

## Original Research Article

# The Role of Internal Marketing of Human Resources in Promoting Innovative Work Behaviors: An analytical Study in Al-Furat General Hospital

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**Abstract:** The research aims to know the role of internal marketing of human resources as an independent variable with its dimensions (empowerment, internal communication, training and development, incentives and rewards) in enhancing innovative work behavior as a dependent variable, Al-Furat General Hospital was chosen as the study community. Given that the two variables under study have intellectual importance in directing activities related to internal marketing of human resources to enhance the innovative behavior of Fallujah Teaching Hospital cadres in providing health services, the sample required to survey their opinions included (82) opinions out of (86) opinions, and the descriptive analytical approach and questionnaire were adopted as a tool for collecting data. The researcher relied on the program (SPSS V.26, SMART PLS V.4) to analyze the data and test the validity of the hypotheses. The results showed the validity of the relationship at the level of the main and sub-variables under study, which indicates the essential role played by internal marketing in enhancing the innovative behavior of working individuals.

**Keywords:** (Internal marketing, innovative work behavior).

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## INTRODUCTION

Organizations are witnessing several changes in their administrative systems, which makes them seek to search for methods and plans that enable them to confront the challenges of the era. Among these strategies that organizations are interested in is internal marketing (Dabab and Soshi, 2023: 15). (Al-Zuhairi and Al-Baldawi, 2019: 3) indicate that organizations that seek to achieve success in performing their work must focus on their employees and achieve job satisfaction by creating a positive work environment before heading towards the external customer. (Al-Asadi and Ghanem 2010: 13) explain that internal marketing considers employees as internal customers who must achieve the organization's goals. Internal marketing is essential for employee engagement, as internal marketing techniques can enhance organizational values, initiatives and achievements internally, and enhance the sense of pride and belonging among employees. It is also vital to create a positive culture in the workplace and achieve sustainable success in light of the fierce competition between organizations (Joyce *et al.*, 2024:1192). Organizations must work hard to improve the quality of service provided, as well as make their employees believe in their goals, which is reflected on the customer

who needs their services. Thus, the external marketing strategy will be developed through the organization's interest in the internal marketing strategy (Xu *et al.*, 2023:2). Organizations always seek to achieve the creativity that they have placed at the forefront of the goals they seek to achieve in order to maintain their position among their competitors (Mahdi, 2012: 266). Organizations seek to enhance the innovative capabilities of their individuals by producing something new, whether it is presenting an idea, a new form, or a new arrangement of old existing elements (King and Anderson, 2002: 40), as the human element is the basis for achieving a sustainable competitive advantage and the human resource is one of the highest revenues for contemporary organizations (Edo *et al.*, 2015: 486). Thus, the human resource is the cornerstone of any economic or service activity (Mohammad *et al.*, 2020: 1176) Its importance is highlighted by the impact of internal marketing practices in enhancing the innovative work behaviors of individuals working in Fallujah Teaching Hospital, which requires adopting modern methods and continuous improvement to remain a pioneer in providing the best possible services and facing all threats from its competitors and seizing available opportunities to keep pace with contemporary technological developments, considering the human

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element as one of the internal factors to achieve its strategies, and thus this will be positively reflected in economic development. The research was conducted to identify the impact of internal marketing practices in enhancing innovative performance.

## LITERATURE REVIEW

### Theory:

#### First: Internal Marketing for Human Resources

Many organizations need to clarify some industry-related terms for employees as well as explain the nuances related to organizational culture and for the purpose of communicating effectively and efficiently. Workers with limited professional knowledge face specific barriers and obstacles that they must understand. Organizations must adapt to these variables in order to succeed and achieve their goals and increase their organizational competitiveness. The term internal marketing for their human resources has been proposed (Huang, 2020: 2). The concept of internal marketing is related to improving the quality of service provided to employees. It is based on the hypothesis that dealing with employees as internal customers and designing attractive jobs/products for them will achieve their satisfaction and motivate them to provide high-quality services. In light of the researchers' proposals, there is no single agreement on the concept of internal marketing (Qiu *et al.*, 2022: 8). The administrative literature has taken different points of view, as some theorists focus on the interior. Focusing on transactions, the quality of internal exchanges between the organization and employees as a basic condition for improving external transactions, (Koudri and Ismail, 2024: 3) refers to internal marketing of human resources as the means used by organizations to ensure the transfer of information between senior management and employees and vice versa, with the aim of improving performance and achieving the organization's goals. Internal marketing is related to the continuous dynamic process that aims to exchange and transfer information, ideas, trends and feelings between Individuals and work groups using a specific means, whether formal or informal, with the aim of influencing the behavior and attitudes of working individuals (Khaled and Radwan, 2023: 18). (Bruin-Renolds *et al.*, 2015) and (Hussein and Muhammad, 2024: 3) agree that the effectiveness of any organization lies in its ability to secure cooperative communication that ensures the achievement of the organization's goals in making strategic decisions, addressing problems, and positively influencing the work environment in a way that ensures the achievement of organizational performance effectiveness, maintenance, development, and stability, while the second point of view of internal marketing was to focus on information management and making working individuals more motivated and customer-oriented (Qiu *et al.*, 2022: 9), and (Al-Harbi & Saleh, 2024: 2) show that many of the problems that occur in organizations occur as a result of the internal marketing process, and the basis for solving these problems is internal marketing. Internal marketing is not only related

to individuals working at senior levels, but it is related to all individuals working in the organization ((Belias *et al.*, 2020:459 Huang, 2020:2)) adds that internal marketing focuses on human resource management, as many service managers ignore the fact that successful marketing is not only the result of conscious analysis or skillful strategic planning, but it is the result of the existence of acceptable organizational systems. (1: Brown, 2020) describes internal marketing as the use of traditional marketing strategies by organizations to market themselves to their employees. While (Boudaoud *et al.*, 2023:39) defined internal marketing as: looking at employees as internal customers and jobs as internal products, which should be designed to satisfy the desires and meet the needs of customers, meaning achieving the organization's goals, and more clearly looking at employees as customers, their needs and desires should be discovered and jobs should be designed as products so that we meet the needs of internal customers, as internal marketing works to achieve the organization's goals. While (Sadek & Jassim, 2007:49) described internal marketing as a set of processes related to creating a service culture, providing internal and external training programs for employees, disseminating marketing information, and creating incentives and rewards for employees.

By reviewing the researchers' proposals, it was found that there is multiplicity and difference in studying the dimensions of internal marketing. The dimensions that serve the study's objective were identified, as a model was adopted. (Mohammad *et al.*, 2020:1179) and were as follows:

- **Empowerment** / Empowerment is related to the concept of power and administrative empowerment is related to granting employees the authority related to their job and the work they do and granting them the freedom to make their decisions and bear responsibility for their decisions and their implementation of those decisions) (Al-Omari *et al.*, 2020: 842. (Abdul-Moein, 2021: 67) shows that the main goal behind employee empowerment is to create commitment and loyalty among employees towards the organization and its strategic goals, in addition to their participation in the continuous improvement of their services to meet the needs and desires of customers, as it will enable employees to overcome the routine in sharing responsibility and making decisions.
- **Internal communication** / indicated (Verčič., 2012:229) that there are multiple points of view in describing the internal communication process, as it was shown that there are those who view it as an administrative function responsible for communication within the organization and a multidisciplinary function that integrates elements of communication, marketing and human resources management, while the second point of view they put forward is that internal communication is responsible for disseminating information and

managing and producing internal operations. While Qin & Men,2023;1213)) concluded through his study that internal communication management practitioners should enable employees to build close relationships between employees and create a supportive communication environment that enables colleagues to search for information, assistance and advice and provide them to each other for the purpose of helping to raise the morale of employees and build a cooperative work environment, especially during the period in which the organization is going through times of change.

- **Training and development/** Training is one of the crucial strategic tools used by the organization to achieve effective individual and organizational performance, as many organizations invest in it with confidence that its outcome will be in obtaining the required behavior and attitude and thus achieving a competitive advantage over organizations operating in the same field (Desta, 2021: 57).
- **Incentives and bonuses/** Many studies indicate that employees who receive incentives perform the tasks assigned to them more effectively, as their work environment reflects incentives and rewards, which positively affects the nature of the performance provided by employees (Alkandi *et al.*, 2023). This requires the organization to maintain highly skilled employees who are motivated through human resource management systems and processes, as it is a vital element in achieving performance. On the other hand, a weak system that causes employees not to complete their tasks and jobs in the appropriate manner or to the required standard, this ability problem is beyond the control of employees. Recent studies have indicated that employees who are aware of the compensation system contribute positively to the organization's performance.

## Second: Innovative work behavior

Change in the business world today is inevitable, and this change passes through creativity, and the goals of organizations, whether commercial or service, are not limited to providing services to customers only, but extend beyond that, as they are concerned with increasing the quality of their lives and stimulating changes, as creativity and innovation skills have an impact on their future, as organizations go through a constant struggle for survival, and therefore they must protect themselves through their interest in innovation and presenting innovative business ideas that bring them money, and their adoption of innovative ideas results in innovative work behavior (Örnek & Ayas, 2015: 1390). (Sasono & Novitasari, 2020: 124) indicate that innovative work behavior is a vital element in the organization's main operations, as it contributes to achieving the organization's strategic superiority. (Al-Qarghoul *et al.*, 2020: 262) indicate that it relates to the behavior of employees resulting from the level of experience, knowledge and skills acquired inside and outside the organization, which gives them the essential

capabilities to add value to their organization and business. (Al-Zubaidi, 2017: 115) explains that innovative behavior relates to the behavior practiced by the individual or work groups in the workplace and does not necessarily result in the production of a new product or service, and that it is behavior that precedes innovation in its final form. This behavior may be creativity in itself when practiced by working individuals in the organization for the first time. (Zubair & Kamal,2017:38) describe innovative work behavior as a mechanism for dealing with new ideas to change services, processes and products, in order to better achieve the organization's goals. He adds that the innovative behavior of employees is affected by multiple factors, including organizational, individual and collective factors. (Al-Asadi,2014: 206) indicates that when employees feel the organization's leadership's interest and appreciation for their ideas, contributions and the extent of their interest in their well-being, a sense of belonging and commitment is generated in them that makes them feel a sense of belonging to the organization, which is reflected in the practice of innovative behaviors that support the achievement of the organization's goals. Working individuals have a view regarding their work environment and the factors affecting it, including social, psychological and physical factors, as well as beliefs, feelings and expectations that affect the employee's experience at work (Al-Shabli and Al-Abbadi, 2024). Working individuals spend a lot of time at work, and their work environment affects their performance. In terms of the extent of employees' satisfaction with their work environment, they are more likely to obtain a positive work outcome (Zhenjing *et al.*, 2022:3). Innovative work behavior is the motivation to introduce new ideas and implement them to benefit the organization. The innovation process goes through three stages: generating the idea, promoting the idea, and ensuring the participation of employees in adopting these ideas, implementing the idea, and transforming it into a tangible reality, which enhances the profitability of the individual, work group, or organization. (Arifien & Yulianti,2019) (Ijaz & Nawaz, 2022:42) add that innovative work behavior is an important precedent for innovation-related activities in the organization. Employee creativity is linked to generating new ideas for innovation and solving problems. Innovative work behavior goes beyond the creativity of individual workers, i.e. simply generating pioneering ideas, by including the application of these innovative ideas. In other words, innovative work ideas are the practical implementation of the creativity of individual workers.

By reviewing the researchers' proposals, it was found that there is a difference in studying the dimensions of the creative work behavior of workers. The dimensions that serve the study's objective were identified. The model of (Street & Kleysen 2001) and (De Jong, & Den 2010) were adopted. A scale consisting of 15 paragraphs was prepared.

### The Relationship between Internal Marketing of Human Resources and Innovative Work Behavior

One of the most prominent challenges facing organizational management is reconciling an innovative, exciting and useful idea with existing routine processes and procedures, which in itself creates a state of uncertainty. The natural tendency of individuals to resist change and not fully commit to a particular idea increases the level of this ambiguity. When it comes to employees who are characterized by a high degree of uncertainty avoidance, they show hesitation in adopting creative work behaviors under the influence of these factors (Afsar & Masood, 2018: 7). (Manad & Karsha, 2023: 4) indicates that internal marketing is the effort related to reducing resistance to change for employees, motivating them, achieving cooperation and effective interaction between jobs, and integrating employees towards implementing the organization's strategy, as internal marketing works as a mechanism to motivate employees, provide them with value, and prepare the environment for their start-up. This approach explains the nature of the relationship between the two variables according to the theory of transformational leadership, as it views management as a service in helping employees perform their work in a way that ensures the achievement of the organization's goals, involving employees in decision-making, and giving employees confidence in presenting their ideas and points of view, which contributes to finding new paths for developing the organization's work in adopting behaviors characterized by creativity and innovation. (Bay & Ahmed, 2022:533). As for the second administrative theory that can explain the relationship between internal marketing and innovative work behavior, it is the theory of organizational culture, as internal marketing works to build a new organizational culture based on customer service and quality standards for the service provided, thus developing the innovative behavior of individuals working in delivering the service to customers (Harat & Khawla, 2019: 23).

### Third: The relationship between internal marketing of human resources and innovative work behavior

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an increase in the level of this ambiguity. When it comes to employees who are characterized by a high degree of uncertainty avoidance, they show hesitation in adopting creative work behaviors under the influence of these factors (Afsar & Masood, 2018: 7). (Manad & Karsha, 2023: 4) indicates that internal marketing is the effort related to reducing resistance to change for employees, motivating them, achieving cooperation and effective interaction between jobs, and integrating employees towards implementing the organization's strategy, as internal marketing works as a mechanism to motivate employees, provide them with value, and prepare the environment for their start-up. This approach explains the nature of the relationship between the two variables according to the theory of transformational leadership, as it views management as a service in helping employees perform their work in a way that ensures the achievement of the organization's goals, involving employees in decision-making, and giving employees confidence in presenting their ideas and points of view, which contributes to finding new paths for developing the organization's work in adopting behaviors characterized by creativity and innovation. (Bay & Ahmed, 2022:533). As for the second administrative theory that can explain the relationship between internal marketing and innovative work behavior, it is the theory of organizational culture, as internal marketing works to build a new organizational culture based on customer service and quality standards for the service provided, thus developing the innovative behavior of individuals working in delivering the service to customers (Harat & Khawla, 2019: 23).

Upon reviewing the literature on internal marketing of human resources and innovative work behavior, a hypothetical research plan was crystallized, shown in **Figure (1)** which was prepared in light of the research problem and its objectives. The main hypotheses were formulated as follows:

1. The first main hypothesis (H1): There is a significant effect of adopting internal marketing of human resources on innovative work behavior in the researched field when the error value is (0.05).
2. The second hypothesis (H2): The degree of effect of adopting internal marketing of human resources varies according to its dimensions on innovative work behavior in the researched field. When the error value is (0.05).



**Research community and sample**

The research was based on choosing Al-Furat General Hospital affiliated to the Karkh Health Department as a place to apply the research. The research community was represented by (doctors). One of the justifications for choosing them was the lack of research that addressed the research variables and was applied to the health sector, to the best of the researcher's knowledge, as well as the fact that doctors are responsible for providing medical services to patients.

The medical sector is also considered one of the most important service units in Iraq. The research community consisted of (114) doctors. When adopting the Morgan table for small samples, the sample was (86) doctors. The questionnaire was distributed to them, and the researcher retrieved (82) of them, all of which were valid for analysis, and constituted a percentage of (95) of the total number of distributed questionnaires. The sample was stratified randomly.

**Table No. 1: Shows the details of the questionnaire distribution**

Community	Sample	Distributor	Recipient	Suitable for analysis
114	86	86	82	82
Details			Views	Ratio
Consultant Doctors			13	0.16
Doctors-surgeons			18	0.22
Practicing doctors			22	0.26
Senior Resident			11	0.14
Resident			18	0.22
<b>Total</b>			<b>82</b>	<b>100%</b>

**Source:** Prepared by researchers based on the questionnaire distribution

**Study Tool:**

To achieve the research objectives, a questionnaire was designed by reviewing previous literature related to the research topic and relying on consultations with specialists in this field.

The questionnaire included a set of axes as shown below:

- Part One: It included personal information related to the selected sample members (gender, age, years, academic achievement).
- Part Two: It included paragraphs related to the independent variable, internal marketing of human resources, and consisted of (20)

paragraphs through which the variable was measured.

- Part Three: It included paragraphs related to the dependent variable, innovative work behavior, and consisted of (15) paragraphs that covered the variable completely.

Below is a table showing the axes, dimensions, and paragraphs for each dimension and the sources that were relied upon in designing the questionnaire:

**Measurement of study variables.**

**Table No. 1: Standards adopted in preparing the questionnaire form**

The axis	Dimensions	Paragraphs	Source
Internal Marketing for Human Resources	Empowerment	5	Mohammad <i>et al.</i> , 2020:1179
	Internal communication	5	
	Training and development	5	
	Incentives and bonuses	5	
innovative work behavior		15	(Street & Kleysen, 2001; De Jong, & Den 2010).

**Source:** Prepared by researchers.

To reach the extent of the questionnaire's suitability for what it was designed for, the validity and reliability of the study form were tested. Through the following

Third: Evaluation of the study tool (questionnaire)

The questionnaire was subjected to a set of tests to verify the validity of the scale, as shown below:-

1. Content validity: The questionnaire form was presented to a group of experienced arbitrators

to verify the accuracy of the scales and their suitability for what they were prepared for, and modifications were made according to the opinions of the experts and in a manner consistent with the reality of the field being researched.

2. Internal validity of the dimensions of the variables: The table below shows the internal validity of the dimensions associated with the research variables:

**Table No. 2: Internal validity of the research dimensions**

	Dimensions	Correlation coefficient	Significance level	Acceptance or rejection	
1	Internal Marketing for Human Resources	Empowerment	0.762**	.000	acceptable
		Internal communication	0.674**	.000	acceptable
		Training and development	0.768**	.000	acceptable
		Incentives and bonuses	0.689**	.000	acceptable
2	Innovative work behavior		0.782**	.000	acceptable

**Source:** Prepared by researchers based on the results of the statistical program (SPSS).

It is clear from the results in Table No. (2) that there is a correlation between the variables with the function of all internal paragraphs, at the function level (0.000). Thus, there is a direct and reliable relationship between the paragraphs, dimensions, and variables. It is clear that the relationship is significant, meaning that the occurrence of the correlation is the result of homogeneity and internal intertwining between the dimensions and not by chance. Thus, the structural validity of the questionnaire is achieved.

**3. Stability of the research tool (questionnaire):** The stability coefficient (Cronbach Alpha) showed the possibility of relying on the questionnaire after the (Alpha) coefficient for internal marketing of human resources reached (0.79) and innovative work behavior

(0.71) so that the value of (Alpha) for the questionnaire as a whole reached (0.80). The extent to which the sample represents the research community was also confirmed by knowing the normal distribution of the questionnaire form or not, and it was shown from the Kolmogorov-Smirnova test that all the study axes are normally distributed, and thus the results can be generalized to the studied community.

**Fourth: The importance of the research**

variables in the researched field, The arithmetic mean, standard deviation and coefficient of variation were found to show the importance of the variables and the extent of their awareness in the targeted field based on the opinions of the targeted sample members, as shown below:

**Table No. 3: Arithmetic mean, standard deviation and coefficient of variation for research variables (n=82)**

	Paragraphs	Arithmetic mean	Standard deviation	coefficient of variation	Ranking	
Search variables	1	The hospital management provides opportunities for professional development.	3.78	0.83	21.95	5
	2	The hospital administration is interested in the innovative ideas presented by its members.	4.55	0.87	19.12	3
	3	The hospital administration works to empower the working individuals in a way that enhances their conviction in the tasks assigned to them.	4.11	0.77	18.73	1
	4	The hospital administration is interested in enhancing the feeling of self-esteem among employees.	3.98	0.87	21.85	4
	5	The hospital administration works to involve employees in formulating decisions related to the accomplishment of their work tasks.	4.01	0.76	18.95	2
		<b>Empowerment</b>	4.08	0.82	20.09	2
	1	The hospital administration receives all suggestions submitted by its employees related to their work tasks.	4.18	0.78	18.66	2
	2	The hospital administration relies on an open door policy for its employees to facilitate the communication process.	4.42	0.88	19.90	3
	3	The hospital administration uses effective means in the communication process.	4.15	0.89	21.44	4
	4	The hospital administration works to provide data and information to the working individuals.	3.96	0.85	21.46	5
	5	The hospital administration provides modern means of communication that facilitate the access of information to all departments and units of the hospital.	3.98	0.73	18.34	1

<b>Internal communication</b>		4.13	0.84	19.85	1
1	The hospital administration provides the means to implement development programs.	3.68	0.87	23.64	5
2	The hospital administration provides training courses to develop the skills and capabilities of the working individuals on an ongoing basis.	3.91	0.78	19.94	1
3	The hospital administration continuously evaluates training programs.	3.87	0.91	23.51	3
4	The training curriculum is compatible with the needs of the employee to practice his specialty.	4.12	0.85	20.63	4
5	The hospital administration supervises the preparation and implementation of training programs on an ongoing basis	4.23	0.89	21.04	2
<b>Training and development</b>		3.96	0.86	21.71	4
1	The hospital administration seeks through the current incentive system to improve the performance of the working individuals.	4.12	0.87	21.11	2
2	The hospital administration seeks to grant exceptional incentives to doctors who perform exceptional work.	4.02	0.92	22.88	5
3	The approved reward system is in line with what is practiced in the competing health sectors.	3.88	0.88	22.68	4
4	The current reward system is proportionate to the size of the tasks for each doctor.	3.93	0.87	22.13	3
5	The current reward system is applied in a fair and transparent manner	3.87	0.76	19.63	1
	Incentives and rewards	3.98	0.87	21.17	3
	The importance of the independent variable paragraphs in internal marketing of human resources	4.03	0.84	21.02	2
1	The hospital management has the ability to develop and generate creative ideas in the field of business provided.	4.02	0.92	22.88	15
2	The hospital management shares ideas with the work team about developing the methods of services provided or the methods of work in the organization.	3.88	0.87	22.42	13
3	The hospital management has the ability to suggest new ideas for development within the organization.	3.87	0.88	22.73	14
4	The hospital management gives freedom to express opinions about work problems.	4.23	0.83	19.62	6
5	The hospital management allows freedom to discuss ideas for improving service with colleagues.	3.98	0.78	19.59	5
6	The hospital management gives freedom to my employees to express tangible changes in work with the employees.	4.54	0.82	18.06	1
7	The hospital management has the ability to convince others of the importance of improvements to the ideas proposed by them.	3.89	0.76	19.53	4
8	The hospital management has the ability to convince others of the importance of the solutions and ideas proposed by them.	3.97	0.84	21.15	9
9	The hospital management allocates the necessary resources to implement new ideas.	3.65	0.78	21.36	10
10	The hospital management has the ability to promote new ideas.	4.23	0.86	20.33	7

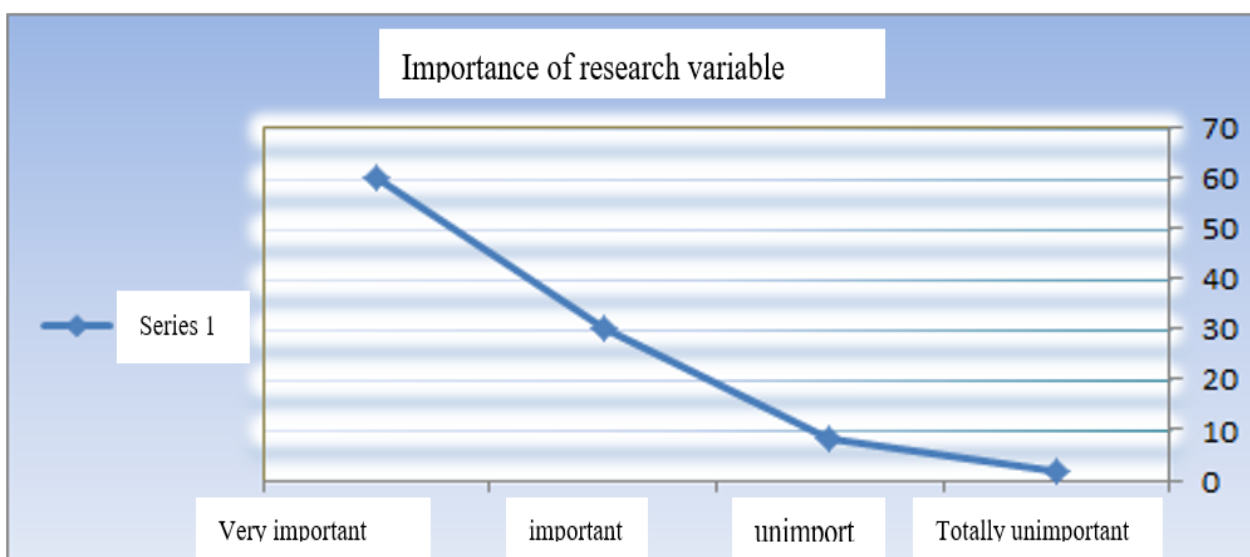
11	The hospital management explains to the employees the mechanism for implementing new ideas gradually.	4.12	0.77	18.68	2
12	When implementing new ideas, the hospital management has the ability to analyze the undesirable actions in order to implement the idea.	3.45	0.76	22.02	11
13	The hospital management tests solutions to unexpected problems when implementing a new idea.	4.21	0.86	20.42	8
14	The hospital management has the ability to monitor the progress made in implementing new ideas that have been implemented	3.98	0.75	18.84	3
15	The hospital management sets standards to measure the success of implementing the new idea	4.03	0.90	22.33	12
The importance of the paragraphs of the dependent variable: innovative work behavior		4.01	0.83	20.58	1

**Source:** Prepared by researchers based on the results of the statistical program (SPSS)

Table (3) shows the arithmetic mean, standard deviation and coefficient of variation for the paragraphs of the study variables and shows that a large percentage of the respondents are convinced of the importance of the variables under study after the general arithmetic mean reached (4.03) with a standard deviation of (0.84) and a coefficient of variation of (21.02), which explains the general pattern of the respondents' tendencies towards the independent variable of internal marketing of human resources, and what enriched this percentage are the arithmetic mean ratios for the internal dimensions, all of which were high.

The results of the table also indicate the importance of the variable of following innovative work behavior in the field under study, as the arithmetic mean

of the total index reached (4.01) with a standard deviation of (0.83) and a coefficient of variation of (20.58), which explains the general pattern of the respondents' tendencies. From the coefficient of variation, it is clear that there is a difference in the importance of the research variables for the target sample. The sample members agree that internal marketing of human resources represents one of the most important components of achieving innovative work behavior after obtaining a coefficient of variation less than innovative work behavior. This confirms the validity of the title and the arrangement of the variables. The figure below shows the opinions of the answers of the target sample about the importance of the research variables.



**Diagram No. 5: The importance of research variables**

**Source:** Program Outputs (SPSS).



**Fifth:** Statement of the correlation between the research dimensions:

To identify the importance of the variables, the correlation coefficient for the variables was found according to the opinions of the target sample, as shown below:

1- Correlation between the variables: A correlation was found between the research variables to show the degree of correlation between its variables by presenting a clear picture showing the level of the relationship, as shown in the table below.

**Table No. 4: Correlation coefficient between research variables (n=82)**

	Empowerment	Internal Communication	Training & Development	Incentives & Rewards	Innovative Work Behavior
Empowerment	1				
Internal Communication	.758**	1			
Training & Development	.942**	.763**	1		
Incentives & Rewards	.846**	.732**	.722**	1	
Innovative Work Behavior	.771**	.754**	.865**	.765**	1

**Source:** Prepared by researchers based on the results of the statistical program (. spss)

It is clear from Table No. (4) above that all correlation coefficients between the dimensions of internal marketing of human resources and innovative work behavior represent significant relationships.

**Sixth: Testing research hypotheses**

To ensure the validity of the research hypotheses and to identify the validity of the research plan, the nature of the relationship and direct and indirect

influence is identified in light of the sequence of hypotheses and their inclusion in the research methodology, as shown below.

The hypotheses are tested to ensure the content of their validity by stating the correlation and impact relationship between the research variables (internal marketing of human resources, innovative work behavior), as shown below:

**Table No. 5: Testing the research hypotheses (N=82)**

	Internal Marketing for Human Resources		
	Beta coefficient (B)	a test (T)	Sig
Innovative Work Behavior	0.69	5.67	0.00
Correlation Coefficient (R)	0.85		
Coefficient of Determination (R2)	0.77		
Stability Coefficient (a)	1.14		
ANOVA	71.34	0.000	
F			
Sig			

**Source:** Prepared by the researcher based on the results of the statistical program (spss)

1-It is clear from the table above that there is a significant effect of adopting internal marketing for human resources in its dimensions on innovative work behavior after reaching a value of (B=0.69), which indicates that a unit change in internal marketing for human resources is accompanied by a change of (69%) and represents a significant effect according to the value of (t) of (5.67) in innovative work behavior, which is considered a significant value because it is greater than (2), in addition to the value of (F) of (71.34), while the practice of internal marketing for human resources explained an important part of the variance in innovative work behavior, as (R2) reached (0.77), which means that internal marketing for human resources in the hospital explains a value of (77%) of the change in innovative

work behavior, and the remaining parts either represent random variables or variables that cannot be controlled because they were not included in the regression model. From these results, the validity of the first hypothesis is verified. The results show that the value of the constant limit coefficient (a) in all tests was more than zero, meaning that the hospital management is interested in innovative work behavior even in the absence of focus on internal marketing of human resources. To prove the second hypothesis and prove that the degree of impact of adopting internal marketing of human resources differs according to its dimensions on innovative work behavior in the hospital under study, path analysis was used to show the direct and indirect impact, as shown below.

**Table No. 6: Results of direct and indirect influence between research variables (n=82)**

Dimensions of the variable Independent	Empowerment		Internal communication		Training and development		Incentives and rewards	
Dependent variable	Innovative Work Behavior							
	Impact	Sig	Impact	Sig	Impact	Sig	Impact	Sig
Direct Effect	0.188	0.00	0.197	0.01	0.188	0.00	0.214	0.06
Indirect Effect	0.154	0.00	0.165	0.00	0.167	0.09	0.157	0.00
Total Effect	0.342	0.00	0.362	0.00	0.355	0.00	0.371	0.00
Ratio of Direct Effect	55%		54%		52%		58%	

Source: Prepared by researchers based on the results of the statistical program. (spss)

Table No. (6) shows the direct and indirect impact of the dimensions of internal marketing of human resources on innovative work behavior. The results indicated that there is a direct impact of all dimensions of internal marketing of human resources that exceeds the indirect impact, as innovative work behavior is considered the main artery of management seeking to achieve excellence and distinction.

## CONCLUSIONS

The main objective of the research was to measure the impact of internal marketing practices for human resources with its dimensions of empowerment, training, development, internal communication and reward on the innovative work behavior of Al-Furat Hospital doctors, as a model was developed and tested. When reviewing the theoretical proposals for internal marketing and innovative work behavior, we note that it has received the attention of many researchers, but at the field level, we notice the scarcity of research that has studied the hospital sector, and this is what distinguishes the research as it focused on a sector concerned with providing medical services. The most prominent conclusions were:

- 1- There is interest among the researched sample in the variable of internal marketing for human resources management through a survey of the opinions of the researched sample, and the sequence of dimensions for the researched sample was (internal communication, empowerment, incentives and reward, then training and development came in last place)
- 2- There is interest shown by the hospital management in innovative work behavior even in the case of not focusing on internal marketing for human resources.
- 3- There is a significant impact of adopting internal marketing for human resources with its dimensions on innovative work behavior.

## Recommendations

- 1- Increase the attention of the hospital administration to maintain the high level of internal marketing of human resources. This can be achieved through:
  - Providing modern means of communication that enable information to reach all hospital departments.

- Making the medical staff a partner in formulating decisions, especially those decisions related to completing their work tasks and granting them more powers and authority to enable rapid response to patients' needs.
  - Clarifying to the working individuals the mechanism followed by the hospital administration in granting the reward.
  - Developing a training program according to the skills and qualifications of the medical staff.
- 2- Improving the innovative behavior of the Euphrates General Hospital staff by Giving the freedom to the health staff to express the extent of improvement in work through the application of new ideas, and the mechanism that its staff will follow in order to implement the new ideas, and setting a clear mechanism through which the amount of progress achieved in implementing an innovative idea that has been decided to implement can be monitored.
  - 3- The hospital administration should invest in the direct and indirect impact of the independent variable internal marketing in order to enhance the innovative work behavior of the medical staff.

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