by others.

Sincic and Vokic study (2007)

Entitled "Integrating the Concepts of Internal Communication, Human Resources Management and Marketing into the New Internal Marketing Philosophy"

The purpose of this study was to examine the ideas behind internal marketing, HRM, and internal communication, and studying the fields in which these concepts are employed and the differences between them. It also aimed to reach a new philosophy of internal marketing, which links the aforementioned concepts.

This study concluded that the three concepts are significantly related to each other.

Al-Taie Study (2007)

Entitled "Measurement of Internal Marketing Assessments and Procedures in the Jordanian Hotel Industry from the Perspective of Employees (Amman Case Study)".

This study sought to determine strategies and processes to guarantee the success of internal marketing initiatives in Jordanian hotels based on the evaluation's findings. It also sought to determine how employees in the study sample felt about the internal marketing strategies and how they were set up, in order to formulate strategies for improving internal marketing.

Effective marketing techniques to enhance internal marketing initiatives and their components. The study also sought to determine whether there were any

statistically significant variations in assessments based on the independent study's variables.

This study came to the conclusion that hotel management was interested in its training programs by emphasizing technical (professional) abilities, and that it had access to adequate data and information about the new services that the hotel departments aim to promote.

Ali Study (2007)

Entitled "The Impact of Using Internal Marketing on the Quality of Service Provided to Clients (Patients) at the Arab Medical Center: A Field Study".

The purpose of this study was to look into how internal marketing affected the level of customer care that the Arab Medical Centre offered.

According to the study's findings, there is a correlation between the Arab Center's internal marketing practices and the caliber of care given to patients. Additionally, there is a statistically significant correlation between the system in place to motivate employees and the caliber of services rendered to clients, as well as the processes of hiring, developing, and retaining the best employees.

Brown and Norris Study (2006)

Entitled "Inbound Marketing Communications A Case Study on the Marketing of Engineering Constructions by the University of Leeds".

The study aimed to identify the importance of internal marketing, how to apply it, and how to measure the effectiveness of internal marketing efforts.

The study reached a set of results, the most important of which was that the internal periodic meetings held by the management have an effective role in developing skills and defining the tasks required of employees well, and the existence of an exchange of knowledge, experiences and skills between the different departments in the company, and that encouraging employees and defining their tasks and roles will enhance Raise the company's prestige.

Keller et al (2006) study

Entitled: "The Impact of Internal Marketing Efforts on Distribution Service Operations".

In order to double the importance of the variables—internal customer satisfaction, internal customer performance, and activating the orientation towards the internal customer—this study set out to identify, assess, and evaluate the internal marketing mix's entire composition as well as look at its benefits. The advantages of distributed service operations for managers.

This study found that helping front office staff set daily priorities and comprehend how these priorities can result in goal achievement and employee development is necessary to reach workforce managers who are aware of the needs of customer service and support staff.

Lee study (2005)

Entitled: "The impact of internal marketing and organizational culture on knowledge management in the technology industry." the information".

The aim of this study, which was conducted in Taiwan in the technological industries, is to know the components of internal marketing and the most influential ones Knowledge.

This study concluded that there is an application of internal marketing by linking with the information management in the industrial organization in which the study was conducted, and it also found that the most satisfied employees are those who carry out communication tasks with employees.

Al-Khashab Study (2005)

Entitled: "The Impact of Some Internal Marketing Procedures on Employees' Performance". The study aimed to demonstrate the impact of internal marketing procedures on the performance of employees in commercial banks in the city of Mosul, which are (4) commercial banks (financial institutions).

The study found that there is a non-significant link at the level of sub-variables between internal marketing and employee performance.

Hamid Study (2004)

Entitled "The Impact of Internal Marketing as an Introduction to Human Resources Management on the Level of Health Service Quality in Hospitals of the General Authority for Health Insurance in Greater Cairo".

In order to determine the impact of the real practices, this study set out to characterize and assess the internal marketing strategies, policies, and programs that the hospitals connected to the General Authority for Health Insurance in Greater Cairo actually implemented.

Regarding internal marketing plans, guidelines, and initiatives that match the caliber of medical care these hospitals offer.

The study's findings indicated that there is a medium level of clarity regarding employees' job roles, training and development, and interactions with patients in hospitals; on the other hand, there is a low level of relationship between employees and their rewards, hospital communication, and employee motivation. The study also highlighted the necessity of a two-way communication process between employees and management. The hospital, which enables the prompt settlement of work-related issues and takes into account comments from its staff.

Study by Tansey et al (2004)

Entitled: "The Role of Internal Marketing in Motivating Employees Who Deal with Customers Greatly".

study aimed to clarify role of employees who deal with customers in a large way in providing service and to reveal the difficult and rare challenges in the role of service providers as a link between the organization and customers. In order to link the institution with the outside world, and aimed to highlight the role of motivation for workers to provide service to customers.

This study concluded that employee motivation is the leading factor in customer retention.

Study by Naude et al (2003)

Entitled: "Identifying the factors that determine the orientation towards internal marketing".

This study aimed to consider the factors that may affect employees' perceptions about adopting the process of orientation towards internal marketing in the institution in which they work. This study was conducted in large British institutions.

The study's conclusion was that, in addition to the social factors and satisfaction that are thought to be significant and contributing to the adoption of the concept of orientation towards internal marketing, levels of awareness of the local and direct management of this concept (orientation towards internal marketing) had a significant impact. This research also took some demographic factors into account, and other variables. Such as the task itself, job satisfaction, commitment, communication, management evaluation on the one hand and peer evaluation on the other hand as potential determinants of the orientation towards internal marketing.

1.7.   Previous Studies Related to Organizational Loyalty

Study by Abu Samak (2011)

Entitled: "Organizational development and its relationship to organizational commitment from the viewpoint of employees of UNRWA institutions in the Gaza Strip."

This study goals to reveal the level of organizational development in UNRWA institutions operating in the Gaza Strip as the point of view of employees, as well as to identify the level of organizational commitment of its employees, and to identify the nature of the relationship between organizational development and organizational commitment and the extent to which this relationship is affected by some personal variables.

The average degree of organizational development and organizational commitment, as well as the statistically significant positive association between the two in terms of organizational development across a range of disciplines and dimensions, were among the research's most important findings. Furthermore, the research sample revealed differences in their answers about organizational development depending on individual factors—but not organizational commitment.

Al-Talb Study (2011)

Entitled: "The Relationship of Organizational Culture with Organizational Loyalty of Workers in Palestinian Universities - Gaza Strip".

This study aimed to identify the relationship of organizational culture with the organizational loyalty of workers in the Palestinian universities in the Gaza Strip, Al-Azhar University, the Islamic University and Al-Aqsa University.

It also seeks to determine the degree of organizational loyalty among the three aforementioned universities. It also sought to investigate the connection between the three universities' dominant organizational cultures and the degree of organizational loyalty.

The study's most significant findings demonstrated that organizational culture prevails in Al-Azhar and Islamic Universities, where employees follow policies and procedures and exhibit positive behavioral patterns. Additionally, organizational loyalty is very high in these institutions while it is medium in Al-Aqsa. Furthermore, there is a statistically significant correlation between each of these factors organizational culture, organizational values, behavioral patterns, regulations and laws the university follows, and organizational expectations and organizational loyalty.

A study by Khair El-Din and Al-Najjar (2010)

Entitled: "The Impact of the Internal Environment on Organizational Commitment in the Public Institution for Social Security in the Hashemite Kingdom of Jordan."

The purpose of the study was to find out how organizational culture and organizational structure, which are aspects of the internal environment, affected organizational commitment at the Social Security Corporation in the Hashemite Kingdom of Jordan.

According to the study's findings, organizational culture and organizational structure, both taken together and separately, have an impact on the degree of organizational commitment at the Social Security Corporation in the Hashemite Kingdom of Jordan. Normative commitment, and the institution's organizational commitment and personal characteristics are unrelated.

Shaheen Study (2010)

Entitled: "The Effectiveness and Fairness of the Employees' Performance Evaluation System in Palestinian Universities and its Impact on Job Performance, Loyalty and Organizational Trust: A Comparative Study between the Islamic University and Al-Azhar".

In both the Islamic University and Al-Azhar University, this study sought to examine "the effectiveness and fairness of the employee performance appraisal system in the Palestinian universities and its impact on job performance, organizational loyalty, and organizational trust.

The study reached a number of results, the most important of which is the presence of satisfaction with the applied performance appraisal system and its fairness among employees of the Islamic University, and that the level of job performance and organizational loyalty was at a reasonable degree in both universities, and the presence of insufficient satisfaction about the incentive system, as well as the manner in which defaulters are held accountable. in their job performance at both universities, with insufficient satisfaction with the time taken to complete transactions.

Abu El-Ela Study (2009)

Entitled: "Work pressures and their impact on organizational loyalty, an applied study on managers working in the Ministry of Interior in the Gaza Strip."

This study sought to determine the relationship between work pressure and organizational loyalty among managers employed by the Ministry of Interior and National Security in the Gaza Strip. It also attempted to determine the factors that contribute to increased work pressure and the variations in work pressure and organizational loyalty averages among Ministry of Interior employees in the Gaza Strip, which are related to both functional and personal variables.

The study came to several crucial conclusions, the most significant of which being that managers generally seemed to feel low levels of job pressure and that workload has the greatest impact on pressure, followed by conflict.

The function, followed by the organizational culture, the high level of organizational loyalty among managers, and the lack of variation in the sample members' perceptions of how much work pressure affects organizational loyalty because of personal and functional factors.

Jargon Study (2009)

Entitled: "The reality of selection and appointment policies in administrative positions in the Palestinian Ministry of Education and Higher Education in the Gaza Strip and its impact on organizational loyalty."

The purpose of this study was to determine the actual policies for hiring and selection in administrative roles at the Palestinian Ministry of Education and Higher Education in the Gaza Strip, as well as the degree of organisational loyalty among those who hold these positions. It also seeks to determine how appointment and selection procedures affect their commitment to the organisation.

One of the study's key findings is that the ministry has written procedures and administrative policies that govern the process of selection and appointment. If these policies and procedures are applied transparently and objectively, the ministry can select qualified candidates for administrative positions, but its commitment to implementing these policies and criteria is inadequate and below the necessary standard. Additionally, there is a direct correlation between the ministry's administrative workers' emotional loyalty and the policies that govern selection and appointment for administrative positions.

Hanona study (2006)

Entitled "Measuring the Level of Organizational Commitment of Palestinian Universities Workers in the Gaza Strip".

The purpose of the study was to determine the degree of organizational commitment among employees at Gaza Strip-based Palestinian universities.

The study's conclusions showed that Palestinian institution employees in the Gaza Strip have a high level of organizational commitment.

1.8. Previous studies related to job satisfaction

Sakka Study (2009)

Entitled: "The Extent of Job Satisfaction of Workers in Governmental Institutions in the Gaza Strip with the Financial Compensation System, Case Study: Ministry of Social Affairs".

This study aimed to identify the levels of job satisfaction among workers in public positions regarding the financial compensation system.

The results of the study showed that there is a relationship between: job satisfaction, various allowances "bonuses", promotion and end-of-service benefits, retirement and job satisfaction of employees with the government financial compensation system. Government finances, and there is no commitment in the controls for granting them, which negatively affected job satisfaction levels.

Howehy Study (2008)

Entitled: "The Impact of the Factors Causing Job Satisfaction on the Workers' Desire to Continue Working, A Case Study on the Union of Health Work Committees in the Gaza Strip." The purpose of this study was to ascertain the relationship between the elements influencing job satisfaction and the employees' willingness to stay on staff at the Gaza Strip Union of Health Work Committees, as well as to find the most effective ways to raise their degree of job happiness.

The study's findings demonstrated a statistically significant correlation between each of the following factors—pay and incentives, job stability, supervisors and subordinates, individual expectations, achievement value, and justice—and job satisfaction and the desire to stay employed: working conditions, salary, and incentives. The study's findings also demonstrated that there were no statistically significant variations in the study sample's replies about the influence of personal variables on job satisfaction factors on employees' willingness to stay employed.

Gouache Study (2008)

Entitled: "Job satisfaction among employees of different departments according to the (Porter and Lawler) model, a case study on banks operating in the Gaza Strip."

The purpose of this study was to determine the level of job satisfaction among bank workers in the Gaza Strip based on Porter and Lawler's model and to demonstrate the influence of demographic factors and each of the theory's components on job satisfaction.

The results showed that the job satisfaction of the employees of the banks under study, according to what is indicated by the Porter and Lawler model, is achieved with a relative weight of 40.75%. Finally, the focus of realizing the value and fairness of returns, and there are no differences among employees due to demographic variables.

Al-Bahsin Study (2007)

Titled "Job Satisfaction of Sales Representatives in the Saudi Private Sector: A Field Study on Private Sector Organizations in the Eastern Province". The purpose of this study was to define the fundamental ideas of job satisfaction and the key elements that affect it. It also sought to determine the degree of job satisfaction among sales representatives in the Saudi private sector and the influence of individual factors on job satisfaction.

According to the study's findings, neither Saudi sales representatives nor non-Saudi sales representatives are satisfied with their jobs in regards to the compensation system, opportunities for promotion, safety and participation in decision-making, while

there was satisfaction towards the suitability of the work volume to the personal capabilities of sales representatives, the number of working hours and working conditions.

Afana Study (2006)

Entitled "Measuring Job Satisfaction among Employees in the Banking System in Jordan and its Impact on Performance". The aim of this study, which was conducted on a sample selected from the central bank, commercial, Islamic, investment and foreign banks, and specialized lending institutions, was to measure job satisfaction in the banking sector in Jordan towards the effective incentive systems, and to compare that from the side of view of employees in this sector.

The study concluded that employees in the banking sector were not satisfied with the incentives, and those salaries, bonuses and increases were low compared to the requirements of life in general, which led to the inadequacy of these incentives to the needs and requirements of employees, and thus the existence of a state of dissatisfaction on this side. This study also showed that there is satisfaction with the nature of the job, human relations, culture, morals, development and training.

Study by Abu Ramadan (2004)

Entitled "Assessing the degree of contentment with their jobs among employees at Palestinian colleges located in the Gaza Strip"

In order to determine the attitudes of employees in Palestinian universities located in the Gaza Strip toward their jobs, the following variables were examined and used to gauge employee job satisfaction: "working conditions, job stability, the relationship between superiors and subordinates, salary and incentives."

The findings indicated that employee satisfaction at Palestinian universities in the Gaza Strip is at a moderate level. The study's findings also showed that "the feeling of security and job stability, followed by the monthly salary and working conditions, are the most important elements of satisfaction for these workers."

Almarkh study (2004)

Entitled: "Evaluation of the Impact of the Work Environment on Employees' Job Satisfaction and Their Work Performance in the Industrial Sector Facilities in the Gaza Strip: An Empirical Study."

The purpose of this study was to discuss the working conditions Palestinian employees face in Gaza Strip industrial facilities and the degree to which these conditions affect employees' job satisfaction and productivity.

Among the most important results that have been reached is the existence of a relationship between both the educational qualification of workers, some elements of the physical work environment for workers, some moral incentives, and the application of some elements of the Palestinian Labor Law in the industrial sector establishments on the one hand, and their level of job satisfaction, and the level of their work performance on the one hand other.

1.9. Commenting on previous Studies

1.9.1. By Examining the Research with Local, Arab and Foreign Studies

That none of them combined the variables that will be dealt with in this study in the Iraqi environment, where the studies that have been viewed deal with some of these variables or one of them. This study may be the first to combine internal marketing, organizational loyalty, work satisfaction and the correlation between these factors in the context of Iraq. By emphasizing the elements that, when job satisfaction is present as a mediating variable, have the biggest effects on organizational loyalty.

1.9.2. The Study Sets Itself Apart from Earlier Studies

The fact that this study concentrated on the connection between job satisfaction, organizational loyalty, and internal marketing among Korek employees in Iraq offers it significance. As far as the researcher is aware, no prior research has been done on this crucial economic sector, particularly in the governorates of Iraq's Kurdistan Region. This information will be useful in creating a database that will be

managed by Korek Company to help improve its human resource development situation.

2. RESEARCH METHODOLOGY

2.1.   Introduction

This chapter covers the study's theories and model, its variables and hypotheses, as well as an explanation of the methodology, the study community and sample, and its determinants. It also includes details on the study tool employed, its degree of validity and dependability, and the features and description of the study community. The chapter is concluded with the statistical techniques used in the data analysis and conclusions. Below is an explanation of these procedures.

2.2.   Theories and Study Model

The Social Exchange Theory of George Homnes, and the Co-Operative System Theory: (Chet Barnard) Co-Operative System Theory were relied upon in the design of the study model and based on the following: The Social Exchange Theory of George Homnes: Social exchange for Homnes starts from the interaction of individuals (face-to-face). face) reflecting the psychological, economic and social aspects to be the basis for the exchange process later between the interacting parties based on social goals and objectives such as reputation, consideration, respect, appreciation and social influence and not pure material benefit. Because it is not always the goal of social exchange and because the individual within his group participates in several continuous exchange processes aimed at social acceptance by the members of his group and their respect for him, which increases his social prestige and status, and in turn intensifies his social identification with the rules of his group.

Homens considers this acceptance, respect and social symmetry as a social reward for the individual within his group. The social group consists of three main types of social positions: high, middle, and low. The individuals who occupy higher graded positions receive many social rewards because of their identification with the values and goals of their group. The more the occupants of this (high) position realize the importance of the social rewards that will they get it, they increase their social activity within their group, that is, the more.

The higher the position an individual occupies, the higher the social rewards he receives. Then Homnes enters into the orbit of society to apply his theorizing to it after he applied it to the small group. He says, "The more the individual increases his social activities (within the community), the greater his social rewards, and thus the percentage of his successful activities that qualify for rewards increases. In the industrial society, the individual's social activities increase and decrease in the agricultural society." Therefore, Homens believes that the industrial man increases his status and social reputation through his wealth and his assistants in his office. Homens considered this as a social reward for the activity of the industrial man, which works to increase his status and social reputation in society.

(Humans) introduced the theoretical foundations and rules in social exchange, which are:

- That what is costly for a particular individual may not be that for the other individual with whom he is involved in a mutual relationship.

- What is not expensive for a specific individual may not be for the other individual with whom he is involved in a reciprocal relationship?

- What is beneficial to a particular individual may not be beneficial to another individual with whom he is involved in a reciprocal relationship.

- What is not beneficial to a particular individual may be beneficial to another individual with whom he is involved in a reciprocal relationship.

- A reciprocal activity may have a high cost and benefit for a particular individual, while it is less so for another individual with whom he participates in a reciprocal relationship.

- The mutual activity may have a simple cost and benefit for a specific individual, while it is more than that for another individual with whom he is involved in a reciprocal relationship.

- The mutual activity may have a small cost, but its benefit is great for a specific individual, but it is of high cost and little benefit for another individual with whom he participates in a reciprocal relationship.

- The mutual activity may have a great cost and a simple benefit for a specific individual, but it has a lower cost and a greater benefit for one individual and another with whom he is involved in a reciprocal relationship.

In addition to the foregoing, Hommen's adds, saying that the stimuli of human behavior are the degree, value, and quantity of rewards and punishment that an individual will receive in return for doing it or not. If the value of a reward increases in the evaluation of the individual, he increases his activity in order to obtain a reward, and vice versa. But if the individual repeats the same behavior in another period of time, the value of the reward is not high in his evaluation, because he had already obtained it until the strength of its attraction to the individual, so he practices that behavior. In addition, the value of a reward does not maintain its degree and quantity over time, as it may increase or decrease and this in turn affects the attraction of the individual to practice a certain behavior. Since the individual in his exchange relations performs a specific activity in order to obtain recognition, admiration, acceptance or social influence, social acceptance plays an important role in the exchange of interactions and relationships as does money in the process of commercial exchange, but the difference between them is that the individual in social relations cannot use social recognition as a means of obtaining other benefits in another business in other individuals as money does in commercial exchange.

2.3. Cooperative System Theory

Cooperative system theory developed by Chester Barnard's theory is one of the most important theories of organizational thought, and the most influential in the field of management. The ideas of this theory appeared in two of his main books:

- The Functions of the Executive, published in 1938 for the first time.
- Organization & Management, published in 1948.

Bernard has prepared his writings based on his experience in a telephone company. In dealing with management theories, he used research from sociology, statistics and psychological sciences. He believes that the organization is based on intentional and purposeful cooperation. It is thus a sub-unit in a larger system on the one hand. It also houses smaller units on the other hand. The regulation, then, is an open system based on the following three elements:

- The existence of a common goal that brings together members and they strive to achieve it.

- The existence of an efficient communication system between members of the organization.
- Sincere desire of members of the organization to work and contribute.

This theory is based on the following concepts:

2.3.1. The Individual Concept of the Theory

The human being is a social creature by nature, so he can only live with a human being, and the human being is independent, and at the same time it is considered part of a system, and it is a living thing that also has the ability to adapt and to balance internally with the external world, and it has the ability to continue despite the changes that occur within and outside of itself.

Barnard says that the individual is often willing to accept any message as an order issued to him if four consecutive conditions are met:

- If he is able to understand and comprehend the message.
- If he believes that the message does not contradict the objectives of the organization.
- If he believes it is in line with his personal goals.
- If he is mentally and physically able to keep up with it.

2.3.2. Formal Organizational Concept

The formal organization, according to Barnard, consists of the following elements:

1. Common goal. 2. Contact. 3. Authority and its acceptance. 4. Make decisions. 5. Specialization. 6. Willingness to work. 7. Direction and supervision.

Barnard concludes with the following conclusion, that the subordination of organizations to a higher official organization entails forms of restriction and limitation of freedom of movement for affiliated organizations, which thus become dependent, deficient, or incomplete.

2.3.3.   Informal Organizational Concept

In every formal organization there is an informal organization. The first is based on a specific and drawn-out rational basis, while the second is based on an emotional basis, and it is infinite because it depends on the personal relationships between the workers. It is also based on the basis of compatibility of character or on a professional basis or a nervous or religious basis. The relationship between the forces of organization is strong, and one cannot exist without the other.

Informal organization is useful because it is a means of keeping individuals within the framework of the formal organization. Therefore, the task of the administration is to make informal organization works in the direction that helps achieve the objectives of the formal organization so that the two organizations do not conflict, and this frustrates the efforts of the organization. Accordingly, the informal organization offers its services to the formal organization in the following areas:

- Developing and strengthening communication between members of the organization.
- Achieving coherence and interdependence between the different parts of the organization.
- Achieving a sense of personal integrity, self-respect and freedom of choice among the members of the organization.

One of the most important contributions made by Barnard to the administration is the idea of organizational equilibrium, as he believes that the individual cooperates with the organization if the temptations and incentives in their various forms exceed the contributions that the individual is required to make. Its intensity ranged from a simple grumbling and protest to a submission of resignation.

Some writers have attributed the importance of organizational loyalty to its effects and its impact on each of the individual, the work group, and the organization, and Al-Serafi summarized it as positive effects when organizational loyalty increases and negative when organizational loyalty decreases, as in the table below:

Table 2: The effects of loyalty on the individual, the work group, and the organization

	Possible Effects	
1. The individual	Positive when the level of loyalty is high	Negative when loyalty level decreases
	- A sense of belonging and connection - Safety	Decreased mobility and functional progression
	- Goals and direction - Positive self-perception	Decreased ability to grow and develop independently
	- Organizational rewards - Attractiveness to potential employees	Increased pressures related to family and social relationships
2. Work group	- Membership stability	Lack of groupthink
	- Community effectiveness	Decreased ability to innovate and adapt
	- Coherence	Conflict between groups
3. Organizing	The increase in effectiveness is due to: - Individual effort - Low turnover - Low absenteeism - Low delay rate	Decreased ability to evolve and adapt
	Attractiveness to members outside the organization	

Source: (Al-Serafi, 2005).

Ahmad and Al-Borrie, (2012) indicated that the empirical evidence indicates that internal marketing factors have a large degree of influence on job satisfaction and organizational loyalty, and this empirical evidence provided great support for the internal marketing literature, which fundamentally confirms that internal marketing factors Internal marketing has an impact on organizational loyalty.

Abu Samak, (2011) confirmed that the concept of organizational loyalty is completely different from the concept of job satisfaction (satisfaction with work). to a specific organization, but he hates the work that he will do in it, and he notices that satisfaction leads (that is, it is an intermediate stage) to the formation of organizational loyalty, where the individual feels that he is an essential member in the formation of the organization.

Accordingly, through theories and after reviewing previous references and studies, the study model can be formulated as follows:

2.4. Study variables

This study contains three variables, firstly independent variables (internal marketing), secondly the dependent variable (organizational loyalty), thirdly the mediating variable (job satisfaction). Independent variables: Internal marketing

contains five aspects organization vision, motivation, organization's communication, employee development, leadership and administrative support.

2.4.1.   Independent Variables: Internal Marketing

The researcher adopted the elements that Haddad and Ali (2008) summarized in Table (2.1) due to their recurrence in most models and previous studies (noting that some recent studies such as (Gilaninia et al, 2013) emphasized the importance of the element of vision as a dimension of internal marketing, which is as follows:

Internal marketing, including:

Vision of the organization * Rewards and incentives * Communication system in the organization * Development of employees * Leadership and administrative support.

2.4.2.   The Dependent Variable: Organizational Loyalty

The researcher adopted organizational loyalty as one variable, as it was dealt with as well in most recent studies, such as (Awan et al, 2015), (Gilaninia rt al, 2013), (Ghen & Lin 2013), (Abu Sansana, 2013) (Abu Samak, 2011) (Shawabkeh, 2010).

2.4.3.   The Mediating Variable: Job Satisfaction

Since organizational loyalty was also addressed in the majority of recent studies, including this one, the researcher chose it as one variable and a mediating variable in the relationship between internal marketing and organizational loyalty as it was dealt with as well in most recent studies such as: (Abu Sneina, 2013), (Tanhaei et al. 2013, (Chiua et al., 2014), (Awan et al., 2015) (Akhdar, 2010).

After reviewing previous studies and the theoretical framework of the study, the researcher was able to formulate the following hypotheses to measure the impact of internal marketing (with its various dimensions) on both organizational loyalty and satisfaction.

Following the measurement of the impact of demographic variables (gender, age, number of years of experience, province, and income) on organizational loyalty, the study will examine job satisfaction, its relationship to organizational loyalty, and its role as a mediating variable in the relationship between internal marketing and organizational loyalty:

Several studies have examined the correlation between internal marketing and organizational loyalty. Awan et al (2015) and Gilaninia et al (2013) demonstrated how internal marketing influences corporate loyalty. Ghiua et al (2014) and Poor et al (2013) both affirm a clear connection between organizational loyalty and internal marketing. Barzoki and Ghujali (2013) assert a direct link between internal marketing strategies and organizational loyalty. Chen and Lin (2013) highlighted the significant role of internal marketing in fostering employee loyalty. Abu Sneina (2013) and Ahmad and Al-Borie (2012) found positive effects of internal marketing on organizational loyalty in their respective studies.

Thus, the hypothesis H1 was developed: The company's vision, as an internal marketing dimension, has a statistically significant effect on organizational loyalty at the significance level $(0.05 \geq \alpha)$.

Based on previous studies that looked at the relationship between internal marketing (in its various dimensions) and job satisfaction, we found that the results of the study (Abu Bakr, 2015) indicated a positive relationship between training programs, communication, rewards and incentives on the one hand, and job satisfaction on the other hand, and confirmed study. Poor et al, (2013) showed that there is a positive and meaningful relationship between internal marketing and job satisfaction. the study of Barzoki and Ghujali (2013) also confirmed that there is a positive effect of internal marketing on job satisfaction, and this study was praised by Tanhaei et al (2013) and Abu Sunaina (2013). The study of Ahmad and Al Borie (2012) constituted a positive contribution to internal marketing factors and their impact on job satisfaction.

Thus, H2 was developed: One of the aspects of internal marketing that has a statistically significant impact on organizational loyalty is employee rewards, at the significance level $(0.05 \geq \alpha)$.

Several studies have explored the connection between internal marketing and job satisfaction. One such study by Abu Bakr (2015) revealed a positive relationship between training programs, communication, rewards, and incentives, and job satisfaction. Similarly, Poor et al (2013) affirmed a significant positive correlation between internal marketing and job satisfaction. Barzoki and Ghujali (2013) also corroborated this, demonstrating a favorable effect of internal marketing on job satisfaction. Additionally, Tanhaei et al (2013) praised the findings of these studies, further highlighting the positive impact of internal marketing on job satisfaction.

Furthermore, research by Abu Sunaina (2013) and Ahmad and Al Borie (2012) added valuable insights into the relationship between internal marketing factors and job satisfaction. These studies contributed positively to the understanding of how internal marketing strategies influence employee satisfaction in various organizational contexts.

As a result, H3 was developed: One of the internal marketing factors, communication, has a statistically significant impact on organizational loyalty at the significance level (0.05 ≥α).

Several studies have examined the connection between internal marketing and job satisfaction, focusing on different dimensions. Abu Bakr (2015) discovered a positive correlation between training programs, communication, rewards, and incentives with job satisfaction.

Poor et al (2013) similarly found a significant positive relationship between internal marketing and job satisfaction. Barzoki and Ghujali (2013) echoed these findings, affirming the positive impact of internal marketing on job satisfaction. Tanhaei et al (2013) praised this study, alongside the contributions of Abu Sunaina (2013) and Ahmad and Al Borie (2012), which collectively emphasized the positive effects of internal marketing factors on job satisfaction. These studies collectively underscore the importance of internal marketing strategies in enhancing employee job satisfaction.

As a result, H4 was created: One of the internal marketing factors, staff development, has a statistically significant impact on organizational loyalty at the significance level (0.05 ≥α).

Based on previous studies that examined the relationship between internal marketing and job satisfaction, several key findings emerge. Firstly, Abu Bakr (2015) highlighted a positive correlation between training programs, communication, rewards, and incentives, and job satisfaction. Secondly, Poor et al (2013) demonstrated a significant positive relationship between internal marketing and job satisfaction. Thirdly, Barzoki and Ghujali (2013) also affirmed the positive impact of internal marketing on job satisfaction. Additionally, Tanhaei et al (2013) praised the study's findings, further supporting the link between internal marketing factors and job satisfaction. Finally, Ahmad and Al Borie's (2012) study made a valuable contribution by affirming the positive influence of internal marketing factors on job satisfaction. Each of these studies contributes to our understanding of how internal marketing practices affect employees' satisfaction with their jobs.

Consequently, the hypothesis H5 was developed, which states that administrative support and leadership have a statistically significant impact on organizational loyalty at the significance level ($0.05 \geq \alpha$) of internal marketing dimensions.

Based on previous studies that examined the relationship between internal marketing and job satisfaction, several key findings emerged. Firstly, Abu Bakr's (2015) study revealed a positive correlation between training programs, communication, rewards, and incentives with job satisfaction. Similarly, Poor et al, (2013) demonstrated a significant positive relationship between internal marketing strategies and job satisfaction. Barzoki and Ghujali (2013) also confirmed the favorable impact of internal marketing on job satisfaction.

Furthermore, Tanhaei et al, (2013) praised the study's findings, further bolstering the evidence supporting the positive effects of internal marketing on job satisfaction. Additionally, Abu Sunaina (2013) contributed to this body of knowledge, affirming the importance of internal marketing factors in enhancing job satisfaction. Finally, Ahmad and Al Borie's (2012) study made a noteworthy contribution by highlighting the positive correlation between internal marketing strategies and job satisfaction. Collectively, these studies underscore the significance of internal marketing in fostering job satisfaction among employees.

Consequently, the following hypothesis was developed, or H6: Internal marketing has a statistically significant impact on organizational loyalty at the significance level (0.05 ≥α).

Previous studies have explored the relationship between internal marketing and job satisfaction, focusing on various dimensions. In a study by Abu Bakr (2015), it was found that training programs, communications, rewards, and incentives positively correlated with job satisfaction. Similarly, Poor et al (2013) confirmed a significant positive relationship between internal marketing and job satisfaction. Barzoki and Ghujali's (2013) study also supported the notion of internal marketing positively affecting job satisfaction. This finding was further reinforced by Tanhaei et al (2013) and Abu Sunaina (2013), who commended the positive impact of internal marketing on job satisfaction. Additionally, Ahmad and Al Borie (2012) contributed to the understanding of internal marketing factors and their influence on job satisfaction.

Consequently, the following hypothesis was developed, or H7: Internal marketing has a statistically significant impact on work satisfaction at the significance level (0.05≥α).

Several studies have explored the link between job satisfaction and organizational loyalty. Chiua et al (2014) discovered a positive correlation between job satisfaction and organizational loyalty among workers. Similarly, Barzo and Ghujali (2013) affirmed this connection, highlighting the beneficial impact of job satisfaction on organizational loyalty. Moreover, Awaida (2008) found evidence supporting a positive relationship between job satisfaction factors and those influencing organizational loyalty. Huwaihi (2008) also emphasized the favorable influence of factors contributing to job satisfaction on organizational loyalty.

Consequently, the following hypothesis was developed (H8): Job satisfaction has a statistically significant impact on organizational loyalty at the significance level (0.05 ≥α).

Based on previous studies that examined the effect of job satisfaction as a mediating variable on the relationship between internal marketing and organizational loyalty, we find that the results of the study (Awan et al, 2015) indicated that job satisfaction has a positive effect on the relationship between internal marketing and organizational loyalty, and this is confirmed by Both the study of (Chiua et al, 2014) and the study of (Abu Sneina, 2013).

Consequently, the hypothesis H9 was developed, which states that work satisfaction has a statistically significant effect as a mediating variable on the link between internal marketing and organizational loyalty at the significance level (0.05 $\geq \alpha$).

Based on previous studies that looked at effect of demographic variables on degree of organizational loyalty, such as: (Abu Samak, 2011), (Khairaldeen and Al-Najjar, 2010), (Abu El-Ela, 2009), (Awida, 2008).

The following demographic data were used to establish the hypothesis H10: There are statistically significant variations in organizational loyalty at the significance level (0.05 $\geq \alpha$): income, gender, age, years of experience, province.

2.5.   Study Method

According to the studies focus (the impact of internal marketing on organisational loyalty), the analytical descriptive approach was employed to meet its goals. Through this approach, the phenomenon under investigation is attempted to be described, its data is analysed, and its components, opinions expressed about them, its processes, and its effects are all examined (Abu Hatab and Sadiq, 2005).
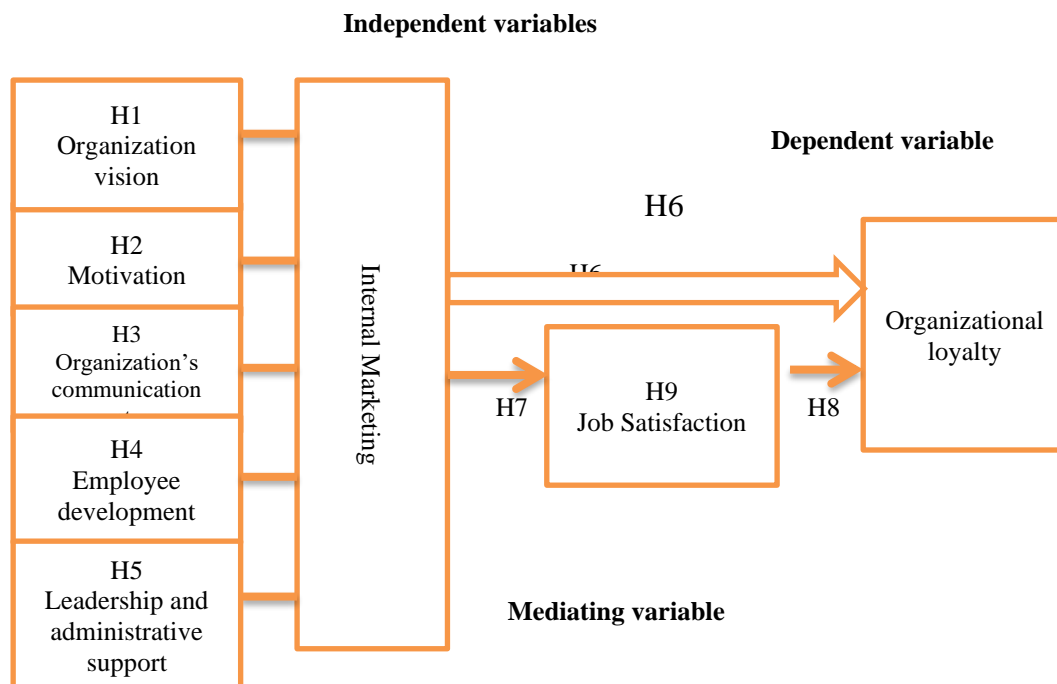
Source: prepared by the researcher

Figure 5: Study model

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2.6. Overview of the Korek Telecom Company

Korek Telecom is an Iraqi GSM Mobile operator. It is owned in partnership by the Masoud Barzani family with the French partner, France Telecom. It is one of the three companies that have a license to work in the field of mobile phones in Iraq, along with Asiacell and Zain Iraq. It provides 3G service. For its subscribers, Korek covers all 18 governorates in Iraq.

Establishment of the korek telecom company

Korek Telecom is a limited liability company registered in Iraq to operate and provide wireless communications services. Korek started working in the telecommunications sector in Iraq since 2000, specifically in the northern regions of Iraq. On August 17, 2007. Korek obtained a national operating license for the mobile network throughout Iraq, and since then Korek has been providing communication services throughout Iraq.

Goal of the korek telecom company

Korek Telecom's goal is to become the largest and widest network in providing telecommunications services in Iraq. Since 2009, the company has been expanding its network coverage. And it has nearly six million subscribers.

Company staff and headquarters

Korek Telecom's staff is headed by Sirwan Mustafa Barzani, and the company's headquarters is located in the Salah al-Din resort of Erbil governorate, in addition to several branches in the two governorates and their affiliated districts, in addition to branches in most other governorates.

2.7. Study Tool

Based on what was mentioned in previous studies, a questionnaire was prepared on "The Impact of Internal Marketing on Organizational Loyalty through Job Satisfaction among Korek Telecom Employees in Iraq", as follows:

The two primary sections of the study questionnaire:

Section one:

It concerns the study sample's demographic characteristics (gender, age group, length of time spent in a conservative role, and income).

Section two:

It discusses the study areas and has 72 paragraphs that are separated into three main sections. These are:

Internal marketing and it is of (31) paragraphs, with 5 sub-fields as shown in the following table:

Vision of the company, which is of (2) paragraphs.

Employees' remuneration, which is of (6) paragraphs.

Communication, which with of (9) paragraphs.

The development of workers, and it with of (11) paragraphs.

Leadership and Administrative Support, which consists of (3) paragraphs.

Table 3: Measurement of internal marketing

number	Paragraph	Source
	First: internal marketing	
	company vision	
1-	The company offers a vision that employees believe in	**(Haddad**
2-	The company presents its vision to employees well	**and Ali, 2008)**
	Employee rewards	
3-	The reward system is linked to the objectives of the company	
4-	The employees of the company are informed about how their remuneration is being done	
5-	The employees of the company are informed of the reasons for their reward	
6-	The company's reward system emphasizes changing behavior that helps in developing the performance of employees, which leads to the achievement of the company's goals	**(Haddad and Ali, 2008)**
7-	The reward system and performance measurement encourage the company's employees to work	
8-	The company rewards and measures the performance of its employees to contribute to achieving its vision	
	Communications	
9-	The company uses the data it collects from employees to improve their business and develop its strategy	
10-	The company's internal communication is the key to creating assimilation and understanding between	
11-	The company's internal communications are key to giving employees freedom to	
12-	Internal communication in the company is the key to providing all employees	**(Haddad**

number	Paragraph	Source
13-	The company's internal communications are consistent with what the company announces to the public	and Ali, 2008)
14-	The company's internal communications are consistent with what is announced by public relations	
15-	The company's internal communications are compatible with all forms of its communications	
16-	The considerations that the company emphasizes is to maintain contact with its employees	
17-	The company's contacts with its employees come as a result of the important role of the services assigned to it	
Employee development		
18-	The company provides sufficient resources to train its employees	
19-	The company's training and development programs are clearly geared to creating merit	
20-	The company believes that it has to keep up with the technological changes on an ongoing basis, which requires re-testing its training programs accordingly	
21-	The company is communicating with the changes in the demand for business and is working on the continuous re-testing of its training programs accordingly	
22-	The company prepares its employees in order to achieve good performance	
23-	The company views the development and development of the skills of its employees as an investment, not a cost	(Haddad and Ali, 2008)
24-	Developing the knowledge and skills of employees is an ongoing process in the company	
25-	The company teaches its employees why they do the things that are assigned to them and not just how to do those things	
26-	The company goes beyond training and provides educational lessons	
27-	The employees of the company are trained for the purpose of performing the assigned service rules	
28-	The management of the organization possesses the adaptability to accommodate the diverse needs of its workforce.	
Leadership and Administrative Support		
29-	We believe that our management has moral capabilities to push the company and its employees in the direction	(Haddad and Ali, 2008)
30-	We believe that our management has the intellectual capabilities to push the company and employees in the direction	
31-	Our management in the company emphasizes cultural construction and pathfinding in order to bridge the gap between strategy formulation and implementation	

Job satisfaction, and it consists of (20) paragraphs, as in the following table

Table 4: Measuring job satisfaction

number	Paragraph	Source
Second: job satisfaction		
1-	I am absent from work only in cases of extreme necessity	
2-	I am satisfied with my work	
3-	I feel happy with my job compared to others	
4-	Better to work in this company than others	
5-	I encourage others to work for this company	
6-	I am not thinking of leaving this company	
7-	My job is fun enough for me and doesn't cause me any problems	
8-	I don't get tired and exhausted when doing my job	

number	Paragraph	Source
9-	I feel that my job is full of challenges	
10-	I am satisfied with my job	
11-	My income from the company is commensurate with my current responsibilities	
12-	I see that my salary is enough to live a decent life	
13-	I feel that my salary is no less than that of my peers in other jobs	
14-	My profession matches my inclinations and abilities	
15-	I am satisfied with the way work is organized in this company	
16-	I consider my company a professional organization and I feel proud to work for it	**(Altayb, 2008)**
17-	I am pleased to see the cooperation of my colleagues	
18-	I am satisfied with the current performance appraisal system	
19-	I see that the company gives me a feeling of job security	
20-	I feel fair and unbiased in my current job	

Organizational loyalty and it consists of (21) paragraphs, as in the following table

Table 5: Measurement of organizational loyalty

number	Paragraph	Source
	Third: organizational loyalty	
1-	I feel proud and honored to be a member of this company	
2-	According to my expectations and what I believe in, I am keen to be a member of this company and work for it	
3-	The presence of the employee in this company is an indicator of his competence	
4-	I consider the company's problems to be my personal problems	
5-	My trust in most of the company's employees is strong	
6-	I speak complimenting about the company to my friends	
7-	My work in the company makes me feel satisfied and safe	
8-	I feel strongly about my loyalty to this company	
9-	You can get a lot of benefits by belonging to this company	
10-	It was the right decision to be associated with this company	
11-	There is a compatibility between my values and the values of the company	
12-	My survival and stability in this company requires great efforts	
13-	Belonging to this company requires many possibilities	
14-	Employees get rewarding material rewards for the efforts made	
15-	I encourage and support my colleagues in the company to submit complaints and grievances	
16-	I refrain from filing a complaint and grievance because it requires time and risk	**(Abo samak, 2011)**
17-	I want to make great efforts to achieve the company's goals	
18-	I would like to participate in one of the voluntary committees in order to serve	
19-	I feel satisfied if I am asked about my job role in the company	
20-	My loyalty to my profession and my role is more than my loyalty to the company I work for	
21-	I can work in other companies that do a different job than mine	

The five-point Likert scale was used to measure the respondents' responses to the questionnaire items Table (2.5)

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Table 6: Degrees of the five-point Likert scale

response	Strongly Disagree	Disagree	neutral	Agree	Strongly Agree
Degree	1	2	3	4	5

2.8. Reliability

When a questionnaire is stable, it produces consistent findings after being reapply several times. Additionally, it shows how accurate the scale is each time it is used, as well as how consistent, continuous, and consistent it is when used again at different times (Al-Jergawi, 2010).

The stability of the study questionnaire was confirmed by the researcher using Cronbach's Alpha Coefficient. The results are shown in Table (2.6).

Table 7: Cronbach's alpha coefficient to assess the resolution's stability

field	number of paragraphs	coefficient of Cronbach's alpha
(Independent variables) internal marketing	31	0.975
Company vision	2	0.847
Workers' rewards.	6	0.926
Communication.	9	0.911
Employee development and development.	11	0.953
Leadership and administrative support.	3	0.931
(Mediating variable) Job Satisfaction.	20	0.954
(Dependent variable) Organizational loyalty.	21	0.943
all fields together	72	0.984

The results displayed in Table (2.6) make it evident that the Cronbach's alpha coefficient values are high across all domains, ranging from (0.975, 0.847) to (0.984) throughout all questionnaire paragraphs. This indicates a high level of stability and statistical significance.

2.9. The Reliability of the Survey

According to Al-Jarjawi (2010), "the questionnaire measures what was set to measure it" indicates that it is legitimate. Validity also refers to "the survey's inclusion of all necessary components for the analysis, as well as its clarity in terms of paragraph

structure and vocabulary, to ensure that all users can understand it (Obaidat et al, 2001).

Three methods were used to confirm the questionnaire's validity:

Since the questionnaire was given to a group of arbitrators made up of experts in business administration, the names of the arbitrators are listed in Appendix No. (1). According to (Al-Jergawi ,2010), "it is for the researcher to select a number of arbitrators specialized in the field of the phenomenon or problem that is the subject of the study." The questionnaire was released in its final form, as shown in Appendix No. (3), after the researcher addressed the arbitrators' comments and made the required deletions and modifications in light of the offered ideas

Internal Validity

The degree to which each questionnaire paragraph is consistent with the field to which it belongs is known as the internal validity, to be honest.

Internal consistency for "internal marketing"

The correlation coefficient between each paragraph in the "company vision" domain and the domain's overall score is displayed in Table (2.7). This indicates that the correlation coefficients are functions at a significant level of 0.05 α ≤, meaning the domain is deemed valid for the measurements that were specified.

Table 8: Correlation coefficient between the overall score for the "company vision" field and each of the field's paragraphs

number	Paragraph	Pearson correlation coefficient	probability value (Sig)
1	The company presents a vision that employees believe in	0.948	0.000
2	The company presents its vision to the workers well	0.922	0.000

* The correlation is statistically significant at the significance level 0.05 ≤α

The correlation coefficient between each paragraph in the "workers' rewards" field and the field's overall score is displayed in Table (2.8). This indicates that the

correlation coefficients are functions at a significant level of α ≤0.05, meaning the field is deemed true to the criteria that were used to measure it.

Table 9: Correlation coefficient between each paragraph of the field of "workers' rewards" and the total score of the field

number	Paragraph	Pearson correlation coefficient	probability value (Sig)
1	The reward system is linked to the goals of the company	0.857	0.000
2	The employees of the company are informed about how their rewards are made	0.693	0.000
3	The employees of the company are informed about the reasons for their reward	0.881	0.000
4	The company's rewards system emphasizes changing behavior, which helps in developing the performance of employees, which leads to achieving the company's goals	0.887	0.000
5	The system of rewards and performance measurement encourages the employees of the company to work in a team spirit	0.917	0.000
6	The company rewards and measures the performance of employees for contributing to achieving its vision	0.907	0.000

* The correlation is statistically significant at the significance level 0.05 ≤α

The correlation coefficients between each paragraph in the "Communications" domain and the overall score are displayed in Table (2.9). These correlations indicate that the domain is true to what was set out to measure it, as the correlation coefficients are a function at a significant level of α ≤ 0.05.

Table 10: Correlation coefficient between the overall field score and each paragraph in the "Communications" field

number	Paragraph	Pearson correlation coefficient	probability value (Sig)
1	The company uses the data it collects from employees to improve their business and develop its strategy	0.726	0.000
2	Internal communication in the company is the key to creating understanding and understanding among its employees	0.748	0.000
3	Internal company communications are key to giving employees the freedom to get things done	0.753	0.000
4	Internal communications in the company are key to providing all employees with information	0.797	0.000
5	The company's internal communications are consistent with what the company announces to the outside public	0.758	0.000
6	The company's internal communications are consistent with what is announced by external public relations	0.819	0.000
7	The company's internal communications are compatible with	0.623	0.000

	all forms of its external communications		
8	The considerations that the company emphasizes is maintaining contact with its employees	0.841	0.000
9	The company's contacts with its employees come as a result of the importance of the role of the services assigned to it	0.844	0.000

* The correlation is statistically significant at the significance level $0.05 \leq \alpha$

Table (2.10) displays the correlation coefficient between the overall field score and each paragraph in the "development and development of workers" field. It indicates that the correlation coefficients are functions at the significance level $\alpha \leq 0.05$, meaning the field is deemed valid for the measurements made.

Table 11: Correlation coefficient between each paragraph of the field of "Development and Growth of Employees" and the total score of the field

number	Paragraph	Pearson correlation coefficient	probability value (Sig)
1	The company provides sufficient resources to train its employees	0.816	0.000
2	Training and development programs in the company are clearly directed at creating merit (eligibility)	0.702	0.000
3	The company believes that it should be constantly in touch with technological changes, which requires re-testing its training programs accordingly	0.780	0.000
4	The company is communicating with changes in business demand and working on continuous re-testing of its training programs accordingly	0.822	0.000
5	The company prepares its employees in order to achieve good performance	0.876	0.000
6	The company views the development and skills development of its employees as an investment, not a cost	0.711	0.000
7	Developing the knowledge and skills of employees is an ongoing process in the company	0.887	0.000
8	The company teaches its employees why they do the things they do, not just how to do them	0.862	0.000
9	The company goes beyond training and provides educational lessons in addition to training	0.917	0.000
10	Employees of the company receive training to ensure they follow the guidelines for the services they are assigned to do	0.806	0.000
11	The company's management is flexible in adapting and meeting the various needs of its employees	0.894	0.000

* The correlation is statistically significant at the significance level $0.05 \leq \alpha$

Table (2.11) shows the correlation coefficient between each paragraph of the field of "Leadership and Administrative Support" and the total score of the field, which

shows that the correlation coefficients shown are a function at a significant level α ≤ 0.05, and thus the field is considered valid for what was set to measure it.

Table 12: Correlation coefficient between each paragraph of the field of "Leadership and Administrative Support" and the total score of the field

number	Paragraph	Pearson correlation coefficient	probability value (Sig)
1	We believe that our management has moral capabilities to push the company and its employees in the right direction	0.931	0.000
2	We believe that our management has the intellectual capabilities to push the company and its employees in the right direction	0.938	0.000
3	Our management in the company emphasizes on cultural construction and pathfinding in order to bridge the gap between strategy formulation and implementation	0.943	0.000

* The correlation is statistically significant at the significance level 0.05 ≤α

The internal consistency of "job satisfaction"

The correlation coefficient between each paragraph in the "Job Satisfaction" field and the field's overall score is displayed in Table (2.12). This indicates that the correlation coefficients are functions at a significant level α ≤ 0.05, meaning the field is deemed valid for the purposes for which it was designed to measure.

Table 13: Correlation coefficient between the overall field score and each paragraph in the "Job Satisfaction" field

number	Paragraph	Pearson correlation coefficient	probability value (Sig)
1	I am only absent from work when absolutely necessary	0.672	0.000
2	I am satisfied with my job	0.793	0.000
3	I have a feeling of happy with my job compared to others	0.682	0.000
4	I prefer working in this company over others	0.722	0.000
5	I encourage others to work for this company	0.706	0.000
6	I am not thinking of leaving this company	0.725	0.000
7	My job is pleasant enough and doesn't cause me any problems	0.786	0.000
8	I don't get stressed and tired when doing my job	0.571	0.000
9	I feel my job is challenging	0.605	0.000
10	I am satisfied with my career path	0.765	0.000
11	My income from the company is commensurate with my current responsibilities	0.833	0.000
12	I see that my salary is enough to live a decent life	0.769	0.000
13	I feel that my salary is no less than that of my peers in other jobs	0.852	0.000
14	My profession matches my inclinations and abilities	0.751	0.000
15	I am satisfied with the way work is organized in this company	0.850	0.000

number	Paragraph	Pearson correlation coefficient	probability value (Sig)
16	I consider my company to be a professional organization and feel proud to work for it	0.661	0.000
17	I am pleased to find the cooperation of my colleagues	0.713	0.000
18	I am satisfied with the current performance appraisal system	0.769	0.000
19	I see that the company gives me a sense of job security	0.726	0.000
20	I feel fair and impartial in my current job	0.842	0.000

* The correlation is statistically significant at the significance level α ≤ 0.05

Internal Consistency for Organizational Loyalty

Table 14: Correlation coefficient between each paragraph of the "Organizational Loyalty" domain and the domain's total score

number	Paragraph	Pearson correlation coefficient	probability value (Sig)
1	I feel honored and privileged to be part of this company	0.663	0.000
2	According to my expectations and what I believe in makes me keen to be a member of this company and work for its benefit	0.724	0.000
3	The presence of an employee in this company is an indicator of his competence	0.624	0.000
4	I consider the company's problems to be my personal problems	0.698	0.000
5	My confidence in most of the company's employees is strong	0.559	0.000
6	I speak flatteringly about the company to my friends	0.747	0.000
7	My work in the company makes me feel satisfied and safe	0.723	0.000
8	I feel strongly loyal to this company	0.815	0.000
9	Many gains can be gained by belonging to this company	0.695	0.000
10	The decision to associate with this company was correct	0.814	0.000
11	There is an alignment between my values and the values of the company	0.814	0.000
12	My survival and stability in this company requires great efforts	0.698	0.000
13	Belonging to this company requires many capabilities	0.760	0.000
14	Employees receive rewards for their efforts	0.741	0.000
15	I encourage and support my colleagues in the company to file complaints and grievances	0.647	0.000
16	I refrain from filing complaints and grievances because they require time and risk	0.459	0.000
17	I would like to make great efforts to achieve the goals of the company	0.800	0.000
18	I would like to participate in a voluntary committee in order to serve the company	0.764	0.000
19	I feel good if I am asked about my role in the company	0.787	0.000
20	I am more loyal to my profession and role than to the company I work for	0.630	0.000
21	I can work in other companies that perform work different from my current work	0.550	0.000

* The correlation is statistically significant at the significance level α ≤ 0.05

The correlation coefficient between each paragraph in the "Organisational Loyalty" field and the field's overall score is displayed in Table (2.13). This indicates that the correlation coefficients are functions at the significance level $\alpha \leq 0.05$, meaning the field is regarded as accurately measuring what was intended to be measured.

Reliability Analysis

After conducting the factorial analysis of the variables of this study aims to test the validity of the concept, then comes the test of the possibility of dependence on the scale. It is possible to measure the accuracy of the scale by measuring the coherence between the components of the coherent scale. It indicates the extent of the interdependence between the items that measure a certain concept, so that they form together as one group and use Cronbach's alpha coefficient. To identify the strength of the positive correlation between the items of the questionnaire, as it is a measure of the strength of the internal correlation between the variables that measure a specific concept. The independent variable (internal marketing) is the company's vision (0.847), employee rewards (0.926), communications (0.911), employee development (0.953), leadership and administrative support (0.931), while the intermediate variable is job satisfaction (0.954), and the dependent organizational loyalty (0.954). (0.943) It is noted that value of Crnbach's alpha coefficient is therefore not excluded, and the table, for all dimensions, is high, ranging between (0.975, 0.847) below.

Table 15: Cronbach's alpha coefficient to assess the resolution's stability

variable	Quality	Number of paragraphs	coefficient of Cronbach's alpha
Company vision	internal marketing independent variable	2	0.847
Workers' rewards		6	0.926
Communications		9	0.911
Employee development and development		11	0.953
Leadership and administrative support		3	0.931
Job Satisfaction	intermediate variable	20	0.954
Organizational loyalty	Dependent variable	21	0.943

Structural Validity: Structure Validity

The structural validity of the instrument is one way to assess its validity. It shows how well each research area relates to the total score of the questionnaire items and evaluates how well the tool's goals are being achieved.

2.10.   The Association Between the Variables of the Study

The type, direction, and strength of the link between the study's variables must be understood in addition to the arithmetic mean, standard deviation, and other descriptive statistics. The correlation coefficient between the study's variables can be computed to ascertain the nature of the link. If it falls between (0.3-0.7), it is deemed medium, However, a substantial correlation between the variables is shown if the correlation value exceeds 0.70. The following table displays the association between the study's variables: job satisfaction, organizational loyalty, internal marketing and its components (communication, employee development, leadership, and administrative assistance), company vision, and employee rewards.

Table 16: Correlation coefficient between study variables

field	Company vision	Workers' rewards	Communications	Employee development and development	Leadership and administrative support	Internal Marketing	Job Satisfaction	Organizational loyalty
Company vision	1							
Workers' rewards	0.802	1						
Communications	0.865	0.825	1					
Employee development and development	0.623	0.693	0.836	1				
Leadership and administrative support	0.540	0.638	0.724	0.889	1			
Internal Marketing	0.819	0.871	0.954	0.938	0.854	1		
Job Satisfaction	0.601	0.584	0.787	0.707	0.762	0.768	1	
Organizational loyalty	0.673	0.724	0.851	0.835	0.875	0.887	0.903	1

* The correlation is statistically significant at the significance level $\alpha \leq 0.05$.

The aforementioned table makes it evident that, with a value of (0.673), a medium positive connection is linked to organizational loyalty following firm visitation, while after employee rewards a strong positive correlation is associated with organizational loyalty with a value of (0.724), and also after communications a strong positive correlation is associated with organizational loyalty with a value of (0.851). (Also, after employee development, a strong positive correlation is associated with organizational loyalty with a value of (0.835). Also, after leadership and administrative support, a strong positive correlation is associated with organizational loyalty with a value of (0.875).

It is also clear that the internal marketing dimension as a whole is associated with a strong positive correlation with organizational loyalty with a value of (0.887), as it is clear from the above table that after seeing the company a medium positive correlation is associated with job satisfaction with a value of (0.601), and also employee rewards a medium positive correlation with job satisfaction. With a value of (0.584), while after communication a strong positive correlation is associated with job satisfaction with a value of (0.787). After employee development, a strong positive correlation is associated with job satisfaction with a value of (0.707). After leadership and administrative support a strong positive correlation is associated with job satisfaction With a value of (0.762), it is also evident that the internal marketing dimension as a whole is associated with a strong positive correlation with job satisfaction with a value of (0.768), and as for the relationship between job satisfaction and organizational loyalty, there is a strong positive correlation with a value of (0.903), and the above table shows that.

Consequently, the finished survey, included in Appendix III, is prepared for dissemination. Furthermore, the investigator has confirmed the stability and validity of the study questionnaire, providing him with total assurance regarding the validity of the questionnaire for data analysis, question answering, and hypothesis evaluation.

2.11. Statistical Methods Used

The Statistical Package for the Social Sciences (SPSS) was used to analyze the questionnaire.

Normal distribution test

The data were tested for normality using the Kolmogorov-Smirnov test (K-S), and the results are displayed in the table (2.16).

Table 17: Shows the results of the normal distribution test

Field	Test value	Probability value (Sig)
Internal Marketing	0.878	0.424
Job Satisfaction	0.856	0.456
Organizational loyalty	0.637	0.811
All fields of the questionnaire together	0.609	0.852

The data displayed in Table (2.16) make it evident that the probability value (Sig) exceeds the significance level of 0.05 in every area of the investigation. As a result, the data distribution for these locations is normal, and parametric tests were employed to address the study's assumptions.

3. DATA ANALYSIS

3.1. Introduction

The data analysis and testing of the study hypotheses are presented in this chapter. The study questions are addressed, and the most notable questionnaire results are reviewed. These results were obtained by examining the questionnaire's paragraphs and standing on the demographic variables, which included (sex, age group, and number of years of experience, governorate, and income). Because the statistical packages for social studies program was used on the study results that were provided and examined in this chapter, statistical processing of the data obtained was done in order to obtain the study questionnaire (SPSS).

3.2. Statistical Description of the Study Sample according to the Demographic Variables of the Study Sample

The following is a presentation of the characteristics of the study sample according to the demographic variables of the study sample:

3.2.1. Distribution of the Study Sample by Gender

Table 18: Distribution of the study sample by gender

gender	number	percentage%
male	104	78.2
female	29	21.8
Total	133	100.0

Table (3.1) reveals that 21.8 of the study samples are female and 78.2% of the study samples are male. This is in line with the dominant work environment in the Dohuk Governorate of Iraq, where males predominate.

3.2.2.   Distribution of the Study Sample by Age Group

Table 19: Distribution of the study sample by age group

Age group	number	percentage%
25 or less	25	18.8
26-40 years old	79	59.4
41-50 years old	29	21.8
51 years and over	-	-
Total	133	100.0

Table (3.2) shows that 18.8% of the study sample is 25 or less year's old, 59.4% range from 26 to 40 years old, while. 21% range in age from 41 to 50 years, and this indicates that the cadre in the company is of a mature generation who enjoys an age that helps them to give, which helps in enriching the work.

3.2.3.   Distribution of the Study Sample according to Years of Experience

Table 20: Distribution of the study sample according to years of experience

Years of Experience	number	percentage%
3 or less years old	23	17.3
4-6 years old	30	22.6
7-9 years old	39	29.3
10 years or older	41	30.8
Total	133	100.0

Table (3.3) reveals that 17.3% of the study population has three or fewer years of experience, 22.6% has four to six years of experience, 29.3% has seven to nine years of experience, and 30.8% has years of experience. Their experience spans ten years or more, indicating that the majority of employees have a high level of experience, which validates the fact that a significant portion of employees have a strong sense of devotion to the organization.

3.2.4.   Distribution of the Study Sample by Governorate

Table 21: Distribution of the study sample by governorate

Governorate	number	percentage%
Erbil	10	7.5
Duhok	90	67.7
Sulaymaniyah	12	9.0
Kirkuk	14	10.5
Mosul	7	5.3
Total	133	100.0

According to Table (3.4), 7.5% of the study sample resides in the governorate of Erbil, 67.7% in the governorate of Duhuk, 9.0% in the governorate of Sulaymaniyah, 10.5% in the governorate of Kirkuk, and 5.3% in the governorate of Mosul. The Duhuk Governorate has the densest population density, necessitating a larger workforce.

3.2.5.   The Study Sample's Distribution Based on Income

Table 22: Study sample distribution by income

income	number	percentage%
500,000 or less dinars	21	15.8
501,000 to 1,000,000 dinars	62	46.6
1001,000 dinars or more	50	37.6
Total	133	100.0

Table (3.5) shows that 15.8% of the study sample have an income of 500,000 or less dinars, 46.6% whose income ranges from 501,000 to 1,000,000 dinars, while 37.6% have an income of 1,001,000 dinars or more, and this indicates that the majority of the company's employees have incomes above average. And higher, which enhances the level of employee satisfaction.

3.3.   Factor Analysis

The questionnaire data was subjected to factor analysis in order to understand the differences between wide ranges of response variables. As the factorial analysis uses standard variables to distribute the items of the variables according to their deviations from the arithmetic mean and the relationships between the variables within one factor are stronger than the relationship with the variables in other factors (Zagloul, 2003).

3.3.1.   Factor Analysis of the Internal Marketing Axis

Tested by (Kaiser-Meyer-Olkin) KMO and Bartlett

Factor analysis is appropriate for the data because, as Table (3.6) demonstrates, the value of the KMO test is equal to 0.898, which is larger than 0.5, and the probability value of the Bartlett test is equal to 0.000, which is less than the significance level of 0.05.

Table 23: Shows the results of the Bartlett and KMO internal marketing tests

Test name		Value
Kaiser-Meyer-Olkin) KMO		0.898
Bartlett	Test value	6.390.741
	Degrees of freedom	465
	Probability value(Sig)	0.000

Table 24: Shows the saturation coefficient for the internal marketing pillar

number	Paragraph	saturation factor
	company vision	
1	The company offers a vision that employees believe in	0.688
2	The company presents its vision to employees well	0.768
	Employee rewards	
3	The reward system is linked to the objectives of the company	0.729
4	The employees of the company are informed about how their remuneration is being done	0.601
5	The employees of the company are informed of the reasons for their reward	0.714
6	The company's reward system emphasizes changing behavior that helps in developing the performance of employees, which leads to the achievement of the company's goals	0.858
7	The reward system and performance measurement encourage the company's employees to work	0.863
8	The company rewards and measures the performance of its employees to	0.817

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	contribute to achieving its vision	
	Communications	
9	The company uses the data it collects from employees to improve their business and develop its strategy	0.786
10	The company's internal communication is the key to creating assimilation and understanding between	0.804
11	The company's internal communications are key to giving employees freedom to	0.729
12	Internal communication in the company is the key to providing all employees	0.698
13	The company's internal communications are consistent with what the company announces to the public	0.665
14	The company's internal communications are consistent with what is announced by public relations	0.754
15	The company's internal communications are compatible with all forms of its communications	0.817
16	The considerations that the company emphasizes is to maintain contact with its employees	0.823
17	The company's contacts with its employees come as a result of the important role of the services assigned to it	0.758
	Employee development	
18	The company provides sufficient resources to train its employees	0.776
19	The company's training and development programs are clearly geared to creating merit	0.805
20	The company believes that it has to keep up with the technological changes on an ongoing basis, which requires re-testing its training programs accordingly	0.777
21	The company is communicating with the changes in the demand for business and is working on the continuous re-testing of its training programs accordingly	0.809
22	The company prepares its employees in order to achieve good performance	0.797
23	The company views the development and development of the skills of its employees as an investment, not a cost	0.733
24	Developing the knowledge and skills of employees is an ongoing process in the company	0.900
25	The company teaches its employees why they do the things that are assigned to them and not just how to do those things	0.779
26	The company goes beyond training and provides educational lessons	0.878
27	The employees of the company are trained for the purpose of performing the assigned service rules	0.686
28	The management of the organization possesses the adaptability to accommodate the diverse needs of its workforce.	0.829
	Leadership and Administrative Support	
29	We believe that our management has moral capabilities to push the company and its employees in the direction	0.846
30	We believe that our management has the intellectual capabilities to push the company and employees in the direction	0.807
31	Our management in the company emphasizes cultural construction and pathfinding in order to bridge the gap between strategy formulation and implementation	0.860

Table (3.7) shows the paragraphs included in the internal marketing axis, as no paragraph has been deleted from the axis' paragraphs, and this means that there is consistency between the paragraphs.

3.3.2. The Results of the Factorial Analysis of the Job Satisfaction Axis

Bartlett (Kaiser-Meyer-Olkin) KMO tests

The factorial analysis is appropriate for the data, as indicated by Table (3.8), where the probability value of the Bartlett test is equal to 0.000, which is less than the significance threshold of 0.05, and the value of the KMO test is equal to 0.880, which is larger than 0.5.

Table 25: Shows the results of the Bartlett- and KMO- test of job satisfaction

test name		Value
(Kaiser-Meyer-Olkin) KMO		0.880
Bartlett	test value	3,238.585
	degrees of freedom	190
	probability value (Sig)	0.000

Table (3.9) shows the paragraphs included in the job satisfaction axis, as it was found that it includes twenty paragraphs, and no paragraph was deleted, and this means that there is consistency between the paragraphs.

Table 26: Shows the saturation coefficient for the job satisfaction axis

number	Paragraph	saturation factor
1	I am only absent from work when absolutely necessary	0.521
2	I am satisfied with my work	0.777
3	I feel happy with my job compared to others	0.842
4	I prefer working in this company over others	0.743
5	I encourage others to work for this company	0.829
6	I am not thinking of leaving this company	0.751
7	My job is pleasant enough and doesn't cause me any problems	0.801
8	I don't get stressed and tired when doing my job	0.727
9	I feel my job is challenging	0.522
10	I am satisfied with my career path	0.706
11	My income from the company is commensurate with my current responsibilities	0.746
12	I see that my salary is enough to live a decent life	0.712
13	I feel that my salary is no less than that of my peers in other jobs	0.782

14	My profession matches my inclinations and abilities	0.794
15	I am satisfied with the way work is organized in this company	0.702
16	I consider my company to be a professional organization and feel proud to work for it	0.616
17	I am pleased to find the cooperation of my colleagues	0.682
18	I am satisfied with the current performance appraisal system	0.682
19	I see that the company gives me a sense of job security	0.739
20	I feel fair and impartial in my current job	0.775

3.3.3. The Results of the Factor Analysis of the Organizational Loyalty Axis

Bartlett (Kaiser-Meyer-Olkin) KMO tests

Table (3.10) demonstrates that the factorial analysis is appropriate for the data because the KMO test value is equal to 0.846, which is larger than 0.5, and the probability value of the Bartlett test is equal to 0.000, which is less than the significance level of 0.05.

Table 27: Shows the results of the Bartlett and KMO organizational loyalty test

test name		Value
(Kaiser-Meyer-Olkin) KMO		0.846
Bartlett	Test value	3,082.804
	Degrees of freedom	210
	Probability value (Sig)	0.000

Table 28: Shows the paragraphs included in the organizational loyalty axis, as it was found that it includes twenty-one paragraphs, and no paragraph was deleted, and this means that there is consistency between the paragraphs.

number	Paragraph	saturation factor
1	I feel honored and privileged to be part of this company	0.687
2	According to my expectations and what I believe in makes me keen to be a member of this company and work for its benefit	0.696
3	The presence of an employee in this company is an indicator of his competence	0.656
4	I see the issues facing the organization as my own personal issues.	0.658
5	My confidence in most of the company's employees is strong	0.673
6	I speak flatteringly about the company to my friends	0.768
7	My work in the company makes me feel satisfied and safe	0.782
8	I feel strongly loyal to this company	0.825
9	Many gains can be gained by belonging to this company	0.765
10	My decision to join this company was the right one	0.817
11	There is an alignment between my values and the values of the company	0.842
12	My survival and stability in this company requires great efforts	0.727
13	My survival and stability in this company requires great efforts	0.711
14	The employees received rewards for their efforts	0.787

15	I encourage and support my colleagues in the company to file complaints and grievances	0.649
16	I refrain from filing complaints and grievances because they require time and risk	0.554
17	I would like to make great efforts to achieve the goals of the company	0.797
18	I would like to participate in a voluntary committee in order to serve the company	0.746
19	I feel good if I am asked about my role in the company	0.767
20	I am more loyal to my profession and role than to the company I work for	0.665
21	It is possible for me to work in other companies that perform work different from my current work	0.500

3.4. Examining Each Paragraph in the Survey

To ascertain whether the score was average, the questionnaire items were examined using a one-sample T-test. The degree of agreement in the response is either average or not at all. 3. The average person's opinion on the phenomenon under study does not significantly deviate from the average person's approval level, which is 3, if (Sig) Sig > 0.05 is more than 0.05. However, in the event when (Sig) Sig < 0.05 Less than 0.05) The average approval score of three deviates noticeably from the population average. The test value in this case shows whether the average response significantly increases or decreases the average approval score, which are 3. If the test value is positive, the arithmetic mean of the answer is higher than the mean approval score, and vice versa.

3.4.1. Analysis of the "Internal Marketing" Paragraphs

3.4.1.1. "Company vision"

The T-test was used to ascertain whether or not the average answer score had reached the average approval score of three. The results are shown in Table 3.12.

From Table (3.12), it can be said that the arithmetic mean is equal to 3.90, and that the relative arithmetic mean is equal to 77.98%, the test value is 11.90, and that the probability value (Sig) is 0.000, so the "company vision" field is considered statistically significant at the level of significance $\alpha \leq 0.05$, that It shows that the average response to this area is significantly different from the average approval, which is three, indicating that the respondents had a high level of approval for the paragraphs in this area. The researcher ascribes this to the fact that the company's

personnel have a clear understanding of the organisation, which encourages them to increase their devotion to the duties they are given for them.

Table 29: The arithmetic mean and probability value (Sig) for each of the paragraphs of the company's field of vision

num ber	Paragraph	Arithme tic average	standard deviation	The relative arithmetic mean	test value	probabilit y value (Sig)	arra nge ment
1	The company presents a vision that the employees believe in	3.79	1.15	75.83	8.81	0.000	
2	The company presents its vision to the workers well	4.01	0.93	80.12	13.87	0.000	
	All paragraphs of the domain together	3.9	0.96	77.98	11.90	0.000	

* The arithmetic mean is statistically significant at the significance level $\alpha \leq 0.05$

3.4.1.2. "Workers' Rewards"

The T-test was used to find out whether the average response score reached the average approval score, which is 3 or not. The results are shown in Table (3.13).

Table (3.13) leads to the following conclusions:

- The third paragraph, "The employees of the company are informed of the reasons for their reward," has an arithmetic mean of 4.11 (total score of 5), which indicates that the test value is 17.53, the probability value (Sig.) is equal to 0.000, and the relative arithmetic mean is 82.21%. As a result, this paragraph is regarded as a function. The average response to this paragraph was greater than the average approval level, which is 3, according to statistics at the significance level of $\alpha < 0.05$. This suggests that there is a high level of agreement among respondents regarding this paragraph.

- The sixth paragraph, "The Company rewards and measures the performance of employees to contribute to achieving its vision," has an arithmetic mean of 3.94. This indicates that the test value is 12.86, the relative arithmetic mean is 78.90%, and therefore.

- Because the probability value (Sig) is equal to 0.000, this paragraph is deemed statistically significant at the significance level of $\alpha \leq 0.05$. This means that

there is a high degree of agreement among the sample members regarding this paragraph, as the average degree of response has surpassed the mean degree of approval, which is 3.

Table 30: The arithmetic mean and probability value (Sig) for each of the paragraphs in the field of "workers' rewards"

number	Paragraph	Arithmetic average	standard deviation	The relative arithmetic mean	test value	probability value (Sig)	arrangement
1	The reward system is linked to the goals of the company	4.02	0.90	80.49	14.61	0.000	4
2	The employees of the company are informed about how their rewards are made	4.03	0.91	80.61	14.42	0.000	3
3	The employees of the company are informed about the reasons for their reward	4.11	0.81	82.21	17.53	0.000	1
4	The company's rewards system emphasizes changing behavior, which helps in developing the performance of employees, which leads to achieving the company's goals	4.04	0.95	80.86	14.09	0.000	2
5	The system of rewards and performance measurement encourages the employees of the company to work in a team spirit	4.02	0.94	80.49	13.88	0.000	4
6	The company rewards and measures the performance of employees for contributing to achieving its vision	3.94	0.94	78.90	12.86	0.000	6
	All paragraphs of the domain together	4.03	0.77	80.59	17.16	0.000	

* Statistical significance is achieved using the arithmetic mean at the significance level of $\alpha < 0.05$.

- All things considered, the test result is 17.16, the probability value (Sig.) is equal to 0.000, the arithmetic mean is 4.03, and the relative arithmetic mean is 80.59%. Consequently, the "workers' rewards" field is deemed statistically significant at the significance level of $\alpha \leq 0.05$. This suggests that the average response to this field deviates significantly from the average approval degree of

3, indicating a high level of approval among respondents for the field's paragraphs.

The researcher attributes this to the fact that there is a system of rewards that is consistent with the behavior of the employees and has great effectiveness because it has a direct impact on the satisfaction and loyalty of the employees.

3.4.1.3. Communications

The average answer score was compared to the average approval score of three using the T-test. The outcomes are displayed in Table (4.14).

Table (3.14) allows for the conclusion of the following:

- At the significance threshold of $\alpha \leq 0.05$, this paragraph is considered statistically significant because the average response to it is higher than the average degree of approval, which is 3, suggesting that respondents highly approve of it. 3. "Internal communications within the company is the key to giving employees freedom to accomplish work," has an arithmetic mean of 4.12 (total score out of 5). Additionally, this shows that the test value is 18.44, the probability value (Sig) is 0.000, and the relative arithmetic mean is 82.33%.

- Eighth paragraph: The arithmetic mean for "The considerations emphasised by the company is maintaining contact with its employees" is 3.83. This indicates that the test value is 10.41, the probability value (Sig) is equal to 0.000, and the relative arithmetic mean is 76.56%. As a result, this paragraph is considered statistically significant at the significance level $\alpha \leq 0.05$. This means that respondents highly approved of the paragraph, as seen by the average answer score being higher than the average approval score of 3.

Table 31: The probability value (Sig.) and arithmetic mean for every paragraph in the "Communications" field

number	Paragraph	Arithmetic average	standard deviation	The relative arithmetic mean	test value	probability value (Sig)	arrangement
1	The company uses the data it collects from employees to improve their business and develop its strategy	3.92	0.89	78.40	13.22	0.000	7
2	Internal communication in the company is the key to creating understanding and understanding among its employees	4.03	0.92	80.61	14.32	0.000	5
3	Internal company communications are key to giving employees the freedom to get things done	4.12	0.77	82.33	18.44	0.000	1
4	Internal communications in the company are key to providing all employees with information	4.08	0.82	81.60	16.73	0.000	3
5	The company's internal communications are consistent with what the company announces to the outside public	4.09	0.81	81.84	17.27	0.000	2
6	The company's internal communications are consistent with what is announced by external public relations	4.03	0.83	80.61	15.77	0.000	5
7	The company's internal communications are compatible with all forms of its external communications	3.9	0.91	77.91	12.52	0.000	8
8	The considerations that the company emphasizes is maintaining contact with its employees	3.83	1.02	76.56	10.41	0.000	9
9	The company's contacts with its employees come as a result of the importance of the role of the services assigned to it	4.05	0.88	80.98	15.21	0.000	4
	All paragraphs of the field together	4.00	0.68	80.10	18.89	0.000	

Statistical significance is achieved using the arithmetic mean at the significance level of $\alpha < 0.05$.

- In general, the arithmetic mean is 4.00, the relative arithmetic mean is 80.10%, the test value is 18.89, and the probability value (Sig.) is equal to 0.000.

Statistical significance is declared for the "Communications" field at the significance level of $\alpha < 0.05$. Given that the average response to this field differs

significantly from the average approval degree of 3, it shows that respondents have a high degree of agreement regarding the paragraphs in this area. The study claims that this is because of the organization's internal communication component, which significantly increases organizational loyalty by supporting the completion of tasks that would enhance work performance.

3.4.1.4. Development and Development of Personnel

The T-test was used to find out whether the average response score reached the median agreement score of 3 or not. The results are shown in Table (3.15).

Table (3.15) allows the following conclusions to be drawn:

The tenth paragraph, "The employees of the company are trained for the purpose of performing the rules of the services they are assigned to perform," has an arithmetic mean of 4.10 (total score out of 5). This indicates that the paragraph is considered a function because the relative arithmetic mean is 82.09%, the test value is 15.91, and the probability value (Sig.) is equal to 0.000. Statistics at the significance level of $\alpha < 0.05$ show that the average reaction to this paragraph was higher than the average acceptance level, which is 3. This implies that responders have a high degree of agreement with this text.

- Using an arithmetic mean of 3.87, the ninth paragraph "The Company goes beyond training and works to provide educational lessons in addition to training" is statistically significant at 77.42%, the test value is 10.54, and the probability value (Sig.) is equal to 0.000.

Table 32: The probability value (Sig) and the arithmetic mean for every item in the employee development and growth field

number	Paragraph	Arithmetic average	standard deviation	The relative arithmetic mean	test value	probability value (Sig)	arrangement
1	The company provides sufficient resources to train its employees	3.89	0.96	77.79	11.80	0.000	9
2	Training and development programs in the company are clearly directed at creating merit (eligibility)	3.98	0.82	79.62	15.28	0.000	7
3	The company believes that it should be constantly in touch with technological changes, which requires re-testing its training programs accordingly	4.06	0.86	81.10	15.62	0.000	3
4	The company is communicating with changes in business demand and working on continuous re-testing of its training programs accordingly	3.96	0.87	79.26	14.18	0.000	8
5	The company prepares its employees in order to achieve good performance	4.05	0.87	80.98	15.33	0.000	4
6	The company views the development and skills development of its employees as an investment, not a cost	4.01	0.91	80.25	14.21	0.000	5
7	Developing the knowledge and skills of employees is an ongoing process in the company	4.01	0.91	80.25	14.21	0.000	5
8	The company teaches its employees why they do the things they do, not just how to do them	3.88	1.00	77.67	11.25	0.000	10
9	The company goes beyond training and provides educational lessons in addition to training	3.87	1.05	77.42	10.54	0.000	11
10	Employees of the company receive training to ensure they follow the guidelines for the services they are assigned to do.	4.10	0.89	82.09	15.91	0.000	1
11	The company's management is flexible in adapting and meeting the various needs of its employees	4.07	0.87	81.47	15.72	0.000	2
	All paragraphs of the domain together	3.99	0.76	79.81	16.72	0.000	

* Statistical significance is achieved using the arithmetic mean at the significance level of $\alpha < 0.05$.

The average response was higher than the average approval, indicating a high degree of agreement among the respondents at the significance threshold of $\alpha < 0.05$ about this paragraph.

Overall, the arithmetic mean is 3.99, the relative arithmetic mean is 79.81%, the test value is 16.72, and the probability value (Sig.) is equal to 0.000. Thus, the field of "workers development" is considered statistically significant at the significance level of $\alpha < 0.05$, indicating that the mean The fact that the respondents' degree of response to the paragraphs in this area deviates greatly from the average degree of approval which is three indicates that they have a high level of acceptance for the paragraphs.

The researcher explains this by saying that the company's training culture solely takes into account functional needs, ignoring training initiatives that help to improve the social culture and elevate the position and role of the employee in society.

3.4.1.5. "Leadership and Administrative Support"

To determine if the average response score had reached the median agreement score of three or not, the T-test was employed. Table (3.16) presents the results.

The following conclusions can be drawn from Table (3.16) The arithmetic mean of the second paragraph, "We believe that our management has the intellectual capabilities in pushing the company and employees in the right direction," equals 4.10 (total score out of 5), meaning that the probability value (Sig.) is equal to 0.000, the relative arithmetic mean is 81.96%, and the test value is 16.83. The paragraph is statistically significant at the significance level of $\alpha \leq 0.05$, meaning that the average response to it has above the average approval level of 3, demonstrating the respondents' strong support for this paragraph.

Table 33: The arithmetic mean and probability value (Sig.) for each item in the field of "Leadership and Administrative Support"

number	Paragraph	Arithmetic average	standard deviation	The relative arithmetic mean	test value	probability value (Sig)	arrangement
1	We believe that our management has moral capabilities to push the company and its employees in the right direction	4.07	0.80	81.35	16.99	0.000	2
2	We believe that our management has the intellectual capabilities to push the company and its employees in the right direction	4.10	0.83	81.96	16.83	0.000	1
3	Our management in the company emphasizes on cultural construction and pathfinding in order to bridge the gap between strategy formulation and implementation	3.96	0.87	79.26	14.18	0.000	3
	All paragraphs of the field together0	4.04	0.79	80.86	16.83	0.000	

* Statistical significance is achieved using the arithmetic mean at the significance level of $\alpha < 0.05$.

- In order to close the gap between strategy creation and implementation, our management in the organization places a strong emphasis on defining the path and creating a culture." This is the third paragraph. Given that its arithmetic mean is 3.96, the relative arithmetic mean is 79.26%. With a probability value (Sig.) of 0.000, the test value is 14.18. These details lead to the classification of the paragraph as a function. Based on statistical analysis, the average response to this paragraph was found to be higher than the average approval level of 3, suggesting a high degree of agreement among respondents at the significance level of $\alpha < 0.05$.

- All things considered, the test value is 16.83, the probability value (Sig.) is equal to 0.000, the arithmetic mean is 4.04, and the relative arithmetic mean is 80.86%. At the significance level of 0.05, the field "Leadership and Administrative Support" is considered statistically significant since the average response to it deviates significantly from the average approval degree of 3. This

suggests that the paragraphs in this field are highly regarded by the respondents.

The researcher ascribes this, along with the preceding findings, to the company's high percentage of skills and experience capable of creating and carrying out strategic goals.

Analysis of all paragraphs of "internal marketing"

To determine if the average answer score had attained the average approval score of three or not, the T-test was employed. Table (3.17) presents the results.

Table 34: The probability value (Sig.) and arithmetic mean for each internal marketing component

field	Arithmetic average	standard deviation	The relative arithmetic mean	test value	probability value (Sig)	arrangement
Company vision.	3.90	0.96	77.98	11.90	0.000	5
Workers' rewards.	4.03	0.77	80.59	17.16	0.000	2
Communication	4.00	0.68	80.10	18.89	0.000	3
Employee development and development.	3.99	0.76	79.81	16.72	0.000	4
Leadership and administrative support.	4.04	0.79	80.86	16.83	0.000	1
internal marketing	4.00	0.68	80.03	18.67	0000	

The arithmetic mean is statistically significant at the significance level $\alpha \leq 0.05$

Table (3.17) indicates that the test result is 18.67 and the relative arithmetic mean is 80.03%. For all internal marketing items, the arithmetic mean is equal to 4.00 (total score out of 5).

Because the average degree of response is higher than the average degree of acceptance (3) and the probability value (Sig.) is equivalent to 0.000, the paragraphs are considered statistically significant at the significance level of $\alpha \leq 0.05$. This implies

that there is broad agreement among the sample participants about internal marketing for the paragraphs.

The researcher ascribes this to the management of the company's ongoing efforts to improve internal marketing components; however there is a small deficiency in strengthening the company's vision among staff members.

3.4.2. Analysis of Paragraphs in the Topic of "Job Satisfaction"

To determine if the average answer score had attained the average approval score of three or not, the T-test was employed. Table (3.18) presents the results.

The conclusions that follow can be drawn from Table (3.18):

- The arithmetic mean of the fourth paragraph, "I prefer working in this company over others," is 4.29 (total score of 5). This means that the test value is 20.44, the probability value (Sig.) is equal to 0.000, and the relative arithmetic mean is 85.89%. Consequently, this paragraph is considered statistically significant at the significance level $\alpha \leq 0.05$. This means that respondents agree strongly on this one, as the average degree of reaction to the paragraph is higher than the average degree of approval, which is 3.

- For the seventh paragraph, "I do not get tired or exhausted when performing my job," the arithmetic mean is 3.60. This shows that the relative arithmetic mean is 72.02%, the test value is 5.96, and the probability value (Sig.) is equal to 0.000. At the significance threshold of $\alpha < 0.05$, this paragraph is therefore considered statistically significant. However, the average response to this paragraph was greater than the usual approval level of three, suggesting that the respondents found this paragraph to be highly supportive.

Table 35: The arithmetic mean and probability value (Sig.) for each of the items in the field of "Job Satisfaction"

number	Paragraph	Arithmetic average	standard deviation	The relative arithmetic mean	test value	probability value (Sig)	arrangement
1	I only leave my work when absolutely necessary	4.26	0.77	85.28	21.00	0.000	3
2	I am satisfied with my work	4.22	0.75	84.42	20.91	0.000	4
3	I feel happy with my job compared to others	4.18	0.82	83.56	18.26	0.000	6
4	I prefer working in this company over others	4.29	0.81	85.89	20.44	0.000	1
5	I encourage others to work for this company	4.27	0.76	85.40	21.27	0.000	2
6	I am not thinking of leaving this company	4.22	0.98	84.42	15.98	0.000	4
7	My job is pleasant enough and doesn't cause me any problems	4.01	1.05	80.25	12.26	0.000	10
8	I don't get stressed and tired when doing my job	3.6	1.09	72.02	5.96	0.000	20
9	I feel my job is challenging	4.07	0.90	81.35	15.2	0.000	9
10	I am satisfied with my career path	4.00	1.02	80.00	12.54	0.000	11
11	My income from the company is commensurate with my current responsibilities	3.69	1.09	73.74	8.04	0.000	19
12	I see that my salary is enough to live a decent life	3.79	1.10	75.71	9.13	0.000	17
13	I feel that my salary is no less than that of my peers in other jobs	3.74	1.08	74.85	8.77	0.000	18
14	My profession matches my inclinations and abilities	3.83	0.99	76.69	10.77	0.000	14
15	I am satisfied with the way work is	3.95	1.00	79.02	12.16	0.000	12

	organized in this company						
16	I consider my company to be a professional organization and feel proud to work for it	4.15	0.94	82.94	15.51	0.000	7
17	I am pleased to find the cooperation of my colleagues	4.09	0.82	81.72	16.92	0.000	8
18	I am satisfied with the current performance appraisal system	3.89	1.05	77.79	10.77	0.000	13
19	I see that the company gives me a sense of job security	3.8	1.18	76.07	8.69	0.000	16
20	I feel fair and impartial in my current job	3.83	1.13	76.69	9.43	0.000	14
	All paragraphs of the domain together	3.99	0.73	79.89	17.44	0.000	

* Statistical significance is achieved using the arithmetic mean at the significance level of α < 0.05.

- All things considered, the test value is 17.44, the probability value (Sig.) is equal to 0.000, the arithmetic mean is equal to 3.99, and the relative arithmetic mean is equal to 79.89%. As a result, the job satisfaction category is deemed "statistically significant at the significance level α < 0.05, indicating that the average The respondents' high level of acceptance for the paragraphs in this field is indicated by the fact that their degree of response to it differs significantly from the average degree of approval, which is 3.

The researcher ascribes this to the fact that a sizable portion of workers are content with their jobs in spite of the heavy workloads assigned to them, which can lead to tension and fatigue.

3.4.3. Paragraph Analysis in the Area of "Organizational Loyalty"

To determine if the average answer score had attained the average approval score of three or not, the T-test was employed. Table (3.19) presents the results.

From Table (3.19) the following can be concluded

- The second paragraph's arithmetic mean, "according to my expectations and what I believe makes me keen to be a member of this company and work for it," is 4.24 (a total score of 5). This indicates that the test value is 19.59, the probability value (Sig.) is equal to 0.000, and the relative arithmetic mean is 84.79%. As a result, this paragraph is deemed statistically significant at the significance level of $\alpha \leq 0.05$. This suggests that there is a high level of agreement among respondents regarding this paragraph, as the average response to it has surpassed the average approval level of 3.

- This paragraph is deemed statistically significant at the significance level $\alpha \leq 0.05$ because the arithmetic mean for the sixteenth paragraph, "I refrain from submitting a complaint and grievance because it requires time and risk," is 3.69. This indicates that the relative arithmetic mean is 73.74%, the test value is 7.10, and the probability value (Sig.) is equal to 0.000.

Table 36: The arithmetic mean and probability value (Sig.) for each paragraph of the "Organizational Loyalty"

number	Paragraph	Arithmetic average	standard deviation	The relative arithmetic mean	test value	probability value (Sig)	arrangement
1	I feel honored and privileged to be part of this company	4.18	0.79	83.56	18.97	0.000	5
2	According to my expectations and what I believe in makes me keen to be a member of this company and work for its benefit	4.24	0.81	84.79	19.59	0.000	1
3	The presence of an employee in this company is an indicator of his competence	4.20	0.79	84.05	19.32	0.000	4
4	I consider the company's problems to be my personal problems	4.08	0.82	81.60	16.89	0.000	13
5	My confidence in most of the company's employees is strong	3.94	0.94	78.90	12.86	0.000	18

6	I speak flatteringly about the company to my friends	4.15	0.76	82.94	19.39	0.000	8
7	My work in the company makes me feel satisfied and safe	3.98	1.02	79.63	12.35	0.000	15
8	I feel strongly loyal to this company	4.13	0.86	82.70	16.90	0.000	9
9	Many gains can be gained by belonging to this company	4.07	0.97	81.47	14.19	0.000	14
10	The decision to associate with this company was correct	4.22	0.89	84.42	17.53	0.000	2
11	There is an alignment between my values and the values of the company	4.10	0.86	84.29	18.06	0.000	11
12	My survival and stability in this company requires great efforts	4.21	0.86	84.42	17.53	0.000	3
13	Belonging to this company requires many capabilities	4.09	0.84	81.84	16.50	0.000	12
14	Employees receive rewards for their efforts	3.86	1.04	77.18	10.53	0.000	20
15	I encourage and support my colleagues in the company to file complaints and grievances	3.95	0.95	79.02	12.72	0.000	17
16	I refrain from filing complaints and grievances because they require time and risk	3.69	1.23	73.74	7.10	0.000	21
17	I would like to make great efforts to achieve the goals of the company	4.16	0.85	83.19	17.51	0.000	6
18	I would like to participate in a voluntary committee in order to serve the company	4.12	0.84	82.33	16.94	0.000	10
19	I feel good if I am asked about my role in the	4.16	0.73	83.19	20.34	0.000	6

	company						
20	I am more loyal to my profession and role than to the company I work for	3.94	1.02	78.77	11.72	0.000	19
21	I can work in other companies that perform work different from my current job	3.97	1.07	79.39	11.52	0.000	16
	All paragraphs of the domain together	4.07	0.64	81.38	21.18	0.000	

* Statistical significance is achieved using the arithmetic mean at the significance level of α < 0.05.

This shows that there is a high level of acceptance by the respondents for this paragraph, since the average response to it has surpassed the average approval degree of 3, which is 3.

All things considered, the test value is 21.18, the probability value (Sig.) is 0.000, the arithmetic mean is 4.07, and the relative arithmetic mean is 81.38%. The average response score for the "organisational loyalty" domain is significantly different from the average approval score of 3, indicating that the domain is statistically significant at the significance level of α ≤ 0.05. This indicates that the respondents have a high level of approval for the paragraphs in this domain

3.5. The Arithmetic Mean and Standard Deviation of the Study Variables

Among the most widely used descriptive statistics are the mean and the standard deviation. The mean, which was calculated, provides a general idea of the data without delving too deeply into the specific items of the sample that was collected, while the standard deviation indicates the extent of the distribution of differences in the collected data. Since it is evident that the mean for each variable is greater than the hypothetical mean, which is (3), we find that the standard deviation for each variable in the study is less than one, indicating homogeneity between the sample members' responses on each of the variables' statements, The arithmetic means of the following are evident from the table: 3.90 is the arithmetic mean of the company's vision; 0.96 is the standard deviation; 4.03 is the arithmetic mean for the employee

rewards dimension; 0.77 is the standard deviation; 4.00 is the arithmetic mean for the communication dimension; 0.68 is the standard deviation; 3.99 is the arithmetic mean for the employee development dimension; 4.04 is the standard deviation for remote leadership and support Administrative; the arithmetic mean for job satisfaction (3.99) and standard deviation (0.73), and the arithmetic mean of the dependent variable organizational loyalty (4.07) and 0.64 is the standard deviation.

Table 37: The arithmetic mean and standard deviation of the study variables

variable	variable type	Arithmetic average	standard deviation
Company vision.	independent	3.90	0.96
Workers' rewards	independent	4.03	0.77
Communication.	independent	4.00	0.68
Employee development and development.	independent	3.99	0.76
Leadership and administrative support.	independent	4.04	0.79
Job Satisfaction	mediating	3.99	0.73
organizational loyalty	dependent	4.07	0.64

3.6.   Testing the Hypotheses of the Study

3.6.1.   H1: Effect of Company Vision on OL

The table (3.21) showed linear regression analysis investigating the relationship between Company vision (independent variable) and Organizational loyalty (dependent variable) and the R-Square (the coefficient of determination), represents the proportion of variance in the dependent variable (Organizational loyalty) that is explained by the independent variable (Company vision), In this case, approximately 8.3% of the variance in Organizational loyalty can be accounted for by Company vision.

Table 38: Simple Linear regression analysis of the effect of Company vision on Organizational loyalty

Independent variables	Regression Coefficients	t-test (p-value)	F-test (p-value)	R^2
Constant	3.791	19.733 (p<.001**)	11.891 (p<.001**)	8.3%
Company Vision	0.144	3.448 (p<.001**)		

Organizational loyalty = 3.791+ 0.144 * **Company Vision,** ** Significant at level (p<0.01)

The value of (F-test=11.891) showed that the regression model is significant, with a (p<0.001), indicating that the relationship between organizational loyalty and company vision is statistically significant.

The estimated coefficients of the regression equation. The constant term is (3.791), meaning that when the company vision is zero, the predicted value of organizational loyalty is (3.791). The coefficient for company vision is (0.144), indicating that for a one-unit increase in company vision, the predicted value of organizational loyalty will increase by (0.144 units). The t-value of (3.448) and the (p<0.001) indicate that this coefficient is statistically significant but the effect of company vision on organizational loyalty is moderate, finally we accepting H1.

3.6.2.   H2: Effect of Employee Rewards on OL

The table (3.22) showed linear regression analysis investigating the relationship between Employee rewards (independent variable) and Organizational loyalty (dependent variable) and the R-Square (the coefficient of determination), represents the proportion of variance in the dependent variable (Organizational loyalty) that is explained by the independent variable (Employee rewards), In this case, approximately 4.6% of the variance in Organizational loyalty can be accounted for by Employee rewards.

Table 39: Simple Linear regression analysis of the effect of Employee rewards on Organizational loyalty

Independent variables	Regression Coefficients	t-test (p-value)	F-test (p-value)	R^2
Constant	3.513	9.641 (p<.001**)	6.364 (p<0.013*)	4.6%
Employee rewards	0.210	2.523 (p<0.013*)		

Organizational loyalty = 3.513+ 0.210 * Employee rewards,
* Significant at level (p<0.05), ** Significant at level (p<0.01)

The value of (F-test=6.364) showed that the regression model is significant, with a (p<0.013), indicating that the relationship between organizational loyalty and Employee rewards is statistically significant.

The estimated coefficients of the regression equation. The constant term is (3.513), meaning that when the Employee rewards is zero, the predicted value of organizational loyalty is (3.513). The coefficient for Employee rewards is (0.210), indicating that for a one-unit increase in Employee rewards, the predicted value of organizational loyalty will increase by (0.210 units). The t-value of (2.523) and the ($p<0.05$) indicate that this coefficient is statistically significant but the effect of Employee rewards on organizational loyalty is moderate, finally we accepting H2.

3.6.3.   H3: Effect of Communications on OL.

The table (3.23) showed linear regression analysis investigating the relationship between communications (independent variable) and organizational loyalty (dependent variable) and the R-Square (the coefficient of determination), represents the proportion of variance in the dependent variable (organizational loyalty) that is explained by the independent variable (communications), In this case, approximately 18.9% of the variance in organizational loyalty can be accounted for by Communications.

Table 40: Simple Linear regression analysis of the effect of Communications on Organizational loyalty

Independent variables	Regression Coefficients	t-test (p-value)	F-test (p-value)	R^2
Constant	2.726	8.716 ($p<0.001^{**}$)	30.502 ($p<0.001^{**}$)	18.9%
Communications	0.389	5.523 ($p<0.001^{**}$)		

Organizational loyalty = 2.726+ 0.389 * Communications,
* Significant at level ($p<0.05$), ** Significant at level ($p<0.01$)

The value of (F-test=30.502) showed that the regression model is significant, with a ($p<0.001$), indicating that the relationship between organizational loyalty and Communications is statistically significant.

The estimated coefficients of the regression equation. The constant term is (2.726), meaning that when the Communications is zero, the predicted value of organizational loyalty is (2.726). The coefficient for Communications is (0.389), indicating that for a one-unit increase in Communications, the predicted value of organizational loyalty will increase by (0.389 units). The t-value of (5.523) and the

(p<0.001) indicate that this coefficient is statistically significant and the effect of Communications on organizational loyalty is large, finally we accepting H3.

3.6.4.   H4: Effect of Employee Development on OL

The table (3.24) showed linear regression analysis investigating the relationship between Employee development (independent variable) and Organizational loyalty (dependent variable) and the R-Square (the coefficient of determination), represents the proportion of variance in the dependent variable (Organizational loyalty) that is explained by the independent variable (Employee development), In this case, approximately 27.5% of the variance in Organizational loyalty can be accounted for by Employee development.

Table 41: Simple Linear regression analysis of the effect of Employee development on Organizational loyalty

Independent variables	Regression Coefficients	t-test (p-value)	F-test (p-value)	R^2
Constant	2.358	7.925 (p<0.001**)	49.626 (p<0.001**)	27.5%
Employee development	0.471	7.045 (p<0.001**)		

Organizational loyalty = 2.358+ 0.471* Employee development,
* Significant at level (p<0.05), ** Significant at level (p<0.01)

The value of (F-test=49.626) showed that the regression model is significant, with a (p<0.001), indicating that the relationship between organizational loyalty and Employee development is statistically significant.

The estimated coefficients of the regression equation. The constant term is (2.358), meaning that when the Employee development is zero, the predicted value of organizational loyalty is (2.358). The coefficient for Employee development is (0.471), indicating that for a one-unit increase in Communications, the predicted value of organizational loyalty will increase by (0.471 units). The t-value of (7.045) and the (p<0.001) indicate that this coefficient is statistically significant and the effect of Employee development on organizational loyalty is large, finally we accepting H4.

3.6.5.   H5: Effect of Leadership and Administrative on OL.

The table (3.25) showed linear regression analysis investigating the relationship between Leadership and Administrative Support (independent variable) and Organizational loyalty (dependent variable) and the R-Square (the coefficient of determination), represents the proportion of variance in the dependent variable (Organizational loyalty) that is explained by the independent variable (Leadership and Administrative Support), In this case, approximately 33.9% of the variance in Organizational loyalty can be accounted for by Leadership and Administrative Support.

Table 42: Simple Linear regression analysis of the effect of Leadership and Administrative Support on Organizational loyalty

Independent variables	Regression Coefficients	t-test (p-value)	F-test (p-value)	R^2
Constant	2.921	15.595 (p<0.001**)	67.323 (p<0.001**)	33.9%
Leadership and Administrative Support	0.338	8.205 (p<0.001**)		

Organizational loyalty = 2.921+ 0.338* Leadership and Administrative Support,
* Significant at level (p<0.05), ** Significant at level (p<0.01)

The value of (F-test=67.323) showed that the regression model is significant, with a (p<0.001), indicating that the relationship between organizational loyalty and Leadership and Administrative Support is statistically significant.

The estimated coefficients of the regression equation. The constant term is (2.921), meaning that when the Leadership and Administrative Support is zero, the predicted value of organizational loyalty is (2.921). The coefficient for Leadership and Administrative Support is (0.338), indicating that for a one-unit increase in Communications, the predicted value of organizational loyalty will increase by (0.338 units). The t-value of (8.205) and the (p<0.001) indicate that this coefficient is statistically significant and the effect of Leadership and Administrative Support on organizational loyalty is large, finally we accepting H5.

3.6.6.   H6: Effect of IM on the OL

From the results of multiple regressions using the stepwise method, the following can be concluded:

- It was discovered that the following variables had a weak effect on the dependent variable, "organizational loyalty": communication, leadership and administrative support, and staff development. employee benefits and business objectives.

- With a coefficient of determination of 0.850 and a modified coefficient of determination of 0.845, the linear relationship accounted for 84.5% of the variation in organizational loyalty (the dependent variable), with other factors potentially accounting for the remaining 15.5%.

Table (3.26) presents the independent factors that explain "organizational loyalty according to the value of the T-test," ranked by significance: communication, then leadership and administrative support, then employee development, then employee rewards, and finally the company's vision.

Table 43: Multiple regression analysis of the effect of internal marketing on organizational loyalty

independent variables	Regression coefficients	T test value	probability value Sig
constant amount	0.632	5.080	0.000
Company vision.	0.003	0.088	0.930
Workers' rewards	0.061	1.261	0.209
Communication.	0.412	5.913	0.000
Employee development and development.	0.209	2.892	0.004
Leadership and administrative support.	0.293	5.514	0.000
Determination coefficient = 0.850	Adjusted coefficient of determination = 0.845		

Organizational loyalty = 0.632 + 0.003 = company vision + 0.061 * employee rewards + 0.412 * communication + 0.209 * employee development + 0.093 = leadership and administrative support.

3.6.7. H7: Effect of IM on the JS

From the results of multiple regressions using the Stepwise method, the following can be concluded:

- The variables influencing the dependent variable "Job Satisfaction" were determined to be administrative support and leadership, communication, employee rewards, and employee development, while the weak effect of the company's vision variable was shown.

The coefficient of determination = 0.755, and the adjusted coefficient of determination = 0.747, which means that 74.7% of the change in job satisfaction (the dependent variable) was explained by the linear relationship, and it's possible that additional factors influencing work satisfaction account for the remaining 25.3%.

Table 44: Multiple regression analysis of the effect of internal marketing on job satisfaction

independent variables	Regression coefficients	T test value	probability value Sig
constant amount	0.419	2.335	0.021
Company vision.	0.820	1.624	0.106
Workers' rewards	0.164	2.352	0.020
Communication.	0.417	4.150	0.000
Employee development and development.	0.224	2.150	0.033
Leadership and administrative support.	0.335	4.361	0.000
Determination coefficient = 0.755	Adjusted coefficient of determination = 0.747		

Job satisfaction = 0.419 + 0.820 * company vision + 0.164 * employee rewards + 0.417 * communication + 0.224 * employee development + 0.335 * leadership and administrative support.

Through table (3.27) it was found that the independent variables, according to their importance in explaining "job satisfaction according to the value of the T-test, are as follows: leadership and administrative support, then communication, then employee rewards, then employee development, and finally the company's vision.

3.6.8. H8: Effect of JS on the OL

From the results of linear regression, the following can be concluded:

- It was found that there is an effect of job satisfaction on the organizational loyalty.

With a coefficient of determination of 0.808 and an adjusted coefficient of determination of 0.807, the linear relationship accounted for 80.7% of the variation in organizational loyalty (the dependent variable), with other factors potentially accounting for the remaining 19.3%.

Table 45: Linear regression analysis of the impact of job satisfaction on organizational loyalty

independent variables	Regression coefficients	T test value	probability value Sig
constant amount	0.892	7.184	0.000
Job Satisfaction	0.795	26.021	0.000
Determination coefficient = 0.808		Adjusted coefficient of determination = 0.807	

Organizational loyalty = 0.892 + 0.795 * job satisfaction

3.6.9. H9: Effect of JS as a Mediating Variable on the Relationship between IM and OL

To test the effect of the mediating role of job satisfaction on the relationship between internal marketing dimensions and organizational loyalty, regression analysis was used in the first model.

While in the second model decreased to (0.003), and this it indicates the acceptance of the mediation of job satisfaction in the relationship between the company's vision and organizational loyalty. As for employee rewards, organizational loyalty and satisfaction, the beta value in the first model was (0.164), while in the second model it decreased to (0.061), and this indicates the acceptance of the mediation of job satisfaction in the relationship between rewards. Employees and organizational loyalty. As for communications, organizational loyalty and satisfaction, the beta value in the first model was (0.417), while in the second model it decreased to (0.412), and this indicates the acceptance of the mediation of job satisfaction in the relationship between communication and organizational loyalty. Beta in the first model

was (0.224), while in the second model it decreased to (0.209), and this indicates acceptance of the mediation of job satisfaction in the relationship between employee development and organizational loyalty. As for leadership, administrative support, organizational loyalty and satisfaction, the value of beta in the first model was (0.335). In the second model, it decreased to (0.293), and this indicates acceptance of the mediation of job satisfaction in the relationship between leadership, administrative support, and organizational loyalty, and the table below illustrates this.

Table 46: The mediation of job satisfaction in the relationship between internal marketing dimensions and organizational loyalty

internal marketing	Workers' rewards	Workers' rewards	Communication	Employee development and development.	Leadership and administrative support.	Determination coefficient	Adjusted coefficient of determination
Model 1	0.082	0.164	0.417	0.224	0.335	0.755	0.747
Model 2	0.003	0.061	0.412	0.209	0.293	0.850	0.845

3.6.10.   H10: OL Due to the following Demographic Variables

This hypothesis leads to the following sub-hypotheses:

3.6.10.1. OL Due to Gender

It can be concluded that there are no statistically significant variations in respondents' average replies regarding organizational loyalty based on gender based on the data shown in Table (3.30). This is due to the fact that the T-test probability value (Sig.) for two independent samples is higher than the significance level of 0.05.

Table 47: T-test results for two samples of independent gender

field	averages		test value	probability value(Sig)
	male	female		
Organizational loyalty	4.06	4.10	-0.257	0.798

At the significance threshold of α < 0.05, the difference between the means is statistically significant.

3.6.10.2. OL Employees Due to Age

Based on the data shown in Table (3.31), the probability value (Sig.) corresponding to the "one-way variance" test is less than the significance level of 0.05. As a result, it can be concluded that there are statistically significant differences in the respondents' average answers when it comes to their age-related organizational loyalty. This is to assist those who fall between the ages of 41 and 50.

Table 48: The results of the "one-way variance" test – age

field	averages			test value	probability value(Sig)
	25 or less years old	26-40 years old	41-50 years old		
Organizational loyalty	3.86	3.94	4.55	17.706	0.000

* At the significance threshold of α < 0.05, the difference between the means is statistically significant.

3.6.10.3. OL Due to the Number of Years of Experience

Based on the information shown in Table (3.32), it was determined that the associated probability value (Sig.) for the "unilateral variance" test was greater than the significance level of 0.05. Consequently, it can be concluded that there is no statistically significant difference between the average respondents' responses about organizational loyalty due to years of experience.

Table 49: The results of the "one-way variance" test – Years of Experience

field	averages				test value	probability value(Sig)
	3 or less years	4-6 years	7-9 years	10 years and over		
Organizational loyalty	3.89	4.12	4.06	4.16	1.276	0.284

* At the significance threshold of α < 0.05, the difference between the means is statistically significant

3.6.10.4. OL Due to the Governorate

Based on the information shown in Table (3.33), it was determined that the probability value (Sig.) corresponding to the "one-way variance" test was greater than the significance level of 0.05. As a result, it can be concluded that there is no

statistically significant difference between the average respondents' responses on the organizational loyalty caused by Governorate.

Table 50: The results of the "one-way variance" test – governorate

field	averages					test value	probability value(Sig)
	Erbil	Duhok	Sulaymaniyah	Kirkuk	Mosul		
Organizational loyalty	3.96	4.05	4.2	4.18	4.00	0.434	0.784

* The difference between the means is statistically significant at the significance level α ≤ 0.05.

3.6.10.5. OL Due to Income

There are statistically significant differences between the averages of the respondents' responses regarding organizational loyalty due to income, according to Table (3.34)'s results, which show that the probability value (Sig) corresponding to the "one-way variance" test is less than the significance level of 0.05.

Table 51: Results of the "one-way variance" test – income

field	averages			test value	probability value(Sig)
	500,000 or less dinars	501,000 to 1,000,000 dinars	1001,000 dinars and more		
Organizational loyalty	3.85	4.01	4.25	4.581	0.012

* The difference between the means is statistically significant at the significance level α ≤ 0.05.

Structural Equation Model (SEM) Using AMOS

With a further note indicating that "Job satisfaction" is acting as a mediating variable in the relationship between "internal marketing" and "organizational loyalty," the results from the AMOS program illustrate the relationships between three constructs: "Internal marketing," "Job satisfaction," and "Organizational loyalty." The table (3.35) and figure (3.1) demonstrated that.
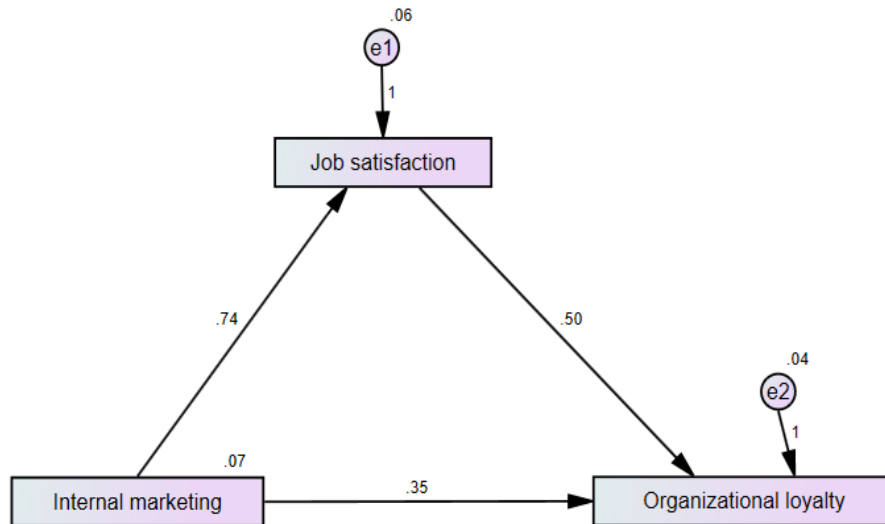
Figure 6: The relation between "Internal marketing," "Job satisfaction" (mediating variable) and "Organizational loyalty" using AMOS

Table 52: Regression Weights

			Estimate	**S.E.**	**C.R.**	**P**
Job satisfaction	<---	Internal marketing	.741	.083	8.879	***
Organizational loyalty	<---	Internal marketing	.346	.087	3.998	***
Organizational loyalty	<---	Job satisfaction	.503	.071	7.042	***

There is a positive relationship between "Internal marketing" and "Job satisfaction." The relationship is statistically significant (p < 0.001), meaning it is unlikely to be due to chance, as the estimate is positive (0.741), it suggests that higher levels of "Internal marketing" are associated with increased "Job satisfaction."

There is a positive relationship between "Internal marketing" and "Organizational loyalty.", The relationship is statistically significant (p < 0.001), indicating it is unlikely to be due to chance, The estimate of 0.346 suggests that higher levels of "Internal marketing" are associated with increased "Organizational loyalty."

The estimate of 0.503 indicates a positive relationship between "Job satisfaction" and "Organizational loyalty.", The relationship is statistically significant (p < 0.001), indicating it is unlikely to be due to chance, the additional note of "Job satisfaction is mediating" suggests that the relationship between "Internal marketing"

and "Organizational loyalty" is influenced or mediated by the variable "Job satisfaction."

In summary, the results suggest that "Internal marketing" has a positive influence on both "Job satisfaction" and "Organizational loyalty." Moreover, "Job satisfaction" acts as a mediating variable in the relationship between "Internal marketing" and "Organizational loyalty." This means that the positive effect of "Internal marketing" on "Organizational loyalty" is partially explained by the influence of "Job satisfaction." In other words, "Job satisfaction" plays a significant role in transmitting the impact of "Internal marketing" to "Organizational loyalty."

The AIC (Akaike Information Criterion) and related information criteria (BCC, BIC, CAIC) are statistical measures used for model selection in the context of structural equation modeling (SEM). They help in comparing the fit of different models to the data, with lower values indicating a better fit.

Table 53: AIC (Akaike Information Criterion) to fit the model

Model	AIC	BCC	BIC	CAIC
Default model	12.000	12.375	29.342	35.342
Saturated model	12.000	12.375	29.342	35.342
Independence model	172.504	172.691	181.175	184.175

The independence model represents a model where all variables are assumed to be independent of each other, with no relationships among them, The AIC, BCC, BIC and CAIC values equal (172.504, 172.691, 181.175, 184.175) respectively indicates the AIC, BCC, BIC and CAIC for the independence model.

In summary, the results suggest that both the tested (default) model and the saturated model provide a good fit to the data, while the independence model does not fit the data well. The tested model is preferred over the independence model due to its lower AIC, BCC, and BIC values, indicating a better fit.

AIC	**Akaike Information Criterion.**
BCC	Bayesian Information Criterion.
BIC	chwarz's Bayesian Information Criterion.
CAIC	Consistent Akaike Information Criterion.
SEM	Structural Equation Model.
AMOS	The name of the statistical program.

Table 54: Hypothesis Decision

Hypothesis	Decision
H1: There is a statistically significant effect of Company Vision on Organizational loyalty.	Accepted
H2: There is a statistically significant effect of Employee rewards on Organizational loyalty.	Accepted
H4: There is a statistically significant effect of Communications on Organizational loyalty.	Accepted
H4: There is a statistically significant effect of Employee development on Organizational loyalty.	Accepted
H5: There is a statistically significant effect of Leadership and Administrative Support on Organizational loyalty.	Accepted
H6: Internal marketing has an impact on the loyalty of an organization.	Accepted
H7: Internal marketing has an impact on employees' job happiness.	Accepted
H8: Demographic characteristics and organizational commitment are related.	Accepted
H9: There is an effect of job satisfaction as a mediating variable on the relationship between internal marketing and organizational loyalty.	Accepted
H10: There is a connection between organizational commitment and demographic factors.	Accepted

The Subsequent Statistical Instruments have Been Employed:

- Use percentages and frequencies to characterise the study sample.

- The mean arithmetic and mean arithmetic related to one another.

- The stability of the questionnaire questions was assessed using the Cronbach's Alpha test.

- The Kolmogorov-Smirnov test (K-S) is utilised to determine whether the data is distributed normally.

- Pearson Relationships Coefficient used to calculate the correlation's strength: The foundation of this test is an analysis of the relationship between two variables. It was applied to determine the questionnaire's constructive validity and internal consistency.

- The average response score was compared to the average approval score of three using the T-test in the case of a single sample (T-Test) to see if it was higher or lower than that. It was employed to guarantee that the mean for every questionnaire paragraph was significant.

- Linear Stepwise Regression-Model.

- Simple Linear Regression Model.

- The T-test can be used in the case of two samples to ascertain whether there are statistically significant differences between two sets of independent data (Independent Samples T-Test).

- To find out if there are any statistically significant differences between three or more data groups, use the One Way Analysis of Variance (ANOVA) test.

- Bartlett (Kaiser-Meyer-Olkin) KMO tests for factor analysis in order to understand the differences between large groups of response variables.

- Structural Equation Model (SEM) Using AMOS.

CONCLUSION

This chapter deals with the most important results reached through analyzing the data of the study and discussing those results in comparison with the previous results. The relationship between internal marketing and organizational loyalty among Korek Telecom employees in Iraq. The chapter also dealt with the theoretical and practical effects of the study, general recommendations, and determinants of this study and proposed research.

The important results:

- Internal marketing has an impact on organisational loyalty, and research indicates that the following factors influence organisational loyalty: staff development, leadership and administrative support, communication, while the weak effect of the two variables was shown: employee rewards, company vision.

- Internal marketing has an impact on job satisfaction, and it was discovered that the factors influencing job satisfaction are: leadership and administrative support, communication, employee rewards, employee development, while the weak effect of the company's vision variable was shown.

- Job satisfaction has an impact on organisational loyalty.

- There is an effect of job satisfaction as a mediating variable on the relationship between internal marketing and organizational loyalty.

- Regarding organisational loyalty, there are statistically significant differences in the average responses from respondents based on age and income, but no statistically significant differences are found in the average responses from respondents based on gender, years of experience, or governorate.

Discuss the Results of the Study

The Relationship between Internal Marketing and Organizational Loyalty

The results of the study showed that there is a relationship between internal marketing and organizational loyalty, and it was found that the variables affecting

organizational loyalty are: communication, leadership and administrative support, employee development and growth, while showing a weak effect of the two variables: employee rewards, the company's mission, and the findings obtained by contrasting the findings of this study with those of earlier research that looked at the connection between internal marketing and organizational loyalty.

Several studies have examined the impact of internal marketing on organizational loyalty. Awan et al (2015) and Gilaninia et al (2013) both demonstrated this effect. Chiua et al (2014) and Poor et al (2013) further supported the notion of a direct relationship between internal marketing and organizational loyalty. Specifically, Chen and Lin (2013) confirmed that internal marketing strategies can effectively enhance loyalty (Barzoki & Ghujali, 2013). Additionally, the findings of Chen and Lin (2013) indicated increased employee loyalty.

Moreover, Abu Snaineh (2013) and Ahmad and Alborie (2012) revealed a positive impact of internal marketing on organizational loyalty. Interestingly, these results align with previous studies, indicating a consensus on the significance of internal marketing across various dimensions in fostering organizational loyalty.

However, it's worth noting differences among these studies. While some focused solely on internal marketing, others integrated additional factors such as teamwork, workplace environment, internal product quality, and retention policies into their analyses.

The Relationship between Internal Marketing and Job Satisfaction

The results of the study showed that there is a relationship between internal marketing and job satisfaction, and it was discovered that the factors influencing job satisfaction are: communication, employee rewards, leadership and administrative assistance, and staff development. The company's vision variable had a negligible impact. And by contrasting the findings of this investigation with those of earlier investigations when examining the connection between internal marketing and job happiness, one notable finding from Abu Bakr's study (2015) indicates a positive relationship between training programs, communications, rewards, and incentives on

one hand, and job satisfaction on the other. Additionally, Poor et al (2013) confirmed a positive and meaningful relationship between internal marketing and job satisfaction.

Another study by Barzoki and Ghujali (2013) further supports the idea of a positive effect of internal marketing on job satisfaction. This finding was also commended by Tanhaei et al in the same year and by Abu Sneina (2013).

Moreover, Ahmad et al 2013 highlighted a positive contribution towards internal marketing factors and their impact on job satisfaction. These studies collectively underscore the significance of internal marketing strategies in fostering job satisfaction among employees.

The Relationship between Job Satisfaction and Organizational Loyalty

The study's findings demonstrated that job happiness had an impact on organisational loyalty, and by contrasting the findings with those of other research on the subject, the relationship between job satisfaction and organisational loyalty was examined. This study found that the results of the study Ghiua et al, (2014) demonstrated that employees' organisational loyalty is positively impacted by job satisfaction.

Workers An investigation Barzoki & Ghujali, (2013) verified the study's findings, which showed a favourable relationship between job satisfaction and organisational loyalty.

Aweda, (2008) Furthermore, according to a study, there is a favourable correlation between elements influencing organisational loyalty and aspects of job satisfaction associated with employment.

Hwaihi, (2008) to the favourable effects of elements that lead to job satisfaction on loyalty within an organisation.

Job Satisfaction Mediated between Internal Marketing and Organizational Loyalty

The results of the study showed that there is an effect of job satisfaction as a mediating variable on the relationship between internal marketing in its various

dimensions (company vision, employee rewards, communication, employee development, leadership and administrative support) and organizational loyalty, and by contrasting the findings of this investigation with those of earlier studies that examined the mediating function of work satisfaction. On the relationship between internal marketing and organizational loyalty, we find that the results of the study (Awan et al, 2015) indicated that job satisfaction has a positive effect on the relationship between internal marketing and organizational loyalty, and this was confirmed by both the study (Chiua et al, 2014) and the study (Abu Sneineh, 2013).

The Effect of Demographic Variables on Organizational Loyalty

The study's findings demonstrated that while income and age had an impact on organizational loyalty, demographic factors had no bearing on gender, years of experience, or sustaining organizational loyalty. From Abu Samak, (2011) and Khair El-Din and Al-Najjar, (2010) and Abu El-Ela, (2009) and Awida, (2008) revealed that there isn't a positive correlation between demographic factors and organizational loyalty. This is in line with the findings of the current study when it comes to governorate, gender, and years of experience; income and age, however, are different.

Study Effects

The Theoretical Effects of the Study are as Follows

This study addressed the topic of internal marketing as it relates to job happiness and organizational loyalty, viewing it as a contemporary administrative trend. In addition to assessing the degree to which demographic factors influenced the relationship between the elements of internal marketing and loyalty, the mediating role of employee satisfaction in the relationship between internal marketing and organizational loyalty was also examined. Organizational and the study clearly demonstrated the direct relationship between internal marketing and organizational loyalty, as well as the existence of a positive relationship between job satisfaction and organizational loyalty. It also showed that the relationship between internal marketing and organizational loyalty is influenced by age and income, among other factors. It is among the study's theoretical outcomes.

The Practical Implications of the Study are as Follows

Through the results of the study, it became clear that there is organizational loyalty among the company's employees, and that there are factors that positively affect that loyalty, including presenting the company's vision in a way that the employees believe in, the company's communication system and rewards, as well as the continuous development of employees in the presence of effective leadership that contributes to raising the level of employees where he works. All of this is to change the behavior that helps in developing the performance of the employees, which leads to the achievement of the company's goals, and all these aspects may affect the decision-makers in the Iraqi companies.

The study's findings made it abundantly evident that the aspects of leadership, administrative support, communication systems, and rewards have a positive impact on employees' job satisfaction. As a result, decision-makers in Iraqi businesses should take these aspects into consideration because of the significant and positive influence they have on employee satisfaction.

Recommondation

Based on the results of this study and what has been reached in previous studies, a number of recommendations can be presented to public and private institutions, because the issue of internal marketing is one of the modern topics that have not been addressed much, especially in the Iraqi environment. In light of that, a number of recommendations can be presented as follows:

- Continuing to communicate to staff members the company's vision in a positive manner.
- The requirement for enhancing the company's performance evaluation and incentive system and connecting it to its goals in order to motivate staff to collaborate and help realise the company's vision.
- The necessity for the firm to stay in touch with its staff, make use of all the information it gets from them to enhance operations and formulate strategy, and ensure that internal and external communications within the organisation are cohesive.

- The company's training and development initiatives must be focused at all administrative levels in order to conform to the external environment's variables. Adequate funding is also required in order to enhance the calibre of employee training and offer instructional materials in addition to training.

- The need to strengthen the intellectual and moral capabilities of the company in order to bridge the gap between the formulation of the strategy and its implementation.

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ATTACHMENTS

Qestionnaire

Scientific progress can only be achieved by linking the theoretical aspects with the practical aspects, and since I conducted a study entitled **(The Effect of Internal Marketing on Organizational Loyalty Through Job Satisfaction Among Employees: An Example of a Telecommunication Company in Iraq.)** under the supervision **Asist Prof. Dr. Neşe YILDIZ**.

In order to complete the requirements for obtaining a PhD in Business Administration from the Karabuk University of Science and Technology, your effective cooperation with me will have the greatest impact in obtaining the best results.

I would like to inform you that all your opinions or data will be of interest to the researcher and will only be used for scientific research purposes.

I take this opportunity to express to you my thanks and appreciation for allocating a part of your time to fill out this questionnaire, hoping that the phrases will be read carefully and put a mark (√) in the box that expresses your approval of it.

The first section: the general features of the study sample (preliminary information):

Please put a tick (√) in front of the answer of your choice:

1- Gender: ( ) male   ( ) female
2- Age group:
( ) 25 or Less   ( ) 26-40 years old   ( ) 41-50 years old   ( ) 51 years and over
3- Number of years of experience:
( ) 3 or Less years   ( ) 4-6 years   ( ) 7-9 years   ( ) 10 years and over
4- I live in a governorate:
( ) Erbil Governorate   ( ) Sulaymaniyah Governorate   ( ) Dohuk Governorate   ( ) Kirkuk Governorate   ( ) Mosul Governorate
5- Income:
( ) 500,000 or Less dinars   ( ) 501,000 to 1000,000 dinars   ( ) 1001,000 dinars and more

The second section: measuring the study variables

number	Paragraph	Strongly Disagree	Disagree	neutral	Agree	Strongly Agree
First: internal marketing						
company vision						
1-	The company offers a vision that employees believe in					
2-	The company presents its vision to employees well					
Employee rewards						
3-	The reward system is linked to the objectives of the company					
4-	The employees of the company are informed about how their remuneration is being done					
5-	The employees of the company are informed of the reasons for their reward					
6-	The company's reward system emphasizes changing behavior that helps in developing the performance of employees, which leads to the achievement of the company's goals					
7-	The reward system and performance measurement encourage the company's employees to work					
8-	The company rewards and measures the performance of its employees to contribute to achieving its vision					
Communications						
9-	The company uses the data it collects from employees to improve their business					

	and develop its strategy					
10-	The company's internal communication is the key to creating assimilation and understanding between					
11-	The company's internal communications are key to giving employees freedom to					
12-	Internal communication in the company is the key to providing all employees					
13-	The company's internal communications are consistent with what the company announces to the public					
14-	The company's internal communications are consistent with what is announced by public relations					
15-	The company's internal communications are compatible with all forms of its communications					
16-	The considerations that the company emphasizes is to maintain contact with its employees					
17-	The company's contacts with its employees come as a result of the important role of the services assigned to it					
Employee development						
18-	The company provides sufficient resources to train its employees					
19-	The company's training and					

	development programs are clearly geared to creating merit					
20-	The company believes that it has to keep up with the technological changes on an ongoing basis, which requires re-testing its training programs accordingly					
21-	The company is communicating with the changes in the demand for business and is working on the continuous re-testing of its training programs accordingly					
22-	The company prepares its employees in order to achieve good performance					
23-	The company views the development and development of the skills of its employees as an investment, not a cost					
24-	Developing the knowledge and skills of employees is an ongoing process in the company					
25-	The company teaches its employees why they do the things that are assigned to them and not just how to do those things					
26-	The company goes beyond training and provides educational lessons					
27-	The employees of the company are trained for the purpose of performing the assigned service rules					
28-	The company's management has the					

	flexibility to adapt and meet the various needs of employees					
Leadership and Administrative Support						
29-	We believe that our management has moral capabilities to push the company and its employees in the direction					
30-	We believe that our management has the intellectual capabilities to push the company and employees in the direction					
31-	Our management in the company emphasizes cultural construction and pathfinding in order to bridge the gap between strategy formulation and implementation					
Second: job satisfaction						
32-	I am absent from work only in cases of extreme necessity					
33-	I am satisfied with my work					
34-	I feel happy with my job compared to others					
35-	Better to work in this company than others					
36-	I encourage others to work for this company					
37-	I am not thinking of leaving this company					
38-	My job is fun enough for me and doesn't cause me any problems					
39-	I don't get tired and exhausted when doing my job					
40-	I feel that my job is full of challenges					

41-	I am satisfied with my job					
42-	My income from the company is commensurate with my current responsibilities	182				
43-	I see that my salary is enough to live a decent life					
44-	I feel that my salary is no less than that of my peers in other jobs					
45-	My profession matches my inclinations and abilities					
46-	I am satisfied with the way work is organized in this company					
47-	I consider my company a professional organization and I feel proud to work for it					
48-	I am pleased to see the cooperation of my colleagues					
49-	I am satisfied with the current performance appraisal system					
50-	I see that the company gives me a feeling of job security					
51-	I feel fair and unbiased in my current job					
Third: organizational loyalty						
52-	I feel proud and honored to be a member of this company					
53-	According to my expectations and what I believe in, I am keen to be a member of this company and work for it					
54-	The presence of the employee in this company is an indicator of his					

	competence					
55-	I consider the company's problems to be my personal problems	183				
56-	My trust in most of the company's employees is strong					
57-	I speak complimenting about the company to my friends					
58-	My work in the company makes me feel satisfied and safe					
59-	I feel strongly about my loyalty to this company					
60-	You can get a lot of benefits by belonging to this company					
61-	It was the right decision to be associated with this company					
62-	There is a compatibility between my values and the values of the company					
63-	My survival and stability in this company requires great efforts					
64-	Belonging to this company requires many possibilities					
65-	Employees get rewarding material rewards for the efforts made					
66-	I encourage and support my colleagues in the company to submit complaints and grievances					
67-	I refrain from filing a complaint and grievance because it requires time and risk					
68-	I want to make great efforts to achieve the company's					

	goals					
69-	I would like to participate in one of the voluntary committees in order to serve	184				
70-	I feel satisfied if I am asked about my job role in the company					
71-	My loyalty to my profession and my role is more than my loyalty to the company I work for					
72-	I can work in other companies that do a different job than mine					

CURRICULUM VITAE

I studied and finished Kawe High school, in Duhok city. I have a bachelor degree in Business Administration from University of Duhok / College of Administration & Economics.I have a master degree in Business Administration from university of Bingol in Bingol city / Turkey.

Work Experience:

I had worked a special business in the Duhok Market for five years.

I have been working as a Manager at Narin Company, since 2009.