



INTERNAL MARKETING AS AN ENTRANCE TO ACHIEVING SUSTAINABLE HUMAN DEVELOPMENT/ APPLIED RESEARCH IN AL-FURAT STATE COMPANY FOR CHEMICAL INDUSTRIES

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ABSTRACT

The research was conducted at Al-Furat General Chemical Industries Company (one of the formations of the Ministry of Industry and Minerals) with the aim of analyzing the relationship between internal marketing variables (employee recruitment, training, incentives, management support, clarity of marketing information) and the possibility of achieving the principles of sustainable human development (empowerment, social justice and equity), cooperation, sustainability, safety and job stability) through an opinion poll that was distributed to a random sample of forty employees in that company. We adopted the electronic questionnaire as a tool for collecting data from that sample. The data we obtained was analyzed using percentages, trying to diagnose points. Weakness in internal marketing indicators, and this was evident from the results of the incentive incentives index and weak marketing information, as their percentages ranged from average to below that, while some of the indicators of management support and training courses for employees recorded a relatively high approval rate. Accordingly, we recommend the need to direct the attention of the company's senior management to the indicators of incentives and clarity of marketing information, since their results were relatively lower than the rest of the indicators, knowing that these indicators are directly related or considered an important input to achieving the principles of sustainable human development such as cooperation, empowerment, safety, stability, and fairness.

Keywords: training, management support, incentives, empowerment, equity, social justice.

التسويق الداخلي كمدخل لتحقيق التنمية البشرية المستدامة/ بحث تطبيقي في شركة الفرات العامة للصناعات الكيماوية

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الخلاصة

انجز البحث في شركة الفرات العامة للصناعات الكيماوية (احدى تشكيلات وزارة الصناعة والمعادن) بهدف تحليل العلاقة بين متغيرات التسويق الداخلي (تعيين العاملين، التدريب، الحوافز التشجيعية، دعم الإدارة، وضوح المعلومات التسويقية) وإمكانية تحقيقها لمبادئ التنمية البشرية المستدامة (التمكين، العدالة الاجتماعية والانصاف، التعاون، الاستدامة، الأمان والاستقرار الوظيفي) بواسطة استطلاع رأي تم توزيعه على عينة عشوائية من العاملين في

تلك الشركة بلغ عددهم أربعون فرداً. لقد اعتمدنا الاستبانة الالكترونية كأداة لجمع البيانات من العينة العشوائية، إذ تم تحليل بياناتها باستخدام النسب المئوية محاولين تشخيص نقاط الضعف بمؤشرات التسويق الداخلي، وهذا ما تبين من نتائج مؤشر الحوافز التشجيعية، وضعف المعلومات التسويقية، حيث كانت نسبها تتراوح بين المتوسط الى ما دون ذلك، في حين سجلت بعض من مؤشرات دعم الإدارة والدورات التدريبية للعاملين نسبة موافقة مرتفعة نسبياً. عليه، توصلنا الى مجموعة من التوصيات منها؛ ضرورة توجيه اهتمام الإدارة العليا في الشركة الى مؤشرات الحوافز التشجيعية ووضوح المعلومات التسويقية لكون نتائجها كانت اقل نسبياً من بقية المؤشرات، علماً ان تلك المؤشرات ترتبط مباشرة او تعد مدخلاً هاماً لتحقيق مبادئ التنمية البشرية المستدامة كالتعاون والتمكين والأمان والاستقرار والانصاف.

الكلمات المفتاحية: التدريب، دعم الادارة، الحوافز، التمكين، الانصاف، العدالة الاجتماعية.

INTRODUCTION

Internal marketing is one of the contemporary administrative approaches. It appeared during the fifties of the twentieth century, then crystallized as a stand-alone concept at the beginning of the eighth decade of the twentieth century. This concept views workers within business organizations as internal customers whose satisfaction it is important to achieve the organization's goals. Employee satisfaction is embodied through training mechanisms, promotional incentives, management support for them, and listening to their visions in developing work, convinced of the important role they play in improving work production and productivity, on the one hand, and on the other hand, the great challenges that these organizations face, represented by technological developments and the intensification of competition, which... It requires confronting all of these issues by trying to gain the satisfaction of employees, in preparation for achieving adaptation to the challenges of the external environment in order to ensure its survival in the market. Paying attention to indicators of the organization's internal environment by applying internal marketing approaches would work to achieve the principles of sustainable human development, meaning that there is a direct link between internal marketing indicators and those principles.

Al-Furat General Company for Chemical Industries (one of the formations of the Ministry of Industry and Minerals) was chosen as a field for applying the research. In its theoretical part, we shed light on the concepts of internal marketing, its importance, sustainable human development and its principles, to clarify the importance of applying these indicators for their important role in achieving the principles of empowerment, cooperation, security, stability and fairness. Social justice is a means to achieve sustainable human development. The research was divided into four axes. Within the first axis, we presented the research methodology, then in the second axis, we highlighted the theoretical framework of internal marketing concepts, their importance, and the principles of sustainable human development. In the third axis, we addressed the applied field of research, then in the fourth axis, we presented the most important conclusions and recommendations that we reached.

First: Research Methodology

Research Problem

The research problem includes the following questions:

- a. Does Al-Furat Chemical Industries Company adopt internal marketing standards?
- b. Do internal marketing standards at Al-Furat Chemical Industries Company contribute to achieving the requirements of sustainable human development?

Research importance

The importance of the research is as follows:

- a. The addition of knowledge that research can contribute to enriching the scientific library.
- b. Providing ideas to senior management about the importance of internal marketing, and the benefits that can be achieved by companies when applying its indicators in light of the recommendations reached.
- c. Opening new horizons for researchers to expand the discussion of topics related to internal marketing and its relationship to indicators of sustainable human development.

Research objectives

Emphasizing the importance of internal marketing in all its standards, in addition to alerting decision-makers in the company to the importance of developing plans and programs to pay attention to it, because of its role in developing the company and achieving the requirements of sustainable human development.

Research hypothesis

There is an application of internal marketing programs (as an independent variable) in Al-Furat General Chemical Industries Company, which works to achieve sustainable human development indicators (as a dependent variable). To test this hypothesis, sub-hypotheses were built:

- a. There is a high level of mechanism for appointing employees in the company and achieving sustainable human development.
- b. There is a high level of qualification and training programs in the company, achieving sustainable human development.
- c. There is a high level of incentive programs in the company, achieving sustainable human development.
- d. There is a high level of administrative support mechanisms for the company's employees, and achieving sustainable human development.
- e. There is a high level of clarity in the company's marketing communication mechanisms, and achieving sustainable human development.

Research analysis methodology

The descriptive analytical approach was relied upon to answer the research questions, in addition to the statistical aspect

The temporal and spatial limits of research

Spatial boundaries: Al-Furat Chemical Industries Company. Time limits: the period from January 2022 to October 2022.

Description of the sample

The research sample consisted of some employees of Al-Furat Chemical Industries Company, numbering forty individuals.



Second: Definitional concepts: internal marketing and sustainable human development

1. The concept of internal marketing

The concept of internal marketing appeared during the eighties of the twentieth century (as a relatively recent concept) and some writers have defined it as a group of activities carried out by organizations to provide their employees with the skills of a clear understanding of the mission, goals and tasks that the organization wants to achieve, through training, reward and incentive mechanisms (Bayda & Hala, 2017). It is also known as the mechanisms of mutual coordination between the organization and its employees to achieve external success with clients or clients. While others defined it as the efforts and activities undertaken by the organization to develop internal customers (employees) to achieve their job satisfaction, and to establish an effective communication channel between them to make each organizational unit within the organization capable of marketing its capabilities and capabilities to other units within the same organization. (Al-Taweel, 2010; Al-Heali & Husain, 2021).

Therefore, it can be said that internal marketing is an advanced management system whose goal is to achieve the satisfaction of employees in the organization, by developing and developing their skills by giving them knowledge of the organization's affairs, which can lead to gaining customer satisfaction in order to gain a share in the external market.

What is the importance of internal marketing?

Management scholars divide the benefits that can be obtained from applying internal marketing mechanisms in any organization into two groups: The first relates to the benefits that can accrue to the organization, while the second relates to the benefits that accrue to its employees. The following is a summary of both groups:

The first group: Benefits obtained by the organization

Management experts agree on the necessity of the organization adopting internal marketing methods, as it is one of the management methods through which it can obtain market share and a tool that enhances its competitive position. This will naturally improve its level of performance, guarantee appropriate profits, and also achieve its set goals.

Therefore, it can be said that applying internal marketing mechanisms for the organization will have a positive impact through three axes:

- **Managing changes:** The organization may suddenly resort to making fundamental changes in the nature of its work, without these changes being planned, for example introducing new production lines or using advanced technology with the aim of raising the level of its profits or keeping pace with sudden developments in the market. Here, internal marketing has an essential role. By accepting and making these changes successful, if the organization develops and develops a culture of dialogue, which leads to communication with employees and giving them sufficient confidence to present ideas and initiatives that contribute to the development of work (Hussein & Lafta, 2019)
- **Improving and building the organization's image in the market:** Internal marketing has an essential role in improving and building the organization's image in the market, which contributes to strengthening its strategic position, entering the market effectively, facilitating access to various resources at lower costs, and directing individuals' behavior to increase productivity, as internal marketing has an important role through Internal communication and introducing the organization's points of distinction to its employees, so it is said that all employees are potential ambassadors for the organization (Lafta, 2016).



The organization's strategy: Internal marketing mechanisms work to reduce the intensity of functional conflict within the organization, through the prevailing spirit of cooperation and coordination, which contributes to implementing its strategy in the best way, as well as implementing the promises that the organization makes, whether those promises concern its employees, or what is related to the environment External.

2. The importance of internal marketing for the organization's employees

The organization's employees obtain many benefits and advantages as a result of implementing internal marketing programs, the most important of which are:

- **Achieving employee satisfaction:** One of the most important advantages that result from applying internal marketing programs is achieving satisfaction and a sense of stability among employees. By researching the needs and requirements of employees and working to meet them by the organization, this will contribute to gaining employee satisfaction (**Lafta et al., 2021**).
- **Developing and improving the level of employee performance:** Employees are the first to benefit from internal marketing programs because they work to provide all appropriate conditions, in addition to training and development programs and other activities that fall within internal marketing programs that contribute to improving their performance and thus increasing their pride in the work they perform in a way that works to achieve Developing human capital to activate the organization's activity through an effective marketing vision. (**Al-Heali & Husain. 2021; Shahwani et al., 2020**)
- **The employee's feeling of the meaning of the job:** Internal marketing programs generate a feeling in the employee of the importance of the tasks and duties that he performs within the organization to achieve its goals. Thus, his view of the meaning of work changes, which makes him seek self-realization and excellence at work. Accordingly, the importance of internal marketing can be divided into two levels. The first is strategic and aims to create an organizational environment in which workers' awareness of the importance of customer service prevails. As for the second, it is tactical and its importance lies in paying attention to the internal work environment (**Halili & Abdel-Razzaq. 2018**).

Therefore, internal marketing is of great importance because it aims to satisfy the needs and desires of working individuals, to achieve job satisfaction and achieve the organization's goals.

Internal marketing mechanisms

The most important internal marketing mechanisms can be summarized as follows:

- **Employee recruitment policy:** The employee recruitment policy is one of the most important internal marketing mechanisms, as it is the key to the organization's success and a means that enables it to achieve competitive advantage by selecting the competent and appropriate human element for the job. The proper selection and distribution of human resources within the organization, each according to his ability, and placing the right person in the right place reflects positively on the performance of the employees in the organization. Hence, the selection process receives great care and attention from the organization due to the negative consequences of the wrong choice.



- **Qualification and training programs:** Qualification and training programs for workers are one of the means for them to acquire skills and develop their abilities, and in-service training is a necessity imposed by developments in work in the organization, and the changes that occur in the market force the organization to implement advanced production and service systems, provided that all of this is governed in light of the needs. the Actual.
- **Incentives and rewards:** If the wage or salary is the compensation that an individual receives as a value for the job he occupies, then the incentive is the return that he receives as a result of excellence in performance, and therefore we find that the organization's applications for the practice of internal marketing is to care for its employees and not only ask them, but also reward them. If a service organization wants its work team to be oriented towards customer service, it must make every effort to develop an effective reward system, acknowledge the efforts of its workers, and treat them as part of the organization's family (**Lafta & Hussein, 2017**).
- **Marketing information:** The existence of an interactive, mutual communication of information between management and workers requires establishing a mechanism in which marketing information is disseminated among them. Communication tools with employees are the tangible and most important aspect of internal marketing, as we note that most organizations, especially service ones, give great attention to internal communication in order to Providing employees with the necessary information about work to develop programs and services to deliver high-quality service, as well as accessing and expanding internal communications, is an important matter in building and providing service. It has been shown experimentally to meet customer expectations, and thus employees are well aware of their role. Employee activities are considered essential to provide quality service, and based on It is assumed that the marketing information system contributes to disseminating information to employees, so that they are able to provide services to customers. This requires management to provide marketing information that is quantitative and qualitative, and characterized by accuracy, so that it includes the services that the organization intends to promote so that they are aware of them so that they contribute to Providing benefits to customers.
- **Internal communication:** It is the work network through which information is collected and transmitted easily and conveniently within the organization, to contribute to effective decision-making.
- **Administrative support:** Senior management's full support for its employees with the aim of motivating them to complete work with enthusiasm and confidence by providing an appropriate environment for work, in which a culture of trust and cooperation prevails, exerting more effort and working in a single team spirit, and achieving continuous communication and attention in addition to personal relationships with employees (**Mohamed & Hamid, 2022**).

Sustainable human development

The concept of sustainable human development is based on two basic principles: The first is that humans are the focus of the development process. True development cannot be achieved without the development of the human element (**Hussein, 2017**). The second is that development must guarantee the rights of the current generation and future generations, which means that the goal of sustainable human development is to expand the options and capabilities of individuals, through distribution mechanisms. The returns to growth are fair and just among members of society (**Al-Bustani, 2009; Shaban, & Hussien, 2020**)



Sustainable human development is concerned with achieving the following: (**United Nations Development Programme, 1997; Al-Douri & Saleh, 2019; Al-Heali, et al., 2022**)

- a. Cooperation: It focuses on and is concerned with the work mechanisms of individuals within the framework of their cooperation and interaction to achieve the goals of the organization or institution in which they work, and enhances their sense of belonging to it.
- b. Social justice and equity: Achieving social justice through individuals' access to health, education, and training services and an income consistent with the work they do.
- c. Safety and stability: It focuses on individuals obtaining an element of safety from everything that threatens their lives from sudden fluctuations, which works to achieve their stability, which will naturally contribute to increasing their productivity.
- d. Sustainability: concerned with ensuring that the current generation receives the benefits of development, without compromising the rights of future generations.
- e. Empowerment: Providing the opportunity for individuals to build their educational and cognitive capabilities with the aim of expanding their options in a way that develops work methods towards making changes to improve the quality of the product provided to the customer, which means the participation of employees in making decisions that achieve the organization's goals.

Third: Results

1- Description of the research sample

The research was applied in Al-Furat Chemical Industries Company, which is one of the formations of the Ministry of Industry and Minerals, to a random sample of workers whose description is shown in (Table, 1).

Table (1): Personal information of the research sample.

Gender									
Male					Female				
Frequency		%			Frequency		%		
23		57.5			17		42.5		
Age									
36-45 year			46-55 year				56-60 year		
Freq.		%	Freq.		%		Freq.		%
16		40	21		52.5		3		7.5
Academic achievement									
PhD		master		BSc.		Diploma		Secondary school	
Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1	2.5	4	10	30	75	3	7.5	2	5
الخبرة									
less than 5 years			11-15 years				16 years or more		
Freq.		%	Freq.		%		Freq.		%
1		2.5	3		7.5		36		90



- (Table, 1) includes the demographic distribution of the research sample, where we note:
- Males constituted about 57.5% of the sample, while females constituted about 42.5%.
 - The age group of 46-55 years constituted the largest percentage of the research sample, reaching about 52.5%, and the age group of 56-60 years was the least, amounting to about 7.5%.
 - The percentage of those holding a bachelor's degree was about 75%, which means that three-quarters of the research sample held a preliminary certificate, while the percentage of those holding a doctorate degree was about 2.5%, which is the lowest percentage, while the rest of the certificates were distributed to holders of a master's degree, 10% and 7.5% for diploma certificates. And the secondary school certificate is 5%.
 - Regarding years of experience, it was highest for workers with years of experience of about 16 years or more, at 90%, followed by 7.5% for those with years of experience from 11-15 years, and the percentage of those with less than five years was the lowest, as they constituted about 2.5%.

Table (2): Distribution of the research sample according to participation in training courses

Participation in training courses	(%)
yes	90
No	10

We notice from the data in Table 2 that the largest percentage of the company's employees have participated in training courses, as they constituted about 90% of the sample. This is one of the positive things that works to provide them with the required skills, whether in their field of work or to develop their personalities in a way that helps the company achieve its goals.

Table (3): The relationship between internal marketing standards and sustainable human development indicators

Sustainable human development indicators	Internal marketing standards	Agree	Neutral	not Agree
		(%)	(%)	(%)
	First: The mechanism for appointing employees			
Equality	1. The competence and skills that I possess were the reason why I was chosen by the company's management for the current job.	67.5	25	7.5
Fairness	2. My educational qualifications match the position I hold.	82.5	5	12.5
Fairness	3- The experience I have is appropriate for the job I hold.	87.5	10	2.5
Enable	4. I have full knowledge of my current job duties.	87.5	12.5	-
Fairness	5. The company's principle to achieve its goals is to put the right person in the right place	42.5	45	12.5
Enable	6. There is a job description for every employee in the company.	65	27.5	7.5
Fairness and empowerment	The average	72	21	7
	Second: Training and qualification			
Enable	1. There is an annual plan to train the company's employees.	82.5	10	7.5
Enable	2. The company organizes training courses for new employees before they join work.	52.5	20	27.5



Enable	3. There is a connection between the nature of my work and the training courses I take.	70	22.5	7.5
Enable	4. I gained new skills as a result of joining training courses.	75	17.5	7.5
Empowerment and sustainability	5. The company's senior management is keen to develop my skills and abilities in customer service.	62.5	27.5	10
halves	6. The company offers material or moral incentives when I excel in the training courses in which I participate.	40	32.5	27.5
Empowerment, sustainability and equity	The average	64	22	14
	Third: Encouragement incentives			
halves	1. The company grants material and moral incentives to employees who provide outstanding results (based on objective criteria).	42.5	35	22.5
halves	2. Nepotism plays a role in the company's employees receiving incentives (cash amounts or letters of thanks and appreciation).	25	42.5	32.5
Safety and stability	3. The wages I receive are commensurate with the nature of the work I perform in the company.	70	22.5	7.5
Safety and stability	4. There is a health insurance system for the company's employees.	57.5	20	22.5
cooperation	5- The company's management shares personal occasions with me (whether happy or sad).	72.5	20	7.5
halves	6- There is annual leave in place for employees according to the company's regulations and laws.	47.5	40	12.5
Cooperation, fairness, safety and stability	The average	52.5	30	17.5
	Fourth: Administrative support			
cooperation	1- My direct supervisor helps me find solutions to the difficulties I face during work.	90	-	10
Empowerment and equity	2. The company provides the necessary facilities for better work performance.	75	15	10
Safety and stability	3. I am introduced to all the benefits and programs available within the company.	60	30	10
cooperation	4. There are good relations between the direct manager and subordinates in the company.	85	12.5	2.5
Enable	5- I can express my point of view at work to my direct supervisor without hesitation.	92.5	2.5	5
cooperation	6- Working as a team spirit is prevalent within the company.	77.5	17.5	5
Cooperation, empowerment, fairness, safety and stability	The average	80	13	7
	Fifth: Clarity of marketing information			
Enable	1. The company's employees are fully aware of customers' needs.	62.5	30	7.5
Enable	2. The company's senior management informs its members of the products it intends to promote.	77.5	15	7.5
Enable	3. The company's senior management provides complete information about new services by all means.	62.5	30	7.5
cooperation	4. The company allows workers to communicate with each other to exchange information	75	25	-
Enable	5. The company's senior management listens to employees' suggestions and studies them in depth.	62.5	25	12.5
Enable	6- The company's management holds periodic meetings with employees to listen to their proposals.	62.5	15	22.5
Empowerment and collaboration	The average	67	23	10

(Table, 3) shows the results of analyzing the questionnaire data that was distributed to a random sample of the company's employees. Through these results, we attempt to shed light on



the dimensions of internal marketing applied in the company and the possibility of it being a gateway to achieving sustainable human development indicators, as follows:

a. Mechanisms for appointing employees in the company

The highest approval rate was 87.5% for the two indicators: "I have full knowledge of my job tasks" and "My experience is compatible with the job I hold," as both dimensions are linked to the principles of social justice, equity, and empowerment (sustainable human development indicators), which means that the company was able to achieve sustainable human development indicators. Through the mechanisms you use to appoint workers or distribute them to various jobs, this is of course linked to expanding the capabilities of workers and ensuring that they perform the tasks entrusted to them to the fullest extent. It also achieves the principle of social justice and equity.

The criterion "My degree and experience are compatible with the job I hold" received an approval rate of 82.5%, which is a very good percentage, due to its direct connection to achieving the principles of sustainable human development, which is social justice and equity.

The sample members were divided regarding the application of the criterion "The company's principle is embodied in placing the right person in the right place," as the percentage of those who agreed constituted about 42.5%, and the percentage of those who were neutral and disagreed was 45% and 12.5%, respectively. This result is due to the connection of this criterion with one of the principles of sustainable human development, which is social justice and fairness, which means that this dimension, as one of the dimensions of internal marketing, did not contribute to achieving the principle of fairness. Therefore, the company's senior management is required to pay attention to addressing this by changing its work mechanisms by appointing workers in various positions.

The criteria "The competence and skills that I possess were the reason for my selection by the company's management for the current job" and "There is a job description for every employee in the company" also received a moderate degree of approval, as the percentage of those who agreed was about 67.5% and 65%, respectively, and both are related to the principles of social justice. Fairness and empowerment, and this also indicates the existence of a defect on the part of the company's management in this aspect, and requires treatment before it becomes more severe.

The arithmetic rate of the sample's responses with the word "agree" to the six paragraphs was about 72%, and these paragraphs had a correlation with the indicators of equity and empowerment (sustainable human development indicators), which indicates the need to pay more attention to this topic, especially to those paragraphs whose percentage was relatively small, so it cannot be accepted. The hypothesis that states that there is a high level of appointment mechanisms and achieving sustainable development indicators, is that the level was not high, but good.

b. Training and qualification

Most of the internal marketing standards within training and qualification are linked to the principle of empowerment as one of the principles of sustainable human development. We note that the highest percentage, 82.5% of the sample, agreed to "the existence of an annual plan to train employees in the company." This, of course, is a positive indicator, meaning that there is Interest in the field of training workers and providing them with the skills required to perform the work assigned to them.

Regarding the new skills that workers acquire from their participation in training courses, we note that 75% of the sample responded with approval, then the approval rate was about 70% due to the connection between the nature of the workers' work and the course in which they participate, and these two indicators are related to the principle of empowerment.

The approval rate for one of the internal marketing indicators was about 62.5% for the statement, "The company's senior management is keen to develop my skills and abilities in customer service." This is related to the principle of empowerment. This indicates the need for the company to be interested in holding training courses for employees aimed at developing the capabilities of employees in the field of customer service. This is very necessary because the customer is the one who works to sustain the company's work.

Regarding the indicator "The company provides material or moral incentives for the excellence of participants among the company's employees within the training course programs," it obtained an approval rate of 40% from the sample. This is a negative indicator that senior management must pay attention to its relationship to fairness in order to achieve justice. Therefore, it is not Attention must be paid to this aspect because it will contribute effectively to achieving sustainable human development indicators.

We also note the company's lack of interest in putting new workers in training courses before they join their new jobs, as the percentage of those who agreed was about 52.2%. This is of course closely related to the principle of empowerment, so it is necessary to pay attention to this aspect, as it works to expand the capabilities of workers and contributes to increasing productivity and achieving the quality element.

Therefore, it can be said not to accept the research sub-hypothesis, which states that there is a high level of training and qualification mechanisms and the achievement of sustainable human development indicators. The rate obtained was 64% with an average degree, which indicates the need for the company to give importance to this topic.

c. Incentives

The results of Table 3 regarding the dimension of incentives and their relationship to indicators of sustainable human development indicate that the highest percentage of agreement for the research sample was 72.5% on "The company's management shares with me personal occasions, whether they are happy or sad." This is a good indicator, especially in the area of its connection to cooperation. As one of the principles of sustainable human development.

As for the indicator "The level of wages I receive is consistent with the nature of the work I perform" and "A health insurance system is available for workers," the approval rate for them was 70% and 57.5%, respectively, and both are related to security and stability.

We conclude from this that the company's management must review the wage standard as one of the internal marketing standards, and try to address it through rewarding rewards for workers who complete their work or innovate work mechanisms that contribute to increasing productivity, as well as the importance of moving to provide a health insurance system, through national insurance companies, and both. Treatments would achieve the satisfaction of the company's employees.

We note within the third criterion, "Favouritism and its relationship to providing material and moral incentives," that 25% of the sample agreed, compared to 42.5% and 32.5% whose answers were neutral and disagreed, respectively. This indicates that three-quarters of the sample were between rejecting and neutral, so there is a clear division in the application. This indicator, which is linked to one of the principles of sustainable human development,



which is fairness, which means that this topic must be given importance by senior management, to achieve employee satisfaction, and then achieve sustainable human development. Likewise, with regard to the indicator of annual leave given to workers, we note that the sample is divided between agree, neutral, and reject, with percentages of 47.5%, 40%, and 12.5%, respectively. This, of course, is linked to fairness, as one of the principles of sustainable human development. This requires more attention to this aspect.

Therefore, the sub-hypothesis that states that there is a high level of the standard of incentives that the company grants and indicators of sustainable human development cannot be accepted, because this dimension received an acceptable rate, as the acceptance rate for the company's applications was 52.5%.

d. Management support. The percentage of those who agreed was about 92.5% of the sample with the statement "I can express my point of view at work in front of my direct supervisor without hesitation." This is an important indicator because it is linked to management, which gives freedom of expression to workers, and the relationship of this to the empowerment indicator, which contributes to expanding workers' capabilities and options. To get to the best of them.

The percentage of those who agreed with the criterion "My direct supervisor helps me find solutions to the difficulties I face during work" was about 90%, and this criterion is directly linked to the cooperation index as one of the indicators of sustainable human development. Likewise, with regard to the same cooperation indicator, we note that about 85% of the sample agreed with the statement, "There are good relations between the direct manager and subordinates in the company." This is, of course, an important indicator that works in favor of strengthening the principle of internal marketing for employees and achieving the principles of sustainable human development.

The percentage of those who agree that the company provides all facilities to achieve better performance for employees was about 75%, and this is related to the principles of fairness and empowerment. The percentage of those who agree that work is carried out in the spirit of one team was about 77.5%, and this is related to cooperation as one of the principles of sustainable human development.

The percentage of those who agreed with the phrase "I am introduced to all the benefits and programs available within the company" was about 60%, and this is related to security and stability. This requires the company's senior management to give this issue importance, whether through meetings with employees to introduce them to the details of work, as well as paying attention to simplifying work procedures and organizing Introductory brochures and brochures about jobs and their descriptions, in addition to the continuous rotation of workers to learn about the details of the company's work.

The sub-hypothesis of the research can be accepted, which states that there is a high level between the application of internal marketing programs in terms of supporting management and achieving sustainable development indicators, due to the arithmetic rate of those who agreed to its paragraphs in this axis, as their percentage constituted about 80%. Despite this, the company must define the employees. With all the privileges, rights and programs available in the company, since the percentage that received approval was average.

H. Clarity of marketing information. It is clear from the data in Table 3 that more than three-quarters of the research sample agreed with the statement, "The company's senior management informs its members of the products it intends to promote," as their percentage

reached 77.5%. This is a positive paragraph, especially since it is linked to empowering employees and informing them of the mechanisms Working in the company with the aim of increasing their capabilities. Then came the item “The company allows employees to communicate with each other to exchange information” at about 75%, and this is related to cooperation as one of the indicators of sustainable human development.

The percentage of approval reached about 62.5% for each of the internal marketing indicators: “The company’s employees are fully aware of customers’ needs,” “Senior management listens to employees’ suggestions,” and “The company’s management holds periodic meetings with employees to listen to their suggestions,” each of which is linked to empowerment as one of the principles of development. Sustainable humanity, therefore it is necessary for senior management to pay attention to applying these two indicators in the company.

Thus, it can be said that the sub-hypothesis was not met, as it stated that there is a high level of application of internal marketing standards with regard to the clarity of marketing information and achieving sustainable human development indicators, as the arithmetic average for the percentage of those who agreed reached about 67%, which is an average rate. Accordingly, it will not be possible to To achieve the associated human development indicators in the company.

Fourth: Conclusions and recommendations

a. Conclusions

1. Internal marketing is one of the advanced administrative systems that aims to achieve employee satisfaction in business organizations.
2. The administrative system for internal marketing includes a set of indicators, including training, qualification, incentive rewards, appointment mechanisms, and administrative support, and everything that can contribute to achieving employee satisfaction within business organizations.
3. Some of the administrative support index mechanisms used at Al-Furat Chemical Industries Company achieved the highest approval rate, as the approval rate for the mechanism “I can express my point of view on issues related to work to my direct supervisor without hesitation” reached a percentage of 92.5, followed by a percentage of 90 for the indicator that my direct supervisor helps me in Finding solutions to the difficulties I face during work, which is of course a positive indicator because it is linked to the principles of achieving sustainable human development, which are the principles of cooperation and empowerment.
4. The results achieved for the incentive incentives and rewards index were not at the required level in Al-Furat Chemical Industries Company, as its mechanisms received varying degrees of approval, ranging from good to average, and some of them reached a percentage of about forty percent.

b. Recommendations

1. The need for the company to find appropriate mechanisms regarding the incentives allocated to employees because they contribute to achieving their satisfaction, and then link them to indicators of sustainable human development in terms of fairness, safety and stability.
2. The company needs to focus attention on the issue of clarity of marketing information.

3. Paying attention to organizing training courses for new employees in the company, as it is important in providing them with the required skills that will enable them to perform the work that will be allocated to them.
4. Listening to the opinions of employees and holding periodic meetings are among the indicators of achieving internal marketing. The company's management must set timetables for this, because it will inform the company of all the problems that may occur in order to find solutions to them, before they escalate and reach the crisis stage.
5. The company must study the weak points and try to find appropriate solutions for them, and it can seek the help of academic experts to contribute to this.

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