

# The Impact of Internal Marketing on Retaining Employees at Private Hospitals in Amman, Jordan

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**Abstract:** The purpose of the article is to investigate the mutually beneficial nature of establishing long-term relationships with employees as internal customers of the business. The target population for this study is 140 unit managers and their assistants at private hospitals in Amman/Jordan. A total of 100 unit managers of private hospitals participated in the completion of questionnaires. Data analysis was done by calculating averages and standard deviations, Cronbach's alpha-values and practical significance by means of effect sizes. The findings of the study stipulate that a more coherent attempt must be made to improve the level of internal communication between the unit managers of private hospitals and their employees. This would create an environment within the private hospitals that can promote mutual respect, trust and concern between management and employees that enhance keeping or even lowering their turnover.

**Keywords:** Internal Marketing, Retention.

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## 1. INTRODUCTION

According to the theories of marketing, company's employees can be seen as its most important marketing tools and assets. In this context, companies has two main customers: an external customer and the internal one. The internal customer is the employee of that company.

The internal marketing strategy is to provide exceptional customer service by providing exceptional products. Lazy and disorganized employees with an inconsistent marketing message and direction, are easy ways to weaken and loose business. In the contrary strengthening businesses at one of its main aspects passes throw satisfying the internal customers of that business.

### **Study Objectives:**

The study aims at achieving a set of objectives as follows:

- Examine the impact of internal marketing on employee's retention in Jordan's Private hospitals.
- Discover the impact of internal marketing on keeping the range of employee's turnover in Jordan Private hospitals.
- Find out the impact of internal marketing on lowering employees turnover ranges in Jordan Private hospitals.

### **Study Importance:**

The importance of this study stems out concurrently with the importance of the subject it handles, represented by internal marketing topic and its impact on retaining employees at Jordan's private hospitals. It is eloquently important due to topic modernity and its applicable importance for private health sector, as well as human factor importance and its role in improving competitiveness of healthcare services provided to Jordanian patients. This study tries to provide concerned parties with marketing information that may be useful in making decisions related to improving provided services and trying to retain employees in Jordan private hospitals.

**Research Statement and its Elements:**

Because of increasing degree of competition, and the international quality standards, Private hospitals in Jordan are becoming highly interested in providing high quality services that help in attracting customers and retaining their own employees. Therefore the study problem tries to study the impact of internal marketing strategy that is taking place on retaining employees in Jordan Private hospitals. The study statement is determined through answering the following questions:

What is the impact of Internal Marketing with its elements (service culture, marketing approach to HR, marketing information to employees, and rewards and recognition to employees) on retaining employees with its elements (keeping employees' turnover at the range, and lowering the employees turnover range) in Jordan Private hospitals?

What is the impact of internal marketing on keeping employees turnover in Jordan Private hospitals at the range?

What is the impact of internal marketing on lowering employees turnover range in Jordan private hospitals?

Is there difference in the impact of internal marketing with its elements on employees retention with its elements refers to employees characteristics ?

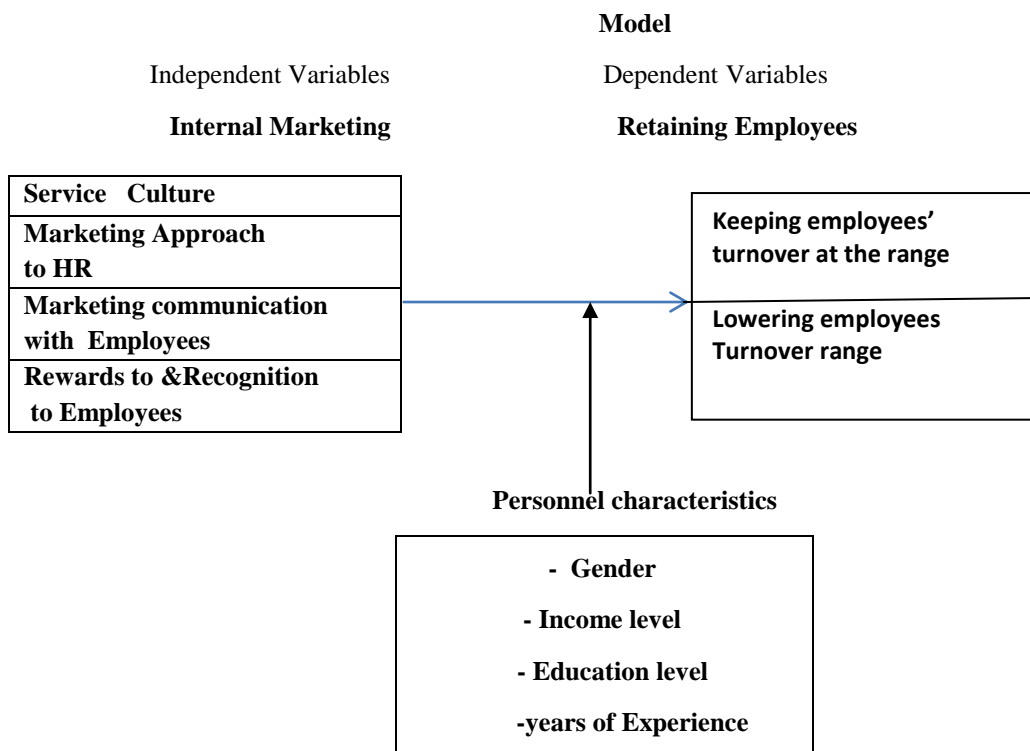
**Hypothesis:**

HO1: There is no impact at ( $\alpha=0.05$ ) significance of Internal Marketing with its elements (service culture, marketing approach to HR, marketing information to employees, and rewards to and recognition to employees) on retaining employees with its elements(keeping employees turnover at the range, and lowering employees turnover range) in Jordan Private hospitals.

HO1.1: There is no impact at ( $\alpha=0.05$ ) significance of internal marketing on keeping employee's turnover in Jordan Private hospitals at the range.

HO1.2: There is no impact at ( $\alpha=0.05$ ) significance of internal marketing on lowering the employees turnover range in Jordan Private hospitals

HO2: There is no impact at( $\alpha=0.05$ ) significance of internal marketing(service culture, marketing approach to HR, marketing information to employees, and rewards to and recognition to employees) on retaining employees(keeping employees turnover at the range, and lowering the employees turnover range) in Jordan's private hospitals refers to employees characteristics(gender, income level, education level, and years of experience).



### **Theoretical Framework & Previous Studies:**

The internal marketing concept has been introduced at the beginning by Berry L. L. 1981 followed by many others . Berry indicates that establishing a long-term relationship with employees is a must and they are considered internal customers. He developed models that were based on the idea of making the worker's job attractive in the belief that employee satisfaction would lead to customer satisfaction and build more loyalty. Consequently, attraction of the best personnel, their motivation and retention becomes of critical importance. Byju 2013 stated “that, increasing recognition of importance of employee's role in the service industry has led organizations to adopt the internal marketing concept and hence treating them as internal customers”. A. Farzad, et al 2008 stated that successful companies no longer see employees as a recourse whose primary function is to provide goods and services. Instead employees are seen as critical to the capability of service organization. Dan, Grewal and Evans 2006 emphasize the logic of satisfying the need of the internal customer that makes business in a better position to deliver the quality desired to satisfy external customers.

The establishment of internal marketing implies the development and retention of successful employees as well as showing a positive relationship between organizations and its employees (Roberts-Lombard 2010). Tsai, 2008 considered internal marketing as a supplementary to human resource management. Good internal programs create employee satisfaction and in turn customer satisfaction. They later add the reduction of employee turnover Kotler (2006). Owen and tear(95) stated "clearly, if staff is happy about what the company need to do in order to satisfy customers and are well trained and supported, they will, on average, remain with the employer three or four times longer than employees who feel less secure . There is considerable evidence that employee retention and customer retention are related( David Owen1996). Tschohl(1996) cites a worldwide study by the Forum Corporation, which found that employees turnover is associated with their opinion of the service quality.

Today’s managers must ensure that all employees are involved in and committed to the delivery of quality throughout the customer-supplier chain (Chang and Chang 2008), and as a result, employees would be motivated to do the work they are supposed to do with a good spirit.

### **Employee Retention:**

Every business has two customers: the internal and external ones (Bowers and Martin, 2007). To retain an internal customer (employee), management of a business must do the following:

1. Train and develop employees
2. Continuous communication with employees
3. Establishing a good performance appraisal system
4. Empowering employees
5. Participation in the decision-making process
6. Internal customer segmentation
7. Establishing a supportive work environment

One of the main objectives and outcomes of internal marketing is to insure t creating strong relationship between employees in a business, their management and the different functions of that business. Employees must be willing to support the internal marketing initiatives of the business since they are expected to approach the external customer base of that business in a professional and efficient manner.

The human resource system designed to attract, train, develop, reward and retain employees should advocate internal customer orientation (Canhill, 1996)

For the purpose of creating and deepening service culture concept among employees in organizations, such organizations tried to adopt internal marketing concept to increase an accelerating form. Although there is no agreement on that concept, there is a belief that internal marketing is the best method to help organizations in developing and maintaining service culture concept and to introduce new marketing products and activities. There is a general agreement that internal marketing final goal is to try satisfying employees in order to retain them as well as increasing and deepening customers' perception of the provided service quality (Gi- Du et al, 2002).

The importance of employees and their big role in business change and implementation has contributed to the adoption of internal marketing. Zampetakis and Moustakis, 2007 stated that the internal marketing emphasize “the importance of

employee needs & satisfaction, and approaches jobs as internal products, aimed towards the development and motivation of best-quality personnel”.

Gro-nroos, 1985 stated that “the objective of internal marketing is to get motivated and customer conscious employees in order to achieve service excellence. The use of marketing in the internal marketing context suggests an emphasis on the application of marketing techniques, approaches, concepts, and theories aimed at achieving customer satisfaction in the context of internal customers, in order to achieve success in the external market”. (Drake et al., 2005) suggested that the effective implementation of marketing techniques internally can create significant bottom-line results. The internal marketing perspective holds that, by treating both employees and customers with the same total dedication to satisfy their needs, the organization can inspire employees to do extra work beyond the call of duty and help to build and sustain a great organization. Internal marketing can perhaps be defined as a mechanism for instilling a “people” orientation within an organization as a prerequisite for instilling and strengthening the service, customer, and marketing orientation among organizational personnel. Kotler defined internal marketing as: “marketing aimed internally at the firm's employees. e.i, attracting, developing, and motivating qualified employees through job products that satisfy their needs. He also implies that the main function of internal marketing is to obtain motivated and customer conscious personnel at every level in the organization, by treating them as internal customers, developing customer oriented ones, incorporate with human resources management, and allowing efficient exchange relationship with them.

The relationship between the internal marketing for service operations based on increasing emphasis on services quality directed to customers in the institution, whereas, consumers simply do not participate in service product. Health care organizations are considered the most important service institutions that seek to provide high quality services for customers by focusing on their employees. Therefore this research tries to study the impact of internal marketing on retaining employees in the Jordanian private hospitals.

## **2. RESEARCH METHODOLOGY**

### **The Population & sample:**

The population of this study consists of the managers and management assistants at three of the major private hospitals in Amman/ Jordan reaching about 140 members. These hospitals are: Jordan Hospital, Al- Issra Hospital, and Specialty Hospital. The researchers implemented a survey to the population of middle and top management that included: the general managers and their deputies (8), HR managers and their subordinates (14), financial managers and their assistants (12), marketing, public relations, purchasing, and quality managers and their assistants (14), general service managers (32), and top medical staff and staff nurses (60).

### **Data collection:**

Secondary and primary data has been used for the sake of gathering the needed research data. The primary data were collected through a questionnaire that was developed for the purpose of this research. The questionnaire structure required the respondents to select from specific responses of the set questions. Five Likert scale was used (runs from "strongly agree" given the score of "5" to "strongly disagree" with "1" score, and data collection from the managers and their assistants was carried out only once. This research aimed at using the survey method as a way of collecting primary data from the target, as a known and limited size population. A total number of 102 fully completed questionnaires were used. The response rate of this survey is 73%, which is higher than the acceptable rate in social science research.

### **Statistical Treatment:**

Appropriate statistical techniques that may be able to achieve the research objectives has been used. Descriptive statistics-mean & standard deviation-, reliability, simple and multiple regression analysis has been used by the aid of SPSS. The unit analysis in this research is "the manager and his deputies or assistants or subordinates" that agreed to be part of this study.

### **Validity and Reliability:**

#### **Validity:**

In order to recognize the validity of the data, face and content validity were used. The research instrument was presented to a number of academics in the marketing and management field as well as managers in Jordan Private Hospital Industry. Moreover, this research developed the questionnaire after reviewing many of the previous relevant literatures in

the field of internal marketing, as well as conducting a pilot study work before starting the major Instrument for the fieldwork, and finally, complete instructions were given to The concerned people to complete the questionnaire.

**Reliability:**

The reliability of this research was assessed by examining the Chronbach's Alpha Coefficients. Table(1), shows that the reliability coefficients of the research variables were more than the cut off point, 60%,of alpha. So, the research instrument and variables have considerable internal reliability. Consequently, the instrument is valid and reliable to be used in data collection.

**Table (1): Total reliability coefficients for the research variables**

**Reliability Statistics**

Cronbach's Alpha	No. of Items
.969	35

**Kolmogorov-Smirnov test (K-S) :**

This (K-S) one sample was used to test if the data are normally distributed, as this is an assumption of using the simple and multiple regression analysis. The test was performed for each item in the questionnaire. Table (2),revealed that all tests were less than the cut off 0.05(p-value is less than0.05), indicating that the data are normally distributed as assumed for performing regression analysis. The VIF and D.W are fit with the assumptions.

**Table (2), (K-S) test: (to save space, we used the copy and paste from original)**

Kolmogorov-Smirnov Z
Asymp. Sig. (2-tailed)

culture1	culture2	culture3	culture4	culture5	resource6	resource7	
0.00	0.00	0.00	0.00	0.00	0.00	0.00	
resource8	resource9	resource10	resource11	resource12	comunicat13		
0.00	0.00	0.00	0.00	0.00	0.00		
comunicat14	comunicat15	comunicat16	comunicat17	comunicat18	comunicat19	comunicat20	
0.00	0.00	0.00	0.00	0.00	0.00	0.00	
reward21	reward22	reward23	reward24	reward25	reward26	equal27	equal28
0.001	0.00	0.00	0.00	0.001	0.00	0.00	0.00
equal29	equal30	less31	less32	less33	less34	less35	
0.00	0.00	0.00	0.00	0.00	0.00	0.00	

**3. ANALYSIS AND HYPOTHESES TESTING**

The first section of analysis described the respondents characteristics as shown in the following table.

**Table (3): Respondents characteristics Frequencies**

Gender	Frequency	Percent
Male	53	52.0
female	49	48.0
Total	102	100.0

Income	Frequency	Percent
less than 500 J.D	44	43.1
500-less than 900 J.D	36	35.3
900-less than 1300 G.D	15	14.7
1300-less than 1700 J.D	4	3.9
1700 J.D and more	3	2.9
Total	102	100.0

Table (3) shows the frequencies and percentages of respondents types as follows:

Education	Frequency	Percent
collage	18	17.6
high diploma	6	5.9
B.A	59	57.8
MPA	15	14.7
PHD	4	3.9
Total	102	100.0
Experience	Frequency	Percent
less than 3 years	36	35.3
3-less than 7 years	20	19.6
7-less than 11 years	16	15.7
11-less than 15 years	16	15.7
15 years and more	14	13.7
Total	102	100.0

- Male and female respondents are almost equal (52%-M and 48%-F).
- About 79% (most of respondents), are getting less than 900 J.D salary per month.
- Most of the respondents (77%) are high educated.
- About 45% of respondents have 7 years and more of experience, while About 35% have less than 3 years.
- Finally, it is observed clearly that a large number of the educated and experienced respondents are not earning enough money in private hospitals.

The second section of analysis refer to the descriptive statistics of variables. The following table (4) identifies the internal marketing activities and employee retention at private hospitals in Amman Jordan.

**Table (4) : Descriptive statistics of independent and dependant variables**

	Mean	Std.Dv.
(Internal Marketing Activities): <b>Service culture establishment:</b> Planning the flow of shared activities to all employees	3.4706	.96170
having a shared philosophy and orientation in providing health services	3.5784	.89483
establishing the same employee's job values	3.6961	.93119
Clarifying the goals that all employees share in the hospital	3.8333	.90196
encouraging all employees to improve provided services	3.7647	.98681
<b>Developing a marketing approach to H.R :</b> Our hospital adopts the policy of attracting the best employees	3.0784	1.18310
Training programs are considered as essential investments to satisfy the hospital employees	3.6176	.90153
Designing overall training programs fet with employees needs to improve service performance	3.7255	.86924
Allocating suitable resources of social activities to strengthen employees relationship	3.4608	.99176
Rewards in our hospital are similar to the same qualifications in other hospitals	3.0588	1.16741

Exceptional employees are given exceptional incentives in our hospital	3.0196	1.32740
Job suggestions are considered important issues in our hospital	3.1961	1.24311
<b>Dissemination of marketing information to employees:</b> sharing information with all employees	3.3861	1.00966
Providing new communication channels for employees complains	3.5294	.99211
Informing employees about hospital policies before any adjustments	3.4608	1.03092
Communicating with the employees by different channels (e-mail, phone,press,post...)	3.5000	1.02203
Data and information are easily provided to decision makers on time	3.3529	1.06842
Reinforcing communications skills of all employees	3.5294	.99211
Assuring the principle of" no monopoly of information" in our hospital	3.3922	.98661
Solving any conflict in transferring the information effectively	3.4412	1.01057
<b>Implementation of reward and recognition system:</b> Paying rewards on time	2.8922	1.36365
Our hospital adopt the encouraging incentive system	3.1275	1.21600
Adopting job security policy for employees	3.0588	1.06076
Publishing the performance evaluation system for employees	3.4118	1.06569
Sharing employees in decision making that related to their reward system	2.8529	1.24596
Clarifying ways of job progress to all employees	3.3235	1.21998
(Employees Retention): <b>keeping employees turnovers to the range</b> : Adopting a standard of the employees yearly turnover	3.1961	.97533
Turnovers doesn't exceed last year range for different employees	3.1863	1.06919
Advantageous employees turnovers are not exceeding the yearly normal range	3.1569	1.14100
Employees turnovers doesn't exceed the recognized ranges in other private hospitals	3.1373	1.09036
<b>Lowering employees turnovers range:</b> Medical staff turnovers are less than last year	2.9902	1.05769
Administrative departments turnovers are less than last year	3.2353	.93530
Lowering the employee turnover range a strategic goal in our hospital	3.1667	1.13524
Adopting plans for lowering employees turnover in different sections	3.2157	1.13998
Our hospital is good in lowering turnover ranges of its best employees	3.0294	1.18117

The descriptive analysis discusses the results related to each variable in the research.

**Service culture establishment:** Table (4) shows that the highest mean value (3.833) is given to clarifying the goals that all employees share in the hospital. This indicates that these hospitals are goal oriented, and goal orientation is an important part of their culture. The lowest mean value (3.47) is given to measure planning the flow of shared activities to all employees. This shows that these hospitals are not interested much in the overall planning of activities to all employees as a part of its culture.

**Developing a marketing approach to H.R:** Table(4) shows that the highest mean score(3.725) is given to training programs as essential investments to satisfy the hospital employees, which looks reasonable since most hospitals depends on the employees capabilities to improve performance. The lowest mean score (3.0196) is given to exceptional employees are given exceptional incentives in our hospital. This indicates that these hospitals are not interested in dealing in an exceptional way with the exceptional employees, which is not an advantage in providing the service.

**Dissemination of marketing information to employees:** Table (4) shows that the highest mean score (3.53) is given to providing new communication channels for employees complains and to reinforcing communications skills of all employees. This indicates the importance of using new means of communications and the improvement of employee's communications skill for the purpose of disseminating the internal information. The lowest mean value (3.35) is given to data and information are easily provided to decision makers on time. This shows that there are difficulties in providing internal information accurately in Amman Jordan private hospitals.

**Implementation of reward and recognition system:** Table (4) shows that highest value (3.41) is given to publishing the performance evaluation system for employees, indicating that employees knowledge of the evaluations related to their

reward system are important. The lowest mean value (2.85) is given to sharing employees in decision making that related to their reward system, indicating that no matter for employees to share deciding for their reward system compared with the nature of the system itself.

**Keeping employees turnovers at range:** Table (4) shows that the highest mean score (3.2) is given to adopting a standard of the employees yearly turnover, indicated that having a standard for employees turnover in the hospital, may help in keeping their turnover at range(retain them). The lowest mean score (3.14) is given to employees turnovers doesn't exceed the recognized ranges in other private hospitals, indicating that the hospital will succeed to keep employees turnover if it does not exceed the ranges in other hospitals.

**Lowering employees turnovers range:** Table (4) shows that the highest mean score (3.23) is given to administrative departments turnovers are less than last year, which indicated that lowering employees turnover in the administrative departments will help in lowering turnover range in the hospital(retaining employees).

**Testing Hypotheses:**

In order to test hypotheses, regression analysis are performed to examine the impact of internal marketing on employees retention to achieve the objectives.

**Major Hypotheses (HO1):**

There is no impact at ( $\alpha=0.05$ ) significance of Internal Marketing with its elements (service culture, marketing approach to HR, marketing information to employees, and rewards and recognition to employees) on retaining employees with its elements(keeping employees turnover at the range, and lowering employees turnover range) in Jordan Private hospitals.

**Table (5): Multiple regression statistics for the impact of all independent variables On overall employee retention**

Multiple R	R square	Adjusted R square	Std. Error Of the Estimate
.826	.683	.651	.066

ANOVA	Sum of Squares	df	Mean Square	F	Sig
Regression	68.948	9	7.661	21.750	.000
Residual	32.052	91			
	101.000	100			

	Beta	Std. error	df.	F	Sig.	Tolerance	VIF
Service Culture establishment	-.260	.095	2	7.435	.001	.462	2.165
Developing mrk. approach to H.R	.557	.155	3	12.963	.000	.274	3.650
Disseminate mrk. Information to employees	.156	.116	2	1.814	.169	.371	2.697
Implement ion of reward system	.348	.142	2	6.044	.003	.370	2.701

Dependent Variable: Retention

Table (5) shows that the multiple regression model,  $R^2$  is 0.683 and it is significant at 0.000 . The indication is that there is a significant impact of Internal marketing with its elements on the overall employees retention at Amman Jordan private hospitals. These provide support for rejecting major hypothesis HO1and accepting the alternative HA1. Results reveals that 0.683 of the variation in overall employees retention is explained by the independent variables together. The findings indicate that developing a marketing approach to H.R beta is (.557, significant at 0.000), implementation of reward and recognition system beta is(.348, sig. at 0.003)and service culture establishment(beta is .260, sig. at .001)are the strongest predictors of variation in the overall employees turnover. While disseminating mrk. Information to employees failed to present any significant impact on the overall employees turnover.



**Sub-hypotheses HO1.1:**

There is no impact at ( $\alpha=0.05$ ) significance of internal marketing on keeping employee's turnover in Jordan Private hospitals at the range.

**Table (6): Simple regression analysis for the impact of independent variables on keeping employees turnover at range.**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.7469	.556	.538	2.622

Predictors:(constant),reward, culture, communicate, resource

**ANOVA<sup>b</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	827.324	4	206.831	30.092	.000 <sup>a</sup>
Residual	659.844	96	6.873		
Total	1487.168	100			

a. Predictors: (Constant), reward, culture, comunicat, resource

b. Dependent Variable: equal

**Coefficients<sup>a</sup>**

Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.370	1.304		3.352	.001
	Service Culture establishment	-.265-	.098	-.270-	-2.699-	.008
	Developing mrk. approach to H.R	.286	.082	.452	3.477	.001
	Disseminate mrk. Information to employees	.040	.064	.070	.629	.531
	Implement ion of reward system	.292	.074	.440	3.940	.000

a. Dependent Variable: equal

Table(6) shows that the simple regression model, R<sup>2</sup> is 0.556 and it is significant at 0.000 . The indication is that there is a significant impact of Internal marketing with its elements on keeping employees turnover at Amman Jordan private hospitals at the range. This provides support for rejecting sub- hypothesis HO1.1and accepting the alternative HA1.1. Results reveals that 0.556 of the variation in keeping employees turnover at range is explained by the independent variables. The findings indicate that developing a marketing approach to H.R beta is (.452, sig. at 0.001), implementation of reward and recognition system beta is (.440, sig. at 0.000)and service culture establishment(beta is .270, sig. at .008)are the strongest predictors of variation in the keeping employees turnover at range. While disseminating mrk. Information to employees failed to present any significant impact on the keeping employees turn over at range.

**Sub-hypotheses HO1.2:** There is no impact at ( $\alpha=0.05$ ) significance of internal marketing on lowering employee's the turnover range in Amman- Jordan Private hospitals.

**Table (7): Simple regression analysis for the impact of independent variables on lowering the Employees turnover range.**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.781	.609	.593	2.903

a. Pr: (Constant), reward, culture, communicate, resource

**ANOVA<sup>b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1261.766	4	315.442	37.443	.000 <sup>a</sup>
Residual	808.768	96	8.425		
Total	2070.535	100			

Coefficients <sup>a</sup>					
	B	Std. Error	Beta	t	sig
(Constant)	3.875	1.444		2.684	.009
Service Culture establishment	-.258-	.109	-.223-	-2.376-	.019
Developing mrk. approach to H.R	.431	.091	.577	4.732	.000
Disseminate mrk. Information to employees	.086	.070	.128	1.217	.226
Implement ion of reward system	.223	.082	.285	2.714	.008

a. Dependent Variable: less

Table (7) shows that the simple regression model, R<sup>2</sup> is 0.609 and it is significant at 0.000. The indication is that there is a significant impact of Internal marketing with its elements on lowering the employees turnover range at Amman Jordan private hospitals. This provide support for rejecting sub- hypothesis HO1.2and accepting the alternative HA1.2. Results reveals that 0.609 of the variation in lowering employees turnover range explained by the independent variables. The findings indicate that developing a marketing approach to H.R beta is (.577, sig. at 0.000), implementation of reward and recognition system beta is (.285, sig. at 0.008)and service culture establishment(beta is .223, sig. at .019)are the strongest predictors of variation in lowering employees turnover range. While disseminating mrk. Information to employees failed to present any significant impact on lowering employees turnover range.

**Major Hypotheses (HO2):**

There is no impact at (α=0.05) significance of Internal Marketing with its elements (service culture, marketing approach to HR, marketing information to employees, and rewards and recognition to employees) on retaining employees with its elements (keeping employees turnover at the range, and lowering employees turnover range) refers to employees personnel characteristics (gender, income, education, and years of experience) at Jordan Private hospitals.

**Table (8): One way ANOVA results of differences based on characteristics**

One way retention by gender :	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	36.232	1	36.232	.551	.460
Within Groups	6577.729	100	65.777		
Total	6613.961	101			

One way retention by income :	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	438.445	4	109.611	1.722	.151
Within Groups	6175.516	97	63.665		
Total	6613.961	101			

One way retention by educational level :	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	506.601	4	126.650	2.012	.099
Within Groups	6107.360	97	62.962		
Total	6613.961	101			

One way retention by experience	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	763.887	4	190.972	3.166	.017
Within Groups	5850.074	97	60.310		
Total	6613.961	101			

Tukey HSD

(I) experience	(J) experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
15 years and more	less than 3 years	3.86508	2.44605	.514	-2.9343-	10.6645
	3-less than 7 years	4.59286	2.70617	.441	-2.9296-	12.1154

	7-less than 11 years	1.01786	2.84205	.996	-6.8823-	8.9181
	11-less than 15 years	8.95536*	2.84205	.018	1.0552	16.8556

\*. The mean difference is significant at the 0.05 level.

Table (8) results shows that there is no difference in the impact of internal marketing on employees retention at Amman Jordan Private Hospitals refers to the employees gender, income, and education level, but at the same time, it shows that there is difference on that impact refers to the employees years of experience in the hospital. The test used Tukey statistics to determine the exact level of the years of experience of employees that makes difference, revealing that it occurred between 15 years and more of experience and 11-less than 15 years. Because the mean value of the 15 and more years is bigger, so, this level of experience for employees made the difference.

#### 4. RESULTS AND DISCUSSION

Regression analysis indicates that there is a significant effect of internal marketing factors on employees retention in Amman private hospitals.

In general these findings provide support for the internal marketing literatures that advocate that internal marketing strategy implementation would enhance employees retention . Findings indicate a significant effect of internal marketing factors on the overall employees retention. Based on beta values shown in table(5), developing a marketing approach to H.R , implementation of reward and recognition system ,and service culture establishment are the strongest predictors of variation in the overall employees retention. These results provide support to the internal marketing literature in reference to( kotler,2006),(Gi-Du et al,2002)and

(Canhill,1996),who advocated that the best way of retaining employees at companies is by good implementation of internal marketing, including the marketing approach to H.R( like training employees according to their needs, and sharing social activities and relations between employees). Secondly, informing employees about their evaluation system as well as clarifying ways of their job progress as part of the reward and recognition system that increases their level of motivation, coordination and satisfaction. Moreover, shared goals such as providing superior value to customers, good service quality, putting customers at the center of management decisions or operations and seeing the business from the customer perspective rather than the hospital perspective as part of service culture that would encourage employees to stay longer with the hospital. It is known that external customers will be satisfied if internal ones are satisfied. Literature advocates that internal marketing leads to employees satisfaction and keeps the turnovers at range or even lower. This supports the result that our study reveals, i.e: the marketing approach to H.R, reward system and service culture establishment as strong positive predictors of employee’s retention in private Hospitals.

According to table(8) the result of one-way ANOVA test indicats that there are no significant differences in the impact of internal marketing factors on employees retention refer to their gender, income level, or educational level; instead there are significant differences referring to employees experience. Tukey test r reveals out that the difference occurs between 11-less than 15 and more than 15 years of employees’ experience.

Mean of employees’ turnover whose experience is 15 years and more has more significant difference at the level of  $p \leq 0.05$  compared to employees whose experience is 11-less than 15 years. This indicates that with the right implementation of internal marketing strategy as a whole, organizations would be able to retain the most experienced(15 years and more) employees and those will be ready to stay longer in their hospital profession.

#### 5. CONCLUSIONS

Internal marketing strategies and activities are becoming major research phenomena in business. Many marketing scholars argue for the strong effect of the powerful internal marketing on employees satisfaction and retention, especially in the service sector where service quality judgment is correlating with the service provider. Based on the literature and findings of this study, the following conclusions can be drawn:

- 1- Internal marketing is a strategic issue at hospitals because it significantly affected the overall employee’s retention therefore top management should pay much attention to this issue.
- 2- There is a significant impact of internal marketing factors (service culture, marketing approach to HR, disseminating marketing information to employees, and rewards and recognition of employees) on the employees retention factors (keeping employees turnover at the range, and lowering employees turnover range).

3- There is a significant impact of internal marketing factors (service culture, marketing approach to HR, disseminating marketing information to employees, and rewards and recognition to employees) on keeping employees turnover at the range.

4- There is a significant impact of internal marketing factors (service culture, marketing approach to HR, disseminating marketing information to employees, and rewards and recognition to employees) on lowering employees turnover range).

5- There is no significant impact of internal marketing factors (service culture, marketing approach to HR, marketing information to employees, and rewards and recognition to employees) on retaining employees with its elements(keeping employees turnover at the range, and lowering employees turnover range)refers to employees personnel characteristics(gender, income , education , and years of experience) at Jordan Private hospitals, except for the employee years of experience .

## **6. RECOMMENDATIONS**

Based on the empirical findings of our study we recommend the following:

1. In order to make internal marketing effective and achieve good employee turnover results for the hospital, management needs to focus on developing a marketing approach to H.R, implementing an effective reward and recognition system, and establishing a medical service culture that give employees superior value leading to staying long with the hospital.
2. Managers should start focusing on developing a marketing approach to H.R, and implementing a reward and recognition system that would put emphasis on keeping employees turnover of the hospital at range.
3. Managers need to place a greater emphasis on the shared goals of hospitals such as providing superior value to customers, good service quality as well as putting customers at the center of management decisions and seeing the business from the customer perspective rather than the hospital perspective that would encourage employees to stay in longer with the hospital .
4. Managers need to pay more attention to training their employees according to their needs, sharing social activities and informing them of their evaluation results and informing them of their job progress to increase the level of employee motivation, coordination and satisfaction to lower their turnover in the hospital.
5. Managers need to adopt a comprehensive approach to internal marketing factors that concentrates on the most experienced employees, since they influence keeping or even lowering the turnover range in hospitals.

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