The influence of Internal Marketing Practices on the employees' intention to leave: A study of the private hospitals in Jordan

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Abstract

This research aimed to find out whether the employee's intention to leave is affected by the internal marketing practices in private hospitals located in Amman or not. The population of the research is consisted of all doctors working at the private hospitals in Amman, using a questionnaire developed based on previous studies, 142 complete and valid responses collected from the study population. To achieve the research objectives, and to test hypotheses, Multiple Regression was used.

The research's findings showed that internal marketing practices (Empowerment, Training programs, Rewards and motivations, Administrative support, and internal communication) had a statistically significant effect on employee's intention to leave. The findings of the study have important implications for managers and decision makers of the private hospitals in Amman.

Keywords: Internal marketing, employees' intention to leave, hospitals Environment.

1. Introduction

In light of the strong competition and the global communications revolution, many are wondering about the secrets of achieving the best internal marketing behavior, others are wondering about the secrets of the survival and development of these organizations. Researchers are looking for reasons behind steadfastness and ability to complete within the local and global markets, the problems that have caused the crucible of failure in some other organizations, and they looking for finding and creating an appropriate solutions to achieve the competitive advantage. Eventually, this will achieve functional and financial strategic goals and the reason for which these organizations were established.

Organizations are realizing that one of the most crucial assets is the employee (Isik & Altunoglu,2016), they found that the foundation of the pioneering work, the strong approach to the continuation and competition successfully, is the application of the concept "internal marketing". According to Gilmore (2000), employees can be evaluated as an internal market within the organization. Nobody can deny the importance of staff

presence, it will be more remarkable if staff are present in all company's conditions; weakness, stagnation and frustration because of their belief in clear visions and the ability to sense the problem that requires treatment. So, employees are considered as the tool, through which the quality of the services or products is improved, as well as the continuous improvement of the organizations' survival and competitiveness; this is done only by strengthening them, and seeking to achieve their identity at their second home, also by providing them the necessary potential of programs, material and moral incentives, as well as giving them the opportunity to express their own points of view that elevate those organizations, and promote their access to permanent continuity and survival stage.

Internal marketing is too important for all organizations and it's especially critical for a people intensive industry such as banking (Haghighikhah, 2016).Hence, Internal marketing management practices are a great way to increase creativity within organizations. Internal marketing also enhances the productivity of the employees and improves customers' satisfaction (Rafiq & Ahmed, 2000). Internal marketing influenced turnover intention (Yildiz, 2014). It is also an attractive system for employees, because it plays an active role in their collaboration, commitment, interaction and contributing in real creativity and knowledge, that will help in leading to an optimal citizenship behavior, as well as contributes in achieving the organization's goals and sustainability. Employees as internal customers have to be satisfied with their job first before they can satisfy the customers of the organization (Foreman & Money, 1995). Therefore, it is necessary to study the internal marketing management practices in organizations that have created a fertile environment which can find new ideas in order to reach the desired goals, and their impact on the safety of achieving employees' objectives in particular, and their reputation in the local market in general.

In recent years, a phenomenon has spread in many organizations and attracted considerable attentions from researchers; it's consider as a major problem can facing many mangers because it's effect on the continuation of organizations' work, namely, "employee's intention to leave". Quitting behavior is the primary focus of interest to employers and researchers, intention to quit is argued to be a strong substitute indicator for such behavior. Intention to leave has a negative effect on organizational efficiency and job satisfaction (Valentine & Kidwell, 2011), because the employee feels that the organization does not fulfill his/her wishes and needs, so he/she has the intention to leave work and searching for the nearest opportunity; because of that its reflected on employee's performance and reduces the quality of the services provided. In that case, the organization will have significant costs, direct costs (replacement, recruitment and selection) or indirect costs (morale, pressure on work, organizational memory and loss of social capital) (Haider et al., 2015). Researchers argue that reasons to leave organizations may vary , most of these reasons are related to practices applied by the organization related compensations, training, participating in decision making, and work conditions (Long et al. ,2008; Yeun & Jeon,2015; Somani & Khowaja ,2012; Ton & Huckman, 2008).

The originality of this study contributes to the intention to leave literature and managerial practice in private hospitals in Jordan by providing empirical evidence for the effects of IMP on intention to leave, there is no one comprehensive model suggested to examine internal marketing practices influencing on employees' intention to leave, especially in Arab environment. This aim of this research is to fill this gap in research by developing, after comprehensively reviewing different internal marketing practices affecting intention to leave. Our study contributes new knowledge by broadening the scope of internal marketing practices research, revealing that internal marketing practices is able to reduce intention of doctors to leave private hospitals.

Indeed, the importance of human resources within contemporary organizations has been recognized as the cornerstone of any economic activity; its importance highlights the impact of internal marketing practices on employee's intention to leave in private

hospitals in Amman, which requires private hospitals to adopt modern methods and steady improvement to remain a leader in providing the best possible services, confronting all threats, and seizing opportunities in keeping up with contemporary systems with these hospitals' interest in this effective element and their main focus on it as an internal agent to achieve their strategies; as a result, it will be reflected positively on economic development. This study was conducted to identify the impact of internal marketing practices on the employees' intention to leave in private hospitals in Amman.

2. Theoretical framework of the influence of Internal Marketing Practices on the employees' intention to leave

Internal marketing

Business organizations realized that finding a competitive advantage is based on investing in organization's human resources; so internal marketing starts with the organization recruiting the right people in the position to reach the point where these employees are satisfied and willing to do their job and accomplish customer satisfaction (Sadeghloo et al. 2014). King & Grace (2013) emphasized that employees are the focus of quality that forms the basis of operations in service organizations. In the same vein, Branine (2008) argued that the focus of internal marketing depending on recruitment and selection processes of employees, where the selection aimed to seek the qualified employees who can add value to business organizations. Therefore, researchers believe that there is a need to focus on the selection of employees who are able to contribute in providing the best possible service to customers.

The concept of internal marketing emerged in the late 1970s in the United States as one of the tools that emphasizing that organizations should value and respect their employees and regard them as internal customers. The concept is that internal marketing is applying marketing approach in managing all interactive activities within the organization so as to build up employee's customer orientation and to create a more efficient internal environment (Barzoki & Ghujali 2013). Employees are internal customers, and that the functions and tasks they are performing are internal products that the organization must focus on. Thus, identifying the needs and the requirements of workers, focusing on them, and giving them a special attention are priorities for service organizations.

Researchers in marketing field provided various definitions of internal marketing. Bruin-Renolds et.al., (2015) defined internal marketing as"a strategy and mechanism that establishes a set of organizational policies that consider organization staff as clients to be cared for and to diagnose their needs, thereby providing them with a range of programs aimed at professional and career development". Ahmed et.al., (2003) recognized that internal marketing is all organized and planned efforts by business organizations to achieve a set of organizational objectives such as resistance to change among workers and the achievement of cohesion and complementarily among working groups in an effort to effectively implement the strategies and policies of the Organization.

Cahill (1996) believed that internal marketing is the philosophy of treating employees as truly customers and working to satisfy their needs and desires, and to practice development and training programs in order to improve their performance. Internal marketing is an activity aimed at creating an internal environment that fosters customer awareness, and sales among employees.

Internal marketing involves a range of processes. Nasir (2013) saw it as a process of providing training programs to working staff, motivating them through the use of material and moral incentives and to encourage them to do their job properly. Sadiq and Jasim (2007) believed that internal marketing involves a range of processes, the most important of which are the creation of a culture of service in the organization, and then the provision of internal and external training programs for employees, after the dissemination of marketing information among them, and eventually the provision of incentives and

rewards for them. The internal marketing, as researchers' point of view a set of strategies and processes can be summarized as follows:

- **Empowerment:** it is a psychological-concept based on the fact that employees are internal customers and service providers; therefore, creating an organizational environment, based on satisfying their physical and psychological needs and desires, forms the basis of work processes. The company's efforts to empower employees positively affect their desire to provide the best performance at work, as well as increasing their level of emotional satisfaction for their daily tasks. Thus, the development of strategies based on enhancing staff empowerment is an important part of internal marketing (Yao et.al., 2013).Dara and Al-Sabbagh (2008) defined empowerment as an extension of the responsibilities and powers given to employees in decision making process in relation to the tasks and responsibilities assigned to them. Besides, empowerment aims at achieving several objectives, including: creating commitment among employees towards the organization, working towards achieving its goals, employing their best abilities and engaging them in continuous improvement to meet the needs and expectations of the customers.

- **Training:** it is defined as one of the organizational processes aimed at developing the skills and abilities of the employees in performing their assigned tasks; it's one of the Human Resources Department activities, which are primarily concerned with providing knowledge and attitudes to employees in order to help them in achieving high quality performances (Al-Hawary&Metabis, 2012a). Al-Taie and Al-Alaq (2009) indicated that training involves the participation of employees in a number of programs and courses aimed at improving their performance to reflect positively on their performance. After the recruitment process, business organizations focus on training their new and former employees, aiming to achieve competitive advantage, build effective business strategies, employ existing skills, increase and strengthen employees, and introduce a new business concepts into the minds of employees (Al-Hawary& Al-Kumait, 2017; Shaw & Robson, 2011).

- **Rewards and motivations:** It is not a secret that human nature is based on several innate things that people seeking to achieve; they usually strive to perform their work but they expect from others the appreciation as a result of their exertion, they believe that they did something in a good way that dictates to others to appreciate what they have done. If they see their supervisors are motivating them and appreciating their efforts in proper way this will return with a good productivity, this is the concept of rewards and motivations in business organizations (Al-Hawary&Abu-Laimon,2013). Elqadri et.al. (2015) saw that incentives are money paid to employees as a form of remuneration as a result of their performance. Incentives are also offered in the form of the participation of profit to motivate them to improve the quality of their performance and increase their productivity. This kind of reward is one of the most widely used forms of incentives in Western countries because of its important role in improving employee performance.

- **Internal communication:** The organization, regardless of its sector, is not capable of achieving its objectives and implementing its marketing strategies without working to clearly define the tasks and duties of the employees. Business organizations need to clarify these tasks by creating effective channels of communication with their employees in order to organize the conduct of organizational processes, which is known as internal communication (Al-Hawary et.al, 2013). Internal communication is defined as the process of transferring and receiving information within the organization; it is the sum of transactions between individuals and groups at all firm's levels (Al-Hawary&Batayneh, 2011). Internal communication is particularly important in internal marketing programs, as it is one of the most important elements of the internal marketing mix. It is based on the use of reports, lectures, meetings and conferences in order to achieve the desired objectives of adopting internal marketing strategies in different departments of the organization (Dubraka&Polodiki, 2007).

- **Administrative support:** Management is defined as an organizational division that takes strategic decisions which are compatible with processes and organizational internal structures through the development of mechanisms and policies on which all regulatory activities are based. Management is considered as a bridge links the policies and procedures established with the organizational divisions which implemented on the ground in order to achieve organizational objectives (Liu et.al., 2015). Administrative support is a result of staff perceptions that management, at different levels, appreciates their needs and concerns and seeks to increase and improves them by providing a range of organizational mechanisms and policies (Chiaburu et.al, 2015).

Intention to leave

Human resources (HR) of any organization are potentially the main source of achieving sustainable competitive advantage (Sarwara et al., 2013). The intention to leave of skilled employees can turn to be very significant problem in many organizations world-wide. It may be considered as a continual problem, which affects hospital profitability. Human capital is considered as the center of the work processes; it is the main focus of the productive process and one of the most important elements of its success. Human capital may play an important role as one of the organizational variables that based on the loyalty of employees and their willingness to stay in the organization despite of the various market temptations that seek to attract qualified skills to work with (Al-Mutairi, 2012).

Service organizations in particular have to provide the physical and psychological organizational conditions that contribute to the retention of workers for long as possible (Asamoah et al. al., 2014), because the loss of a competent trained and qualified employee is a problem for these organizations as it adversely affects customer interaction, and the quality of service delivered. There are many reasons for the rotation of work and the departure of workers from their jobs; they could be personal and organizational factors; the most important of which are: personality characteristics of employees, organizational policies, nature of work and the ability of worker to perform the tasks assigned to him or her (Qazi et.al, 2015).

The researchers presented various definitions of intention to leave. Intention to leave can be defined as an attitude tendency or level where an employee can leave the organization or resign voluntarily from his job (Moneta, 2011). it was defined as "the employee's plan to quit the current job and seek another job in the near future"(Purani& Sahadev, 2007). According to Elangovan (2001) the intention to leave is "a personal desire or desire to leave the organization". As for Hom&Griffeth (1995), intention to leave is "the relative strength of an individual's intention to quit voluntarily and permanently from an organization". The intention to leave could be defined as the general framework for planning behavior resulting from the worker's intention to quit. Smith &Macko (2014) defined it as "a possibility that employees leave their jobs in the organization within a given period. It is seen as one of the strongest competitiveness indicators among business organizations".

Internal marketing and intention to leave

A number of empirical findings have shown a negative impact of internal marketing on intention to leave. In a research study by Long et al. (2008), findings revealed a negative impact of human resource management practices on employees' turnover intention. According to Waldman et al. (2004), turnover of healthcare employees negatively affected by hiring, training. Armstrong- Stassen & Schlosser (2010) indicate that fostering older nurses' commitment and ultimately retention requires HR practices relevant to older nurses, supportive and fair supervisors, and a hospital that values their

contribution and cares about their well-being. Guchait & Cho (2010) investigate the impact of a bundle of eight human resource management practices on intention to leave, their study found not only that the HRM practices lower employee intentions to leave. Yeun & Jeon (2015) concluded that internal marketing practices had significant negative impact on employee turnover intention. A study by Ikramullah et al. (2012) and Somani & Khowaja (2012) showed that compensation has been identified as having a salient influence on turnover intention. A study Lee et al (2011) showed a negative correlation between internal marketing practices and turnover intention. Participative decision-making has negative effect on intentions to leave among Egyptian managers (Parnell & Crandall, 2003). Compensation is vital in reducing turnover intention and increasing retention (Chew & Chan,2008). According to Isik & Altunoglu (2016) found that IM has a negative impact on intention to leave. Worker will only stay with his organization if he is satisfied with his organization's motivation system (Yamamoto, 2011). Thus, it is hypothesized that:

H1: There is a statistically significant influence of Internal Marketing Practices on the employee's intention to leave the private hospitals in Amman.

More specifically:

(H1a): There is a statistically significant influence of Empowerment on the employee's intention to leave the private hospitals in Amman.

(H1b): There is a statistically significant influence of Training programs on the employee's intention to leave the private hospitals in Amman.

(H1c): There is a statistically significant influence of Rewards and motivations on the employee's intention to leave the private hospitals in Amman.

(H1d): There is a statistically significant influence of Administrative support on the employee's intention to leave the private hospitals in Amman.

(H1e): There is a statistically significant influence of internal communication on the employee's intention to leave of the private hospitals in Amman.

3. Research Framework

The theoretical framework (Figure 1) was proposed to show the influence of Internal Marketing Practices on the employee's intention to leave the private hospitals in Amman. As can be seen from the framework, Internal Marketing Practices are the independent variable and employee's intention to leave is the dependent variable.
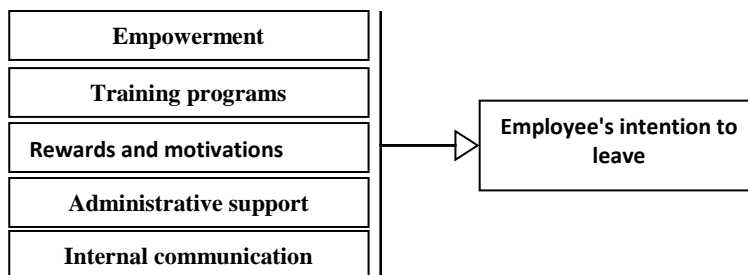
| Empowerment |
| Training programs |
| Rewards and motivations | → | Employee's intention to leave |
| Administrative support |
| Internal communication |

Figure 1. Theoretical Model

4. Research methodology

The methodology of the research addresses the population and the sample of the research, the way to collect data from the sample of the study, the study tool, the reliability and the validity of the study tool, and the statistical analysis the study hypotheses.

Study tool and data collection

The questionnaire was used to collect data from the study population. All questionnaires were completed anonymously. Researchers were nearby while the questionnaires were completed, in order to avoid any potential bias or influence from the researchers and also to be able to provide any assistance, if necessary. This practice helped us to have a very high response rate. At the same time, the respondents were informed that all information was provided on a voluntary basis and would be used for research purposes only. Three parts were included in the study tool: part one included the demographic variables of the study sample. Part two consisted statements to measure the level of (Internal Marketing Practices)at the private hospitals in Jordan adapted from previous studies (Davis, ,2001;Hugn, 2012; Kelemen&Papasolomou, 2007;Al-Hawary&Metabis, 2012b; Al-Hawary&Metabis, 2013; Al-Hawary et.al, 2013), the practices were: Empowerment, Training Programs, Rewards and Motivations, Administrative Support, and Internal Communication. Part three involved statements to measure the employee's (intention to leave) adapted from (Guha, &Chakrabarti, 2014; Smith&Macko, 2014). Items were initially developed by consulting the relevant literature. Fifteen professors (from three public universities) were invited to perform an expert validation of the questionnaire, after which it was revised further. A pilot study was then conducted by administering the questionnaire to 30 doctors in the hospitals. The results indicated that all of the scales and subscales had satisfactory reliability (Cronbach's $\alpha > 0.70$). Five-point Likert scale was used with anchors strongly disagree (= 1) and strongly agree (= 5).

Sample of the Study

To achieve the research objective, a cross-sectional survey of doctors in the private hospital in Jordan was carried out. The population of this study comprises doctors in private hospitals. The sampling technique in this study is convenience. A total of 175 questionnaires were distributed to the whole population. After excluding 33 questionnaires with unclear or missing responses, 142 questionnaires were extremely found completed, and considered for data analysis. The characteristics of the research population represented in Table 1.

Table 1. The Population Characteristics

Variable		Frequency	%
Age group	less than 30	32	22.5%
	30- less than 40	69	49.0%
	40- less than 50	23	16.0%
	50 years and more	18	12.5%
Gender	Male	121	85.2%
	Female	21	14.8%

Reliability and validity of the survey instrument

The study tool was evaluated to verify its reliability and validity. Reliability refers to the ability of the study instrument to achieve consistent results in repeated uses (Gatewood & Field, 1990). The instrument's validity refers to the degree to which the instrument measures the concept that the researcher wants to measure (Bagozzi& Phillips, 1982).The researchers developed a questionnaire involved37 items with five variables as independent variables: Empowerment(EM1-EM5), Training programs(TP6-TP12), Rewards and motivations(RM13-RM17), Administrative support(AS18-AS21), and Internal communication(IC22-IC27), and one variables as dependent variable: Employees intention to leave(EIL8-EIL37).

Table 2. Factor Analysis of Internal Marketing Practices

Variables	Mean	SD	Loadings	Communalities	Eigenvalue	Variance	Reliability
Empowerment(EM)	**3.49**	**0.92**			3.012	44.231	**0.78**
EM1			.56	.61			
EM2			.62	.66			
EM3			.63	.65			
EM4			.59	.63			
EM5			.62	.64			
Training programs(TP)	**3.68**	**0.86**			3.120	39.254	**0.79**
TP6			.54	.65			
TP7			.62	.66			
TP8			.66	.70			
TP9			.69	.73			
TP10			.67	.71			
TP11			.66	.69			
TP12			.59	.62			
Rewards and motivations(RM)	**3.85**	**0.95**			2.956	49.362	**0.83**
RM13			.55	.59			
RM14			.59	.62			
RM15			.58	.61			
RM16			.52	.55			
RM17			.53	.54			
Administrative support(AS)	**3.77**	**0.88**			3.147	50.234	**0.82**
AS18			.56	.61			
AS19			.53	.57			
AS20			.54	.56			
AS21			.58	.62			
Internal communication(IC)	**3.71**	**0.84**			2.368	53.694	**0.73**
IC22			.56	.59			
IC23			.54	.58			
IC24			.59	.62			
IC25			.57	.61			
IC26			.53	.54			
IC27			.52	.53			

Table 3. Factor analysis of Employees intention to leave

Variables	Mean	SD	Loadings	Communalities	Eigenvalue	Variance	Reliability
Employees intention to leave (EIL)	**2.29**	**0.92**			3.335	48.657	**0.79**
EIL28			.56	.59			
EIL29			.53	.58			
EIL30			.65	.67			
EIL31			.62	.64			
EIL32			.59	.61			
EIL33			.58	.60			
EIL34			.62	.65			
EIL35			.63	.67			
EIL36			.54	.57			
EIL37			.51	.53			

Factor analysis was used to verify the data reliability of the Internal Marketing Practices, and Employees intention to leave. The results of the factor analysis tests are presented in Table 3 and Table 4. The loadings of the all statements were above the minimum value of 0.5 as recommended by Hair et al. (1998). With regard to exploratory research a Chronbach with value greater than 0.70 is considered reliable (Nunnally, 1978). Chronbach statistics for the study variables are shown in table 3 and Table 4. Based on the results of the Factor analysis, and Chronbach it is concluded that the measures used in this research achieved reliability and validity. Factors with Eigen values more than 1.0 and factor loadings greater than 0.50 were retained. 37statements, loading under five dimensions of the Internal Marketing, and one dimensions of intention to leave.

Psychometric properties and dimensions of the Internal Marketing Practices scale and Employees Turnover

Kaiser-Meyer-Olkin test was used to evaluate the suitability of the sample for each sub variable of the study. The KMO values in each variable of the research are greater than 0.4 which is considered acceptable (Kim and Mueller, 1978). All factors in each variable are greater than0.4 of the variance. This suggests that only a small amount of the total variance for each group of variables is associated with causes other than the factor itself, and the Bartlet tests of sphericity was significant at significance level ($\leq$ 0.05), thus, indicating that the sample was suitable for factor analytic procedures.

Table 4. Kaiser-Meyer-Olkin and the Bartlett's Test of Sphericity

Variables	Kaiser-Meyer-Olkin Values	Bartlett's Test of Sphericity		
		Approx.Chi-Square		Sig.
Empowerment	.632	421.562		.000
Training programs	.721	499.258		.000
Rewards and motivations	.774	556.325		.000
Administrative support	.694	362.357		.000
Internal communication	.657	203.364		.000
Employees Turnover	.664	331.512		.000

Correlation analysis: relationships between the variables

The correlation matrix in Table 6 indicates that practices of Internal Marketing were positively and correlated with Employees intention to leave. The correlation coefficients among internal marketing variables were less than 0.9 as recommended by Hair et al. (1998), meaning that there is no co linearity problem.

Table 5. Summary of Correlations of Internal Marketing Practices

Variables	ERS	ETD	EPA	EC	ECO
Empowerment	1				
Training programs	.332(**)	1			
Rewards and motivations	.213(**)	.527(**)	1		
Administrative support	.429(**)	.335(**)	.523(**)	1	
Internal communication	.116(**)	.227(**)	.119(**)	.446(**)	1
Notes: ** Correlation is significant at the 0.05 level (2-tailed).					

Descriptive statistics analysis

Table 3 indicates that doctors of private hospitals in Amman evaluated Rewards and motivations with the highest level (Mean = 3.85), followed by internal communication (Mean= 3.77), administrative support(Mean= 3.71), training programs (Mean= 3.68), and evaluate empowerment with lowest level (Mean= 3.49). With regard to Employees intention to leave, Table 4 indicates that doctors of private hospitals in Amman evaluated their intention to leave at low level (Mean= 2.29).

Test of hypothesis

Multiple regression analysis was used to examine the study hypotheses as recommended by Hair et al. (1998) to examine the effect of several independent variables and one dependent variable. Employee's intention to leave works as the research dependent variable and Internal Marketing Practices work as the research independent variables. Based on the result shown in Table (5), the research model is fit and statistically significant at significance level ($\leq$ 0.05) (F = 115.39; Adjusted R2 =.56; $\leq$ 0.05). The result of adjR2 means that 56 per cent of the variation in Employees intention to leave can be explained by Internal Marketing Practices.

Table (5) also shows that Empowerment (ß =0.19, $\leq$ 0.05), Training programs (ß =0.12; $\leq$ 0.05),Rewards and motivations (ß =0.37, $\leq$ 0.05), Administrative support (ß =0.13; $\leq$ 0.05), and Internal communication (ß =0.21; $\leq$ 0.05) had a statistical significant influence on Employees intention to leave. Rewards and motivations had the highest influence on Employees intention to leave. H1a, H1b, H1c, H1d, and H1f were supported

Table 6. Regression Summary of Internal Marketing Practices and Employees intention to leave(N=142)

MODEL	COEFFICIENTS	T	significance	COLLINEARITY STATISTICS	
	ß			Tolerance	VIF
Empowerment	0.190	3.990	0.004	0.506	1.976
Training programs	0.120	2.140	0.033	0.360	2.275
Rewards and motivations	0.370	8.480	0.000	0.327	3.075
Administrative support	0.130	2.760	0.006	0.425	2.150

Internal communication	0.210	4.140	0.000	0.388	1.887
Notes: Adj. R 2 =.56; Sig. F = 0.000; F-value = 115.39; dependent variable, Employees intention to leave p < 0.05					

4. Discussion

The main purpose of this study was to measure the impact of internal marketing practices including: Empowerment, Training programs, Rewards and motivations, Administrative support, and internal communication on intention to leave of private hospitals in Jordan. After a comprehensive review of literature that showed that there are positive relationships among these practices and dependent variables, a model was developed and tested. Internal marketing concept and intention to leave have received a lot of theoretical attention; relatively few empirical studies have examined this issue. Previous research on internal marketing has limited its scope to mostly focus on different sectors not focusing on hospitals. In contrast, our study focuses on health care sector represented by private hospitals.

The average internal marketing score in this study was 3.62 points (out of 5). Private hospitals in Amman were providing the necessary facilities to serve patients with what is needed. It also was cleared that hospitals' managements exercised a high level of empowerment which is embodied by granting employees the power and authorities that enable them to quickly response to patients' needs. Applying procedures that reflected the administrative support in the private hospitals sector in Amman were at medium level, it is an indicator that hospital's management pays little attention to provide social welfare, and not working on granting supporting opportunities for creativity is also an important matter that attention should pay for. Moreover, it seemed that the training programs are carried out according to employees' requirements and objectives. Incentives and compensation systems are applied according to employees' performance level, provision of promotion opportunities, and through the assurance on the protection of their health and safety. Results also revealed that there is presence of internal communication through clarity of the procedures which are followed, so employees can access to decision-makers and explain their positions; they also worked on creating advanced communication means that provide sophisticated and fast information systems help in enhancing the ease of access to any information needed by workers.

The intention of doctors to leave in private hospitals is quite high. Nevertheless, employees do not necessarily make withdrawals or actual turnover. This means that doctors are dissatisfied with salaries provided by hospitals. Governments are facing an increasing shortage of skilled health care staff in many Arab countries. Therefore, the ability of health care to retain its workforce is particularly important. Results showed a decrease in staff suffering resulted from work pressure; hence the idea of resigning, leaving work and looking for alternatives, has been shrunk.

The findings reveal that internal marketing practices have a negative effect on intention to leave. In total, internal marketing practices explained 56.0% of the variance in intention to leave, which can be described as substantial explanatory power. The results of the study is consistent with Waldman et al. (2004) he noted that turnover of healthcare employees has a negatively affected by hiring, training, and study of Armstrong- Stassen & Schlosser (2010) they indicate that fostering older nurses' commitment and ultimately retention requires HR practices relevant to older nurses, supportive and fair supervisors, and a hospital that values their contribution and cares about their well-being. And the study of Guchait & Cho (2010) found that there is a negative impact of a bundle of eight human resource management practices on intention to leave, their study found that the HRM practices lower employee intentions to leave. Yeun & Jeon (2015) concluded that internal marketing practices had significant negative impact on employee turnover intention. A study Lee et al (2011) showed a negative correlation between internal

marketing practices and turnover intention. Participative decision-making has negative effect on intentions to leave among Egyptian managers (Parnell & Crandall, 2003). Compensation is vital in reducing turnover intention and increasing retention (Chew & Chan, 2008). According to Isik & Altunoglu (2016) found that IM has a negative impact on intention to leave.

Whenever there was an interest in internal marketing practices, empowerment, administrative support, internal communication, training programs, compensation and incentives, the idea of leaving companies is decreased. It worth to be mentioned here that the incentives and rewards, one of the internal marketing dimensions, had the highest impact followed by training programs, empowerment, and internal communication, the researchers attributed this result to the fact that internal marketing practices generate a comfortable environment to the employees. However, employees' intention to leave was also affected by the economic conditions experienced by employee. And by referring to the results, it also was cleared that empowerment and training programs were linked to internal communication in order to accomplish administrative and organizational processes.

5. Managerial implications

This study proves that internal marketing practices are vital for hospital managers to focus on, as they affect doctors' perception of whether the hospitals in Jordan are a great place to work. It reveals the need for those same managers to develop an internal market practices directed toward hospital doctors, as they have effect on reducing the behavior of intention to leave. Internal marketing practices are able to reduce intention of doctors to leave private hospitals. This highlights the importance for hospital managers to regularly collect information from doctors in their hospitals on their attitudes about the attractiveness factors of their organization. More specifically, it provides insight to the managers to retain doctors in their organizations. Understanding reasons and factors that are associated with leaving an organization is of great importance as it provides employer with information on how to design strategies that can reduce turnover rates. A significant tool to enable decision makers and managers to adopt strategies that prevent employee turnover and thus avoid many related costs would be useful. So Mangers and decision makers of the private hospitals in Jordan need to recognize the importance of internal marketing practices for retention of their staff, and for the survival of their hospitals as competitive pressure increases. As a great deal of time and costs are involved in searching for substitutes and train them. Such an understanding the importance of keeping their staff, providing the basis for developing an effective leave reduction method, while also offering valuable basic data for the development of training programs as a tool to motivate staff.

Hospital's management has to pay more attention to provide social welfare, to strengthen relations with the supervisors, and to facilitate a stimulating working environment. Granting supporting opportunities for creativity is also an important matter that attention should pay for.

So managers and decision makers have to enhance the adoption of training programs by providing external and internal training courses, and encourage employees to exchange their experiences with each other. Researchers also saw that managers and decision makers should activate the systems of empowerment, firstly in improving and accelerating the services provided to patients, and secondly, in enabling employees to work with full confidence, this will be happen by strengthening their engagement in decision making process. Moreover, adopting management supporting system will enhance the employees' desire to stay working at hospitals, so it is highly recommended.

6. Limitations and future research

This study like many studies has some limitations that should be addressed. First, the sample size is small and we can enlarge the sample by including more hospitals which are located in the other cities of Jordan, so a research can be done with the same title to include all private hospitals in Jordan samples would enhance the validity and generalizability of results. Second, the target of this study was mainly highly focusing on private sector, a future research may be conducted by repeating the study to include governmental sector. Third, a piloting questionnaire was not conducted to evaluate the scale competency. Finally, the study examined the impact of internal marketing practices on intention to leave, so future study may be conducted to have a mediate variable like job satisfaction or job commitment.

Acknowledgments

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