

## The Impact of Organizational Dogmatism in Reducing the Employees' Internal Marketing

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**Abstract:** This research aims to discover the nature of the relationship between organizational dogmatism (DG) and internal marketing (IM) in the general company for food products in Baghdad. The importance of research stems from the fact that it deals with two variables that are very important in the business environment in addition to setting the right and appropriate foundations in order to address a real problem that directly affects the work environment in one of the most important Iraqi industrial companies. The random sample method was used by the researchers to find the relation between the two variables of the research. So, they distributed 110 questionnaires on some employees of general company for food products in Baghdad. The number of retrieved questionnaires was (94), and the useful questionnaires for statistical analysis were (92). The researchers used the AMOS v.20 and SPSS v.18 to analyze the collected data. The theoretical results showed a knowledge gap to explain the relationship between organizational dogmatism and internal marketing generally in organizations and specially in industrial companies, and there is a weak and insignificant effect of organizational dogmatism in internal marketing.

**Keywords:** Organizational Dogmatism, Internal Marketing, General Company for Food Products

### 1. Introduction

The origin of dogmatism as a closed cognitive system can be related to Rokeach (1954), but the first real development was by philosophers. It emerged as a doctrine that claims the absolute knowledge and certainty can be obtained by using reason, senses or experience in exchange for the doctrine of doubt, so it is one of the fertile topics in psychology, especially cognitive psychology (Roiser & Willig, 2002). In the same context, some studies have concluded that dogmatism is a feature of the personality concept in some individuals who have information, knowledge, and experience that they believe to be perfectly correct, and the personality nature usually has clear reflections and effects on their behaviours (Sarker et al., 2013; Laghari et al., 2016).

Al-Hakim et al. (2017) and Al-Nasrawi (2017) have confirmed that the dogmatical behaviour is one of the most serious problems that hinder individual and organizational performance from performing the required role, where the most organizational mechanisms require more flexibility and freedom of thinking away from implicit entanglements in order to create a competitive advantage and this is in line with the principles of leading organizations that aspire to achieve the highest levels of integration in organizational work.

On the other hand, employees have played a great role in the success of any organization through internal marketing, especially those organizations where employees are in contact with customers; therefore, internal marketing can be a distinct factor for organizations, so the marketing activities were previously limited only to external customers in order to increase sales, but after the boom in the marketing, especially in developed countries, the dealing with traditional approach did not achieve ambition for that the alternative was to treat employees as internal customers of the organization and the main aim of this alternative is to apply marketing tools on the employees, therefore, internal marketing is an important tool in the organization's marketing strategies and it can be applied only if there is a successful relationship between management and employees (Azêdo, Helena, & Walter, 2012).

## 2. Literature Review

### 2.1 Internal Marketing

Some researchers believe that internal marketing is increasing in the service-oriented economy and this requires organization to attract and retain customers for ensuring sustainable competitive advantages (Thabit & Raewf, 2018). In order to achieve this goal, organizations must focus their efforts on developing and sustaining an organizational culture that focuses on the well-being of internal customers as a means of attracting, retaining and caring for external customers (Raewf & Thabit, 2015; Raewf & Thabit, 2018) as well as the level of satisfaction with working conditions of internal customers is closely related to the satisfaction with the product or service of external customers (Thabit, 2016), so the key way to achieve employee satisfaction was to treat them as customers of the organization.

#### 2.1.1 The Definition of Internal Marketing

Based on the above several definitions of internal marketing have emerged as shown in Table (1).

Table 1: Internal Marketing Definitions

Researcher	Definition
Berry et al. (1976)	The tool to provide internal products (jobs) that meet the vital internal market needs (employees) to achieve the objectives of the organization.
Kotler and Armstrong (1991)	Build customer orientation among employees through training, motivation and support to work as a team.
Rafiq and Ahmed (1993)	A planned effort to overcome organizational resistance by changing, aligning, motivating and integrating employees towards the effective implementation of institutional and functional strategies.
Woodruffe (1995)	Organizational equality in dealing with both employees and customers with the help of proactive policies to reach organizational goals.
Elsamen and Alshurideh (2012)	The organization's efforts to provide all its members with a clear understanding of its vision and institutional objectives with training, motivation and evaluation to achieve the required goals.
Boukis et al. (2015)	Organizational idea seeks to promote and develop the value of employees thereby strengthening the external outputs of the organization.

### **2.1.2 The Dimensions of Internal Marketing**

The Internal Marketing has many dimensions, so several scholars determine six dimensions as following (Lubbe, 2013; Jacob et al., 2008; Hadj Aissa et al., 2018; Grobler, 2002; Niemand & Bennett, 2002; Papasolomou, 2006):

- 1<sup>st</sup> Dimension - Empathy and Consideration (EC): It refers to the relationship of management with the employee, which leads to create a sense of job satisfaction among employees and increase trust in the organization by taking their wishes and experiences into account.
- 2<sup>nd</sup> Dimension – Benchmarking (B): It is a series of comparisons carried out by the organization, which includes job specifications and salaries with companies that perform the same service, taking into account market demand and job offers.
- 3<sup>rd</sup> Dimension - Job Quality and Reward (QR): It means the process of taking employees as customers, and functions as products for internal customers, in other words also points to the importance of considering jobs not only from the point of view of the tasks involved but also from the point of view of employees and what they need in terms of fulfillment and reward.
- 4<sup>th</sup> Dimension - Upward Communication (UC): It refers to the process of sending messages by various means by employees to the department, and the department supports staff by withdrawing these messages. This allows the upward communication of staff to provide feedback, ask questions, and create an understanding of the role of the organization and their role in it.
- 5<sup>th</sup> Dimension – Value and Information Sharing (VI): It means the continuous exchange of information that leads to increased information base as well as staff development through training and value sharing, thus increasing employee satisfaction.
- 6<sup>th</sup> Dimension – Promotional Activities (PA): It is a method to build and promote for an organization brand by focusing on employee satisfaction and creating targeted cultures towards customers.

### **2.1.3 The Objectives of Internal Marketing**

There are several objectives of internal marketing to be applied by organizations for maintaining the competitive activity and continuing in expanding the organizations' market share. Ewing and Caruana (1999) mentioned that internal marketing can stimulate internal customers (employees) to deal with external customers, and help management to communicate with employees. As well as internal marketing can create a common vision in the organization among all its levels, also internal marketing can help all employees to understand the vision, mission, and objectives of the organization (Ahmed & Rafiq, 1995). Azedo et al. (2012) explained that the internal marketing contributes to the acquisition and retention of employees by satisfaction, motivation and organizational justice, it also contributes to improve quality, develop innovation processes, and improve the organization image.

Payne (1993) clarified that the main objective of internal marketing:

- Developing the awareness of internal and external customers.
- Remove functional barriers to achieving organizational effectiveness

Based on above, Salomão (2010) mentioned that internal marketing is a good way to reduce the administrative isolation, decrease the internal friction, and overcome the change resistance. So, internal marketing can help the organization to achieve its strategies by overcoming internal problems, and improving internal communications.

#### **2.1.4 The Determines of Applying Internal Marketing**

There are many factors that determine the applying of internal marketing as following (Elsamen & Alshurideh, 2012):

- The administration: The manager's access to a good employee and how to create the benefit from him/her requires a good knowledge in the management matters to discover employees, and to work on their development and empowerment, because the basis of internal marketing is based on employee to create a competitive advantage for the organization.
- The communication: Many researchers clarified that the organizations should pay attention to improve the level of communication with employees, because it is the main channel for transferring the vision, mission, and strategy of organization to the employees, so the successful communication can increase the level of loyalty and respect, and it can build high confidence in the employee.
- The selection: One of the most important determines that faced the successful of internal marketing is the selection, so the organizations should use suitable methodology to select the candidates.
- The training: The organizations should train and develop the employees to know how to deal with the required tasks and to do their work effectively for achieving the objectives of organization.
- The technical level: Technology is one of the most important challenges that face organizations generally and internal marketing specially, so it can play a major role in the development of organizational performance and the improvement of internal processes speed.

### **2.2 Organizational Dogmatism**

#### **2.2.1 The Definition of Organizational Dogmatism**

As mentioned above, the pioneer of dogmatism is Rokeach (1954), the initial perception of the concept appeared when he was studying at Michigan University and wrote three articles to explain his vision (Laghari et al., 2016). Many scholars resemble dogmatism with Machiavellianism in reference to the principle of “the end justifies the means”, this clarifies that dogmatism is based on the lack of flexibility and openness to new ideas and visions, so the dogmatists often tend to reject new ideas, and this consistent with the theory of philosophy "If the old ways are good for those who preceded me (my ancestors), they are also good enough for me" (Elenkov, 1998; Ralston et al., 1993).

Dobre et al. (2009) and Ambrose (2014) confirmed that creative thinking helps different organizations to reach the best products and organizational structures, as it helps to get out of the confines within the fossilized and dogmatic systems of thought, referring to the fact that creators are more open and

receptive to new ideas and visions. So, many definitions of dogmatism were appeared. Table (2) shows the main definitions of dogmatism.

Table 2: Dogmatism Definitions

Researcher	Definition
Ralston et al. (1993)	It is the behavior of the individual who lacks flexibility and openness to accept new ideas and visions in organizational work.
Tahrawi (2005)	It is a closed way of thinking characterized by stagnation, intolerance, narrow-mindedness and peremptory thinking, especially as the things of the owner either be white or black.
Sharma (2008)	It is the weak individual openness or reservation towards unusual ideas, products and services.
Al-shelash (2013)	It is a closed cognitive style of thinking that organized around a central set of beliefs, ideas and opinions that lead to a form of rigid thinking.
Laghari et al. (2016)	It is a personal feature based on that information and knowledge of some persons must be correct.

### 2.2.2 Features of Organizational Dogmatism

The dogmatism has many features that define its dimensions and characteristics as followings (Samaie & Sepahmansour, 2015):

- Dogmatic person cannot change his/ her style of thinking and thoughts.
- Dogmatic person accepts previous ideas and puts a thousand reasons to reject the ideas that are contrary to his/ her ideas.
- Dogmatic person does not get feedback from the environment and does not listen to the words of his/ her audience.
- Dogmatic person is talkative even if his/ her words cause boredom to others.
- Dogmatic person is arrogant and considered himself/ herself a figure does not fall in error and does not allow criticism and self-criticism.
- Dogmatic person lives in severe hallucinations and negative attitudes.

On the other hand, Roiser and Willig (2002) identified several aspects of the dogmatic personality as following:

- Traditions: Dogmatism tends to strictly restrict of the traditions and values of the middle class.
- Obedience: Dogmatism moves toward a previous position without scrutiny or insight.
- Aggressive aggression: Dogmatism tends to be familiar to all people who violate the traditional values of conviction and punishment for their violations.
- The opposition: Dogmatism tends to opposite self - judgment and imagination, and intellectual giving.
- Myth and monotony: Dogmatism believes that there are internal determinants in the individual and act in the light of that rigidly.

### 3. Proposed Research Model and Hypotheses

The framework, based on RBV theory perspective, is conceptualized based on a number of previous studies such as Elsamen and Alshurideh (2012), Salomao (2010), and Laghari et al. (2016). So, the research framework of the present research is shown in Figure (1).

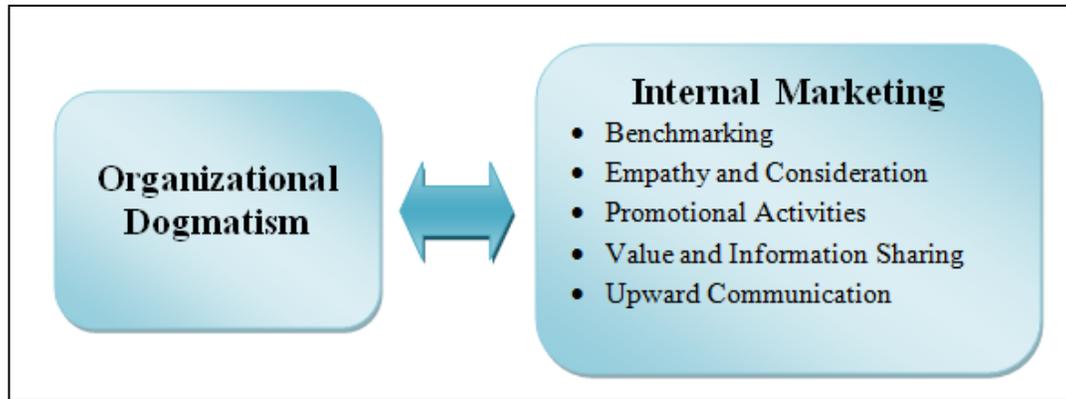


Figure 1: Theoretical Framework of the Research

According to theoretical framework of this research, the hypotheses are formulated as:

- **H<sub>1</sub>**: Organizational Dogmatism has a significant and positive related to internal marketing.
- **H<sub>2</sub>**: Organizational Dogmatism has a significant and positive effect on internal marketing.

### 4. Methodology

#### 4.1 Target Population

In this research, the population refers to all employees that work in the General Company for food products of Baghdad in Iraq.

#### 4.2 Sample and Procedures

Based on an application of random sampling technique, questionnaires were randomly distributed only among 100 employees by personal delivery and collection of questionnaires from September to October 2017, while the number of questionnaires received was 92.

#### 4.3 Measures

In the present study, the 16 measurement items were adapted from Jacob et al. (2008). Moreover, present study seeks to measure all variables by using a 5-point Likert scale where survey question is referred to agreement degree (i.e. 1 = strongly disagree, and 5 = strongly agree).

### 5. Hypotheses Test

Before conducting the test for the study hypotheses, the researchers conducted the Confirmatory Factor Analysis of the variables of the study to determine the validity of the data for the conduct of statistical analyses as follows:

### 5.1 Confirmatory Factor Analysis of the Internal Marketing

Figure (2) shows all the related results to the confirmatory factor analysis of the dependent variable of internal marketing that contains of 27 items.

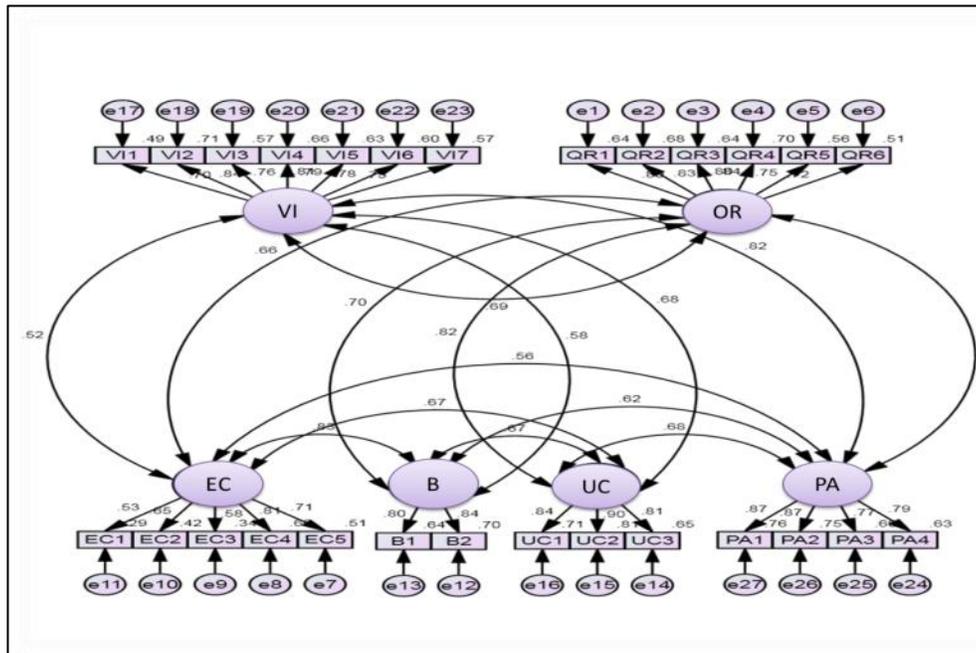


Figure 2: Confirmatory Factor Analysis of the internal marketing

Figure (2) shows that all the results of confirmatory factor analysis of the dependent variable (internal marketing) are greater than the minimum value of confirmatory factor analysis (0.50). So this indicates that data of the variable is valid for other statistical analyses.

### 5.2 Confirmatory Factor Analysis of Organizational Dogmatism

Figure (3) shows all the related results to the confirmatory factor analysis of the independent variable of organizational dogmatism that contains of 16 items.

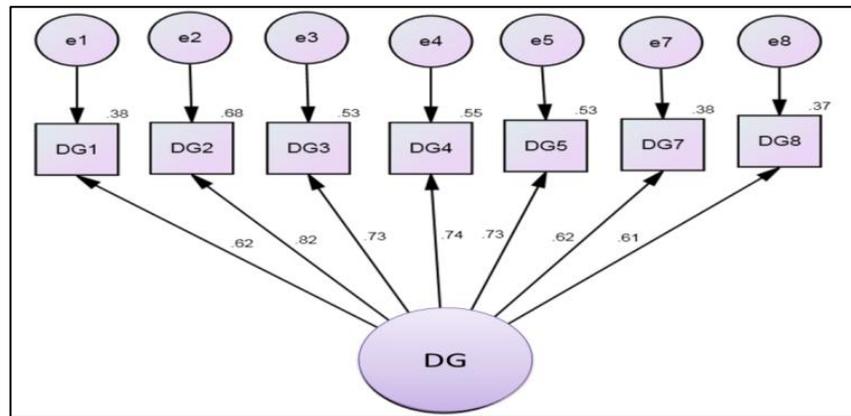


Figure 3: Confirmatory Factor Analysis of the organizational dogmatism

Figure (3) shows that some results of confirmatory factor analysis of the independent variable (organizational dogmatism) are greater than the minimum value of confirmatory factor analysis (0.50). So, according to Hair et al. (2010) all the items with values lower than (0.50) must be deleted (Hair et al., 2010).

### 5.3 Test the Hypothesis of Correlation for Study Variables

Table (3) shows the results of analysing the relationship of correlation between the study variables. The results of the study indicate that there are weak positive correlations between organizational dogmatism and internal marketing with (0.41) and at a level of significance (0.699), but at the level of dimensions, the results of organizational dogmatism correlation are (VI = 0.090), (B = 0.050), (QR = 0.012), and (PA = 0.051), on the other hand there are some negative correlations with (UC = -0.009) and (EC = -0.006). All the results are not significant because they are less than (0.01) which means the rejection of the first hypothesis (H<sub>1</sub>).

Table 3: Pearson Matrix of the Relationship of Correlations between Organizational Dogmatism and Internal Marketing

DG	QR	B	EC	PA	VI	UC	IM
<b>Pearson Corr.</b>	.01 2	.05 5	- .006	.05 1	.09 0	-.009	.04 1
<b>Sig. 2-tailed</b>	.91 1	.60 6	.956	.62 8	.39 4	.933	.69 9
<b>N</b>	92	92	92	92	92	92	92

\*\**. Correlation is significant at the 0.01 level (2-tailed).*

### 5.4 Test the Hypothesis of Influence for Study Variables

Table (4) shows the results of analysing the relationship of influence between the study variables. The results of the study indicate that there is positive influence for the organizational dogmatism in internal marketing, the calculated value of (F) = (1.250) which is a low value at level of significance (0.01) compared to the tabular value of (F) = (3.95), and the explanatory ability of this model according to the

value of ( $R^2$ ) = (0.14). This mentions that organizational dogmatism explains the value of (14%) of the responding variable represented by internal marketing, and the rest explain with other variables.

Table 4: The use of Anova to Measure the Effect of Organizational Dogmatism in Internal Marketing

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.863	1	.863	1.250	.266a
Residual	62.135	90	.690		
Total	62.998	91			
<hr/>					
R	$R^2$	Adjusted R Square			
.117 <sup>a</sup>	.014	.003			

Also, Table (5) shows regression coefficients, which indicate a weak and non-significant positive effect of the explanatory variable organizational dogmatism in internal marketing.

Table 5: The Analytical Relationship of Organizational Dogmatism in Internal Marketing

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.898	.280		10.359	.000
	DG	.108	.097	.117	1.118	.266

a. Dependent Variable: IM

According to the results of Table (5), it is clear that the organizational dogmatism variable has a weak positive effect of (0.117) in internal marketing at a level of significance (0.266) which means that it is not significant because the significance level is greater than (0.05). So the second hypothesis ( $H_2$ ) is rejected.

## 6. Conclusions

- The lack of studies that tried to analyse the nature of the relationship and its interpretation between (organizational dogmatism and internal marketing) combined in one hypothesis.
- The lack of studies and researches on exploration of the term organizational dogmatism in the field of organizational sciences.

- Internal marketing is a proactive organizational method or philosophy practiced by business organizations to ensure the success of their external marketing work.
- Dogmatical behavior is one of the most serious problems that hinder individual and organizational performance from performing the required role, as some positions require more flexibility and freedom of thinking away from implicit entanglement and this is what intersects and this behaviour in the sense that the relationship fluctuated.
- The statistical results showed a positive correlation but not significant between the two variables. This indicates the weakness of the relationship and its statistically significant absence.
- The results of the statistical test also showed a weak and insignificant positive correlation between organizational dogmatism and internal marketing. This indicates that organizational dogmatism limits a certain percentage of internal marketing in the General Company for Food Products.
- Finally, for future studies, further studies must be conducted in order to understand the problem of different concepts from one environment to another.

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