

THE IMPACT OF FINANCIAL INTEGRATION IN THE IMC MODEL ON BUSINESS PERFORMANCE: EVIDENCE FROM SAUDI ARABIA

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ABSTRACT

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This study aims to determine the effect of financial integration in the integrated marketing communication model on the business performance measured by the competitive advantage as well as investigating the statistical differences in the research variables according to some organizational factors. The study population consists of two parts, the first represents the service organizations in Saudi Arabia reach 206 in 2019, and the second is the regular customers of surveyed organizations in Riyadh city reach 8 million in 2019. The full survey and the purposive proportional sampling techniques are used respectively. The response rate of surveyed organizations reach 64.5% of total organizations, while the sample size of customers is 1500 and 97.5% of total distributed questionnaires are returned.

The descriptive methodology is used and the questionnaire is the research tool to collect the primary data. The study concludes that there is a statistically significant effect of the financial integration in the IMC model on the business performance. The study concludes that there are a significant statistical differences in the financial integration according top the type of company and these difference to the listed companies in the stock market. Finally, the study suggests some recommendations that enhance the financial integration in the IMC model in such surveyed organizations particularly and the Saudi organizations in general.

KEY WORDS: *Integrated Marketing Communication, Financial Integration, Financial Coordination, Business Performance, Competitive Advantage, Service Sector, KSA.*

1.INTRODUCTION

The Marketing communication MC is a key tool of the organizations to disseminate its products, and to attract new consumers, as well as make the planned goals. Marketing communication is not accidental but it is a permanent continuous process in the organizations (Albakri,2009,p65). The Marketing communication would raise the forecasting capabilities, risk assessing, and controlling the new changes, may happen in the future, and cut the fluctuations, shocks, and crises threatening the organization and its performance. The planning process of Marketing communication activities is crucial in the intentional context, but still under the expectations in the local context (thamer,2017, p.20).

The marketing departments are responsible for marketing communication activities and the challenges that facing marketing communication are increasingly significant in the time that such activities are fragmented and the planning process is not clear. In conclusion, the goals are different and contradicted , so the intervention by the top management among marketing communication activities becomes urgent, as well as complexity and the controlling of the communicative process. The great desire of success is a function of the integration and coordination. The need of financial integration and harmonization among marketing communication activities becomes a massive (Lendrevie&Brochand,2001,p.214).

Therefore, financial planning is an opportunity to create a positive performance of businesses, and it is more useful in

the marketing communication field. This is a key factor of unifying all efforts and resources of organizations such as the human, financial, technical, and logistics resources. The harmonization ensures the compatible between the operational strategies and the planned financial goal (Institute for Business Value IBM,2015,p.7). The financial integration is a tool helps the managers in coordination and interaction among the parts, activities, and units in the organization (Polisetty, 2016,p.98). This massive need for financial integration is a tool of modernization and upgrading the process of work to be with the new marketing trends worldwide, and there for most of large companies looking for the integration in the marketing communication as an effective, sufficient and continuous process in the IMC model (Almosa, 2010,p.350).

The integration in the marketing communication has become a sufficient condition for coordination in marketing activities, especially in the financial issues which consider the skeleton of good performance in the managerial functions such as administrative, finance, human resources and marketing. Under the financial integration, the business be able to good allocating of financial resources, reducing the money loses, cutting the frequent expenditures, and in the results, the money deficit at the minimum level can occurred (Aalaq,2008) .

Finally, The wide and quick applying the policies that support the integration and coordination among marketing activities and promotion tools within the financial planning is an quite step to achieve the planned goals. This integration is a sign and implication for the successful organizations .(Alrobaeae et al. ,2015,p561).This consistency among plans, stuff, and resources is the best way to achieve the competitive position , therefore, in this study, we decide that financial integration in the marketing communication activities may be the best way to achieve this advantage .

2.LITERATURE REVIEW

2.1Financial Integration

The financial planning of all activities and functions in the organization is one of the most important steps in implementing the planned targets, and the main engine to better implementing (Tunji,2013,p13). The financial planning considers as a key tool of professional management to achieve the targeted goals, through multi-functions of the planning process such as coordination, evaluation, control. The regular situation in strategic marketing is the budgeting process and allocations among marketing communication functions. Thus, it is based on assumption says that the strategic marketing communications and the planning process are controller factors in the plan of integrated marketing communication and the main constraint is the financial resources and the way of allocating (Almosa,2010,p.135). The starting point in the planning process is a necessary condition to harmonization and consistency among parts of the organization (Algade,2014). Tunji (2013) adds a number of goals that can be achieved by the planning process, including coordination among the different activities in the organization and this is an opportunity to evaluate the shared relations and resolve the weaknesses in the structure of organization.

At the level of marketing communication, the importance of financial coordination sufficiently increased in theoretical and professional aspects and the increased growth in the communication field is significant, and it is a new trend coming with the new concept of integration in the financial plan of

marketing communication tools (Almosa, 2010). There are many advantages for that such as decreasing the frequent spending, unifying the financial needs for all marketing functions, financing all shared communication programs, allocating the financial resources to support the targeted activities, and finally upgrading the polices and trends in the businesses to encourage the integration in marketing communication tools (Aalaq,2008).

Therefore, the coordination is one of the most important pillars of the financial planning process, and requires clear communication channels that create a media system based on the coordination and regular meetings in the organization to discuss the issues and problems faced the organization such as the number of employees, goals, resources, and timelines, in addition to determining the financial needs. The financial plan is based on assumptions that justify it (Shim&Siegel,2005,p.1) .

The most important advantage of coordination function is developing the communication competencies and capabilities of the systems. This will be easy if the financial vision of team has shown during the coordinating process, and how can take a place in all parts of the organization (IBM,2015). The lack of resources in poor parts may be more clear for decision-makers and the bad interrelationships among other activities are reasons for quick intervention by the management team (Polisetty,2016,p98).

2.2 The Financial Integration and Business Performance

The rapid changes in the businesses' environment and the hyper-competitive and anxious environments are necessary factors for organizations to be entrepreneurs and monopolist (Lee,Kotler,2016,p125) . The other organizations were not able to avoid the hyper-competition may find themselves looking for competitive features enabling them in the target market (Nganga, Waiganjo,&Njeru,2017,p.2) .

The researcher has shown the importance of competitive advantage for businesses. Michael Porter (Kotler&Keller,2012,P51) is the famous researcher in this field and he says the competition is the core and key of success or failure of any organization (Gundars,2016,p67), so the organization's strategy must be based mainly on the competitive advantage that improves the level of performance . Maximizing profitability, increasing the market share, improving the competitive are measures of business performance (Gundars,2016,p64).

These efforts were the beginning of the formation of the relationship between performance and competitive advantage, as outstanding performance leads to the organization's achievement of a competitive advantage that is unique to it, and to understand this concept it is necessary to liberate the term competitive advantage through the multiple viewpoints presented by researchers in this field, as described by Khanak (2005) As the characteristic that distinguishes the organization from other competing organizations, and achieves a strong attitude towards various different parties (p. 39) Competitive advantage has also been expressed as the ability to establish and maintain a defensive position against competitors (Awwad, Khattab&Anchor,2013,p.69).

Kotler & Keller (2012) decided that the competitive advantage of the organization is the ability to do something better than the competitors, which gives it the distinction in the market. The distinctive position means the organizations' ability to offer the needed products to customers in a

distinctive way from competitors (p.51).The current study confirms the business performance is a feature known in the market, superior distinctive sign distinguishes it from the competitors (Kotler,2009,p.64). The marketing strategy is a functional task of marketing management and one of the marketing strategy types of the organization includes sequential steps, aims at estimating the amounts of money for each communication tool (Kotler,2009,p.201).

The new trends in financial estimation and integration become a critical and urgent than traditional estimation. The traditional way depends on subjective methods in aggregating the financial figures with no compatibility with real financial needs (Hamad,2010). Meanwhile, the modern measures depend on the polices and properties that lead to a competitive advantage. these measures can merge all parts of the business with each other, continuous reviewing of financial estimations, achieving compatibility and coordination between the economic resources, and reducing the extreme in estimations and allocating the financial resources (Algade,2014).

The creativity and efficiency in preparing the financial plan depends on the financial team abilities and skills, in managing all parts of the organization at the lower cost and greatest coordination (Hamad,2010,p732). These features can cut the financial loses and wasted money in targeted activities, which ensures optimal use of resources (Assey,2014,p15). The studies confirm that the effective coordination process implies the monitoring on the performance , as the final tangible outcome of the financial team. Masakala et al. (2017) have shown that a positive relationship between communication and coordination within the financial planning process, and the financial performance is measured by profitability, growth and liquidity.

The study of jaodah and Attar (2019) also confirmed the statistically significant correlation between integration and the business performance measured by the rate of return ROI on shareholders' equity, as well as the non-financial measures such as the competition , and the study concludes that completion is the result of all measures despite the lack of uses by financial researchers (Qi,2010,p.121). Meanwhile, the marketing researchers have a strong background about the importance of competitive advantage, and the other study (Fahad,2019) decides the statistical effect of the promotional mix on the competitive advantage of the medicine industry in Iraq.

Al-Marshedy and Al-Otaibi (2017) confirm the effect of market orientation on the competitive advantage of Saudi businesses listed in the stock market In details, he clarifies

the importance of differentiation and innovation in reducing the cost of production. However, the study of Al-Nsour (2016) shows that the competitive advantage consists of four dimensions: cost, quality, flexibility, and delivery. Al-Bostanji (2014) and Sugiyarti (2018) have confirmed the impact of competitive advantages on marketing performance, because it is the most important measure of business performance. The performance push the organization to occupy a unique competitive position in the market.

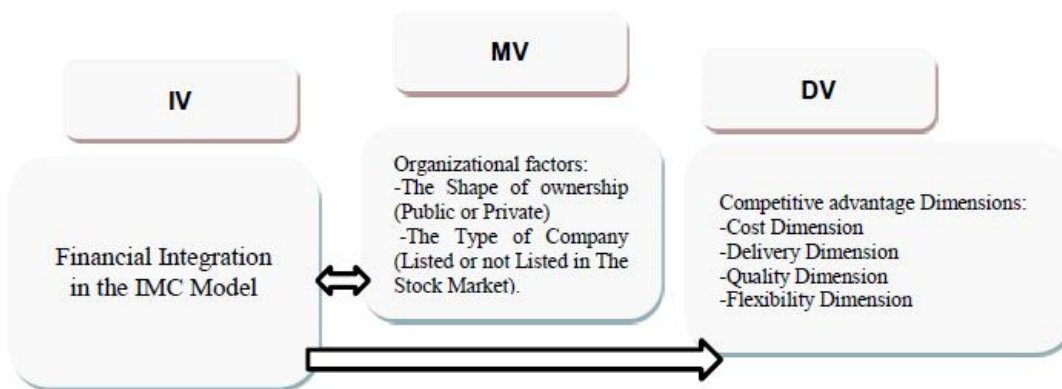
Khanak (2005) use the four dimensions of competitive advantage to measure the performance and his study finds that there is an effective role of financial integration and allocating the financial resources among marketing communication tools, and the cost of marketing communication can be controlled, and equally distributed of financial resources among the marketing communication tools are the engine and key element to achieving the competitive advantage (Awwad et al, 2013,p.71).

Therefore, there is a causal relationship between the variables, and better competitive advantage requires a higher level of integration (coordination) among the parts of organization, and the best allocation and efficient distribution is proved. The study of Joshi et al.(2003) say that the financial integration process lead to more coordination in the financial issues within the organization (Tunji,2013) Controlling the performance means effective management of the planning process, and easing the coordination among different parts in the business. Such results have agreed with AlNsour and AlRahlah (2019) who say that integration and coordination in the financial planning process have no statistically significant effects on financial performance of the surveyed telecommunication companies in Jordan. The integration and coordination processes in the theory support the positive effects on the organizations (Gundars, 2016,p.4)

Finally, there a small group of researchers who have examined the effect of financial integration and coordination in allocating the financial resources on marketing communication tools, and later on how this will affect the business performance. The current research aims to decrease the practical theoretical gap, by resolving the effect of the integration and coordination from the financial perspective on the business performance of the service sector in Saudi Arabia.

3.RESEARCH MODEL

The following figure represents the model used in this study. It aims to determining the direction of the relationship among independent and dependent variables.



To meet the research goals, the hypothesis can be formulated as follows:

- There is a statistically significant effect of financial integration in the IMC model on the business performance at the 0.05 significance level.
- There are statistically significant differences in the financial integration in the IMC model according to the type of ownership and shape of companies at a significance level of 0.05.

4. RESEARCH METHODOLOGY

4.1 The Pilot Study: In order to find the number of accrued variables and the form of writing the sentences of questioners, as well as the internal consistency among such variables, the pilot study is conducted. This study consists of a sample of respondents reach 20 organization and 146 customers or 15% of the population. The social platforms "Twitter, Instagram and Snapchat" and smart applications are used to conduct this study. The study presents some results that support the study literature and goals.

4.2 Research Population: there are two sub populations:

- The Organizations: it consists of the organizations working in the service organizations in the Saudi Arabia reaches 206 organizations in 2019. The selected organizations are included in the General Agreement of Trade and tariff (GATTS) in the service sector. There are ten sub-sectors included retailing, education, tourism, telecommunications, transportation, electricity, health, banking, and sports. This data collected from this population related to the dependent variable (The financial integration).
- The customers: It consists of the regular customers of the surveyed organizations working in Riyadh. The total population of Riyadh reaches 8.1 million in 2019 (General Authority of Statistics). The sample focuses on the customers over 19 years old, so this age group has 39% of the total population in this study reach 3159245 persons.

4.3 The Sampling Technique: There are two sub samples :

- The Organizations: it consists of all services organizations working in the service sector in Riyadh city, and the full survey is used. There are many difficulties facing the researcher to collect the needed data from the targeted population. The limited access to the organizations is the main difficulty, so the sample size decreased to 133 organizations or 62.6% of the population. All such organizations are the organizations that provided the needed data to the analysis. The unit

of analysis in this sample is the marketing and sales managers or any representative able to answer the study questions.

- The Customers: the purposive proportional sample method is used. The sample size reaches 1500 customers and the 37 questionnaires are uncompleted and missing information, so the response rate reaches 97.5% or 1463 from the total sample. Face to face method is used to distribute the questioners.

4.4 Measurement: The measurement tool is the questionnaire and it is designed to collect the primary data necessary for research goals. The questionnaire is developed by reviewing previous studies and literature.

The five points Likert scale is used for the two variables of brand enhancement and buying the brand. This measure expresses the degree of consistency among the statements and the responses. The value (5) is given for very high response, (4) is a high response, (3) is given for neutral response, a low response is given for the value (2), and the value (1) is given for very low response.

4.5 Data Analysis: In order to analyze the research results, the descriptive statistical analysis (arithmetic mean, standard deviation, and relative frequencies) is calculated. The response degree of the variables is measured by the relative mean as follows: more than 4.2 is very high, (2) 4.2 – more than 3.4 is high, (3) 3.4- more than 2.6 is average (moderate), (4) 2.6 – 1.8 is weak, and less than 1.8 is very weak. Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It considers a measure of reliability as well. Cronbach's alpha is not a statistical test, so it is a coefficient of reliability (or internal consistency). The Cronbach alpha coefficients of the tow research variables are between 0.692 and 0.814. This means that the two variables have relatively accepted. Internal consistency (reliability) of the two variables is statistically accepted since it is more than the statically permitted rate of 60%. Cronbach's alpha of the total questionnaire is 0.789. It is also statistically accepted. On the other hand, the normal distribution test is measured by the Kolmogorov-Smirnov K-S test. The statistical rule states that the data are normally distributed in the levels of significantly less than 5%. The table no.1 show that all research variables are normally distributed since the significance values less than 5%.

Table (1) : the Cronbach Alpha and K-S

Research Variables	K-S	Cronbach's Alpha	N. of Sentences
Financial Integration in The IMC Mode	0.00	0.692	6
Cost Dimension	0.00	0.803	5
Quality Dimension	0.00	0.872	8
Flexibility Dimension	0.00	0.803	5
Delivery Dimension	0.00	0.761	6
Total Competitive Advantage	0.00	0.814	24
The Total Questionnaire	0.00	0.789	30

4.6 Descriptive Analysis of Research Variables
4.6.1 The Independent Variable (Financial Integration)

It is the workers' ability to coordinate the financial assessment process in the IMC model and the power makes better allocations of financial resources among marketing communications. The integration and coordination is interdependence relation among all parts and units in the organization (Polisetty, 2016, p.98). Table (2) shows the level of the responses on the independent variable. The arithmetic

mean is 3.41 with a standard deviation of 0.93. This means that financial integration and coordination to estimate and divide the financial resources for marketing communication activities have a high degree, and 57% of the respondents have agreed with this result. The financial integration variable has six statements. There are two statements that have a high degree of responses, one statement has a high degree, meanwhile statements have a weak degree and another one has a low degree of response.

Table (2) : Frequencies, Means and S.D of Financial Integration

N	The Statement	Response Degree					Mean	S.D	Degree	Arrange
		SDA	DA	M	A	SA				
1	Coordinate communication activities with each other to determine their needs while planning their budgets	1	1	4	35	92	4.62	0.80	very high	1
2	Sometimes the financial need for a communication activity is merged with another to be covered in one program	52	21	20	25	17	2.51	0.99	weak	5
3	Some communication activities may be reduced and directed to support another	42	36	22	22	11	2.43	0.98	weak	6
4	During the planning process the importance of correlations with other activities is shown	9	12	22	29	61	3.91	0.90	High	3
5	Financial planning for MC activities unifies the firm's efforts towards its goals	2	5	7	25	94	4.53	0.93	very high	2
6	The (Budget Committee) obliges those responsible for communication activities to coordinate among themselves to prepare the budget.	43	28	21	28	13	2.55	1.12	Low	4
Overall of Financial Integration		25	17	16	27	48	3.41	0.93	High	

4.6.2 The Dependent Variable

(The Competitive Advantage) : This variable has a high level of responses according to the arithmetic mean (3.45), and this a variable has four dimensions:

- **The Quality:** A set of characteristics distinguishes the product that persuading and stimulating the customers to buy and repeat the process many times (Albstanji, 2014, p.202). This sub variable has a high degree of response according to the arithmetic mean 3.55 with a standard deviation of 0.8 .
- **The Cost:** The effectively manage the production costs, control of the cost, fewer variations, reporting and determining responsibilities (Awwad et al., 2013, p.71). This sub variable has a high degree of response according to the arithmetic mean 3.49 with a standard deviation of 1.02.

- **The Flexibility :** The ability to produce a wide range of new products in critical times and the power of adjustment and rapid response to the urgent customers' needs (Alnsour, 2016, p.7). This sub variable has a high degree of response according to the arithmetic mean 3.51 with a standard deviation of 0.99.
- **The Delivery:** Focuses on reducing the time and speed of designing and offering new products to the customers (Al-Nsour,2016, p.7). This sub variable has a high degree of response according to the arithmetic mean 3.52 with a standard deviation of 1.09.

Table (3) Frequencies, Means and S.D of Dimensions of competitive advantage

N	The Statement	Response Degree					Mean	S.D	Degree	Arrange
		SDA	DA	M	A	SA				
1	The company you deal with provides services to you in a way that exceeds your expectations	37	189	414	566	257	3.56	1	High	6
2	The company you are dealing with continuously measures your satisfaction with the services	32	231	336	625	238	3.54	1.02	High	7
3	The company that you do business with provides continuous improvement in the quality of services provided to you	20	154	462	626	200	3.57	0.90	High	4
4	The company that you deal with provides its services through qualified employees who are able to meet your expectations	23	171	411	572	285	3.63	.98	High	2
5	The products of the company you are dealing with are free from defects or errors compared to its competitors	54	336	462	408	203	3.25	1.07	Moderate	8
6	The company you do business with provides its services to your satisfaction	23	183	440	560	255	3.57	.97	High	5
7	The company you deal with provides services with a quality that increases your confidence in those services	26	195	377	549	315	3.64	1.02	High	1
8	The company you deal with provides services in a way that meets your needs and desires	15	192	386	616	255	3.62	0.95	High	3
The Quality Dimension		29	206	411	565	251	3.55	0.94	High	
N	The Statement	Response Degree					Mean	S.D	Degree	Arrange
		SDA	DA	M	A	SA				
1	The company you do business with provides services that respond to changes in your expectations%	26	149	429	629	228	3.60	0.93	High	1
2	The company you do business with provides services that respond to market changes	15	174	380	692	200	3.61	0.90	High	3
3	The company you deal with predicts your needs and desires from the service to adjust its services	29	180	435	578	240	3.56	.97	High	2
4	The company you are dealing with adjusts its services due to the feedback	29	200	543	489	200	3.43	0.69	High	4
5	The company you do business with shapes its products within a short period	63	282	435	455	228	3.34	1.09	Moderate	5
8	The Flexible Dimension	32	197	444	568	219	3.51	0.99	High	
N	The Statement	Response Degree					Mean	S.D	Degree	Arrange
		SDA	DA	M	A	SA				
1	The company you are dealing with provides the service in a time	20	149	300	663	329	3.77	0.96	High	2
2	The difference between waiting for a service request and getting it is better than competitors	23	219	480	528	212	3.47	0.97	High	3
3	The company that you deal with has the ability to meet your inquiries and complaints better than the competitors	29	252	492	432	257	3.43	1.03	High	5
4	The company you deal with is committed to providing you with timely after-sales services	48	209	506	465	234	3.43	1.02	High	4
5	The company you deal with offers its services in a self-service manner, so you can get your needs in a timely manner	154	323	348	395	243	3.17	1.24	Moderate	6
6	The company that you deal with is fully committed to the dates and locations of the delivery of its services	23	123	315	654	348	3.81	0.95	High	1
The Delivery dimension		49	212	406	522	270	3.52	1.09	High	

N	The Statement	Response Degree					Mean	S.D	Degree	Arrange
		SDA	DA	M	A	SA				
1	The company that you deal with is the lowest in the price of its services	45	325	402	554	237	3.49	1.03	High	2
2	The company you are dealing with is offering continuous promotions	18	260	348	632	203	3.51	0.98	High	1
3	Your company provides innovative services	40	266	497	483	177	3.34	1	Moderate	3
4	The company provides the possibility to reduce services to reduce the price	37	240	585	440	162	3.31	0.96	Moderate	4
5	The company offers multiple purchasing options to get at low prices	83	291	380	515	192	3.30	1.10	Moderate	5
8	cost dimension	44	256	442	524	194	3.39	1.04	Moderate	
8	Overall Competitive Advantage	38	217	425	544	233	3.49	1.02	High	

5. TESTING THE HYPOTHESES

5.1 HO₁: There is a Statistically Significant Effect of Financial Integration in The IMC Model on the Business Performance of Service Organizations at the Statistical Significance of 5%.

To test the effect of the financial integration in the IMC model on business performance, this study used a simple linear regression to analyze the relationship between the independent and dependent variables, table (4) shows the results of first hypothesis

Table (4) Results of the First Hypothesis

	R	R ²	F	Sig	B	t	Sig	The Statistical Decision (α =.05)
	The Financial Integration	0.91	0.83	6.147	0.00	0.98	9.042	0.00
The Correlation Matrix								
Cost			Quality		Flexible		Delivery	
	R	Sig	R	Sig	R	Sig	R	Sig
	0.352	0.081	0.16	0.065	0.429	0.069	0.766 **	0.026

The results show that financial integration in the IMC model has a strong statistical relationship with business performance and the sub-four dimensions of the competitive advantage. The statistical relationship reach 91% and financial integration explains 83% of the changes in the dependent variable (business performance). The estimates B indicates that change by one unit in the financial integration will improve the competitive advantage by 0.98 units and this means that financial integration has added value and improves the competitive advantage of the organization. The calculated statistical significance level of the F test of the financial integration in the IMC model (0.00) less than 5%. According to the statistical rule, we can accept the first hypothesis says that there a statistical effect of financial integration in the IMC model on the business performance measured by the competitive advantage.

The other details, using the correlation matrix and the Pearson correlation coefficient to decide the correlation among the independent variable in the sub dependent variables. The results show that the statistical relationship between financial integration and the delivery dimension is approved. Meanwhile, there is no statistical correlation among financial integration in the IMC model with quality, cost, and flexibility. So the source of competition of Saudi service organizations is the delivery dimension which focuses on reducing the time and speed of designing and offering the new products to the customers.

5.2 HO₂: There Is a Statistical Differences in the Financial Integration in the IMC model According to the type of ownership and the relation with stock market at statistical significance of 5%

Testing this hypothesis suing the analysis of variance, the t-test is used for variables that have only two choices of answers. The percent of ownership in the capital and this factor determine the shape of ownership if the organization governmentally owned or fully private. The other factor is the difference between the listed and non-listed organizations in the stock market. The significant level of the shape of ownership (0.519) is greater than 5%, so there are no statistical differences in financial integration between the listed and non-listed companies in the stock market. Meanwhile, the statistical rule says if the significance level less than 5%. According to the results in table 5, we can accept the differences in the finical integration according to the type of organization (listed or not listed in the stock market. The significance level of the t-test is less than 5%, so there are statistical variations in the financial integration differs between the listed and non-listed organization in the stock market. It is expected that listed organizations have a higher level of financial integration than a non-listed organization by using the schffee coefficient This result explained by the listed organizations may have a high level of financial control and auditing. The organizational structure is well organized and the corporate governance is compulsory to practice, as well there is more accountability by the stock market, the auditing

team, and the users of financial reports. The lack of integration may decrease the trust level in such organizations.

The global financial crisis in 2007 and changes in the global economy have imposed more constraints on companies. The financial issues become critical and the way of allocating the financial resources among different parts of the organization is very promising. The financial controlling is the key factor of financial integration, and this will reduce the various costs in the production and marketing, and may avoid the company the failure (Becker et al., 2015, p.1). The listed organizations in the stock market are financially integrated

than other organizations. Joshi et al. (2003) conclude that there are differences between listed and non-listed companies.

The controlling, the shareholders' accountability, and legislative bodies. Finally, we accept the hypothesis says that there are statistical differences in the financial integration in the IMC model, and the type of company (listed or not listed in the stock market) is the source of difference. Saudi organizations are subject to corporate governance policies that require financial disclosure and transparency. The high level of financial integration and coordination among investors, shareholders, top management, and the government is very critical.

Table (5) Statistical differences test

The Variable	Category	No.	Mean	T	Sig	Statistical Decision
The Shape of ownership (Public or Private)	Governmentally owned	124	3.73	0.887	0.519	0.519>0.05 There are no Differences
	Non Governmentally owned	2	3.97			
The Type of organization (listed or not Listed in the stock market)	Listed In Exchange Market	68	3.87	2.504	0.014	.014<0.05 There are differences
	Un Listed In Exchange Market	65	3.64			

6. DISCUSSION AND RECOMMENDATION

The financial integration in the IMC model in the surveyed organizations has a high-level degree in the practice. The marketing departments in the surveyed organizations are increasingly interested in the planning function and the high ability to more integrate and coordinate among communicative tools. This result is consistent with the previous studies. Silva and Jayamaha study (2012) show a higher degree of responses, meanwhile, jaodah and Attar study (2019) show the medium level of integration. Joshi has decided 70% of the large Bahraini organizations have the same level of integration, and the effective leadership, integration, and coordination among all parts and departments of the organizations are key factors for the success of the planning process.

Otherwise, our results show that a number of organizations are interested in the integration and coordination among marketing communication activities, in spite of the overall integration in the organization is increased. This contradiction in the two previous results, the surveyed organizations assumes that financial integration and coordination among organizational parts and units don't require the high commitment by the committee, and sometimes, the organizations may delegate the integration and coordination responsibilities to the marketing stuff, so no written rule no documented obligations (Joshi et al,2003).

The results also show a low response of the surveyed organizations toward the coordination in allocating the financial need for a particular communicative activity with another. The Integration among such activities may unify all part of promotion tools in one. The harmonization in the targeted goals, unifying the promotional efforts, easing the measurement and cut the failure, maximizing the marketing priorities, reducing the wasted money within the marketing cycle, and supporting the marketing tools in the promotion program. These factors are benefits of financial integration and the best cure for scarcity problem. This study confirms that financial integration is an informal theoretical process in the surveyed organizations, and there is a problem

in practice. The difficulties facing the practice are lack of flexibility, the big financial benefits of controlling committees, lack of qualified people in the field of financial marketers)khan,2007,p336(

The results also show the big differences between the listed and non-listed organizations. The Saudi capital market regulations impose a high degree of disclosure and commitment to the listed organizations. So the financial results of the listed organizations should show such regulations. The listed organization have more accountability, corporate governance, and commitment to the basis of financial integration (coordination) in the integrated marketing communication model. Meanwhile, there is no significant differences between the public or private-owned companies in the Saudi market. There are no significant statistical differences between the partially and totally owned companies by the Saudi government. All of them have the same degree of financial integration and coordination.

The other results show the significant statistical correlation between financial integration in the IMC model with the competitive advantage dimensions. The delivery is the only statistically correlated with the financial integration, meanwhile, there are no statistically significant correlations with other dimensions. The arithmetic mean of the quality dimension is the highest among the other dimensions and this a positive index of the surveyed organizations. The GATT and WTO are parties encourage the free markets worldwide, and such the level of quality is the best complete based strategy, this result is consistent with the study of Al-Nsour (2016) and Al-bstanji (2014), but the study of Fahd (2019) have statistical evidence that the relationship between the competitive advantage and quality is very low. The service providers in the Saudi market can fulfill the customers' expectations and this positive indicator for the quality gap in the market. Public-owned organizations can measure customer satisfaction accurately. The customer is engaged in developing new products (services). The Saudi service organizations make the services provided more tangible, reliable, and perishable, this boom in defining the service concept improves customer

satisfaction. The surveyed organizations have preventive, not curative solutions to resolve the problems and challenges. This approach is highly dependent on high skills and strengthens the CRM and CEM strategies (Sugiyarti, 2018).

The study concludes the level of flexibility is high. There is no doubt that the surveyed organizations have a power of modification and changing the products and there rapid response to the variations in the customers' preferences and tastes, especially in a highly uncontrolled environment (Albstanji, 2014, p.202). This dimension confirms the ability of employees to meet customer expectations. Effective and good recruiting improves the level of flexibility. The person itself, the work procedures are crucial elements to get this flexibility. Any variation in the performance will destroy flexibility. This result is consistent with the study of Al-Nsour (2016), but Fahd (2019) finds the low rates of flexibility. Most times, there are difficulties facing organizations to improve the flexibility in the short run especially in the service sector. The lack of technical, financial, and human resources are the main reasons for that.

The study results add that the delivery dimension has a high degree of response, and this is consistent with Fahd (2019), AlNsour (2016) and Albstanji (2014), meanwhile, the study of Diab (2014) concludes the moderated level. The high perception of surveyed organizations with the time cause will improve the performance. The increase in delivery means better time management and one of the main non-price tools in the competitive market. Our study has no evidence about the effectiveness of delivery in the Saudi organizations. The timely production and distribution are key factors in competition, and with no delivery means more losses of the organizations and has a negative impact on the competitive advantage. Modernizing and upgrading the system in the organization is the best way for very good delivery (Albstanji, 2014).

Finally, The cost dimension is a very important dimension in all surveyed organizations. The marketing strategy of Kotler based on three-dimension. Cost leadership is one of the key performance indicators. Time management is one of the important price tools in the competitive market and it the source of differentiation to cut costs. The earlier studies have an evidence about the high importance of this dimension in formulating the competitive advantage (Diab, 2014; AlNsour, 2016; Idris and Abdullah, 2017). Sometimes, the organization makes discounts and offers on the products produced without any ability to sell at reduced prices. There is a package of services provided with the core product and online purchasing is an effective way to cut the cost. The reduced cost is the main source of competitive advantage in this study, and such prices enable the customers to fulfill their needs inconsistent with the financial capabilities and purchasing power, and thus the customer loyalty and are increased.

This study recommends increasing the organizations' interest in supporting the concept of financial integration and the need for coordination, communication and thinking in a common financial vision with human capabilities having this pattern of thinking and developing marketing and financial measures directed to achieve this goal. Make KPIs Some of it measures the financial integration of sub-activities in the IMC model, which ensures compliance with this concept. As a principle and adopting a method of work, it helps reduce the lack of interest in that, and raises the seriousness of it. Increase

the level of integration in the IMC model and create flexibility between activities. It makes them accept to leave their financial allocations to support another activity or merge what they need in a common communication program for all activities. Focusing on cost strategy, giving it more importance as an important dimension of competitive advantage. And activating price competition and not moving away from it. The preventive strategies that limit the recurrence of the same mistakes that occurred in the past or problems that occur during service provision and warn of them in the future.

7.CONCLUSION

Financial integration helps the organization achieve its goals and maintain the profitability rates, not only at the level of marketing communication activities, but also at the level of the whole organization. The profit is not only creating by the revenues, but also from cutting the cost. The financial integration increase the profitability levels of organizations, and this is the core goal of financial managers and top management as well. The financial integration make a connection among all parties in the organization, and develops the understanding of the marketing communication activities in the integrated model. This integration provide a deep understanding of marketing goals, the IMC strategies, the financial resources, and the market segments. The financial integration is a tool compatible with the target cost approach.

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