

Internal Marketing, Employees Commitment, and Profitability in Jordanian Private Hospitals

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Abstract

It is estimated that committed employees achieve better in their responsibilities and so deliver better services which affects customer assurance positively and contribute to achieving customer loyalty and eventually enhanced managerial performance. Internal marketing strategy is rising as a central theme of increasing significance in both educational and practitioner discourse, as a key strategy in enhancing employee commitment for satisfied consumers and assured managerial performance. Against this background, the current study set out to investigate the effect of internal marketing strategy on profitability and the moderating role of employee commitment Selected Private Hospitals' in Jordan. The study targeted a total of (182) employees from different levels of administrative of the hospitals, employing stratified random sampling in sampling individual respondents from across the departments in these institutions since internal marketing strategy is ideally directed to all employees regardless of the department. These were sampled proportionately from the 10 hospitals. The current study used primary data which was quantitative, collected by use of questionnaires. Descriptive and analyses were conducted. result reveal that internal marketing strategy significantly influences employee commitment ; the study also recognized a important relationship between employee commitment and profitability among selected Private Hospitals' in Jordan. The current study however recognized no significant moderating effect of employee commitment on the relationship between internal marketing strategy and profitability among selected Private Hospitals' in Jordan was however recognized. Discussion, conclusion, and recommendations are provided based on the finding of the current study.

Keywords: Employee commitment, Internal Marketing, Profitability, Private Hospitals, Jordan.

1. Introduction

If an association is to achieve its target, it should not only have the compulsory resources, it should also use them effectively (Saul, 2010). While human resources have for all time been critical to the success of any association, they have implicit an increasingly superior importance that is being acknowledged inside and outside work organizations. spur on by rising competition, fast paced technological change, globalization, and other factors; corporation are looking for to understand how one of the last truly competitive resources, their human resources, can be managed to commitment to their best and consequently enhance employee commitment and competitive advantage (Boxall et al., 2007). Hospitals and Health systems across the globe are mostly taking leading roles in their states' economic development labors, through among other avenue, innovation, and Knowledge transfer that helps businesses grow and do well. As such, staff competence often in the center of attention in Health institutions, 2013; Kaczynski, 2013). The challenges informed by hospitals currently, such as large globalization of health with inherent competition for staff has called for competence in delivery of quality service with a view to produce competence, (Maicibi, 2013, McNamara, 2014). The up-and-coming issues of brain consume have further placed pressure on medicine and Nurse, administrative staff to perform and improve the status of the hospitals in the global (Kaczynski, 2013). Thus, Hospitals staff, both administrative and medicine, is required to establish their integrity and continued custody in hospital employment based on the strength and scale of their research behavior, (Ng'ongah, 2012). moved by the previous, IMS is emerging as a central theme of growing significance in both academic and practitioner dialogue as a stand upon which organization can get their (HR) to appreciate and commit to the value scheme of the organization and recover their performance.

The main idea of IMS is to add up employees as internal customers, and work as a product, a product that must meet the needs and requirements of customers to achieve organizational target (Robertson and Cooper, 2014). It is credible that committed employees achieves better outcome in their tasks and therefore delivers better services (Halil and Cem, 2016) which in revolve affects client self-assurance positively and contribute to realizing consumer loyalty. Employee Commitment (EC) is widely described in the management and behavioral sciences as a key issue in the organization between persons and corporations. For example, Robertson and Cooper (2015) and Gilbert and Ivancevich (2014) all describe EC as the issue that promote the affection of the individual to the corporation. Health institutions in the continent in general and mostly in Jordan are probable to play a serious role in the improvement of (HR). In Jordan health background, all these imperative certainly create major implication for attracting/recruiting and retaining expert staff, as well as the for improvement and commitment management of medicine staff (Omanga, 2014). It is against this background that the current study was based, with a view to explore internal marketing strategy, employee commitment, and profitability in selected private hospital in Jordan. The current study sought to observe the effect of internal marketing strategy on employee commitment among selected private hospital in Jordan examine the effect of employee commitment on profitability among Selected private hospital in Jordan and to establish the moderating role of employee commitment on the effect of internal marketing strategy on profitability among Selected private hospital in Jordan. The previous objectives informed the current study hypotheses: H01: There is no significant relationship between internal marketing strategy and employee commitment among Selected private hospital in Jordan, H02: There is no significant relationship between employee commitment and profitability among Selected private hospital in Jordan, and H03: There is no significant moderating effect of employee commitment on the relationship between internal marketing strategy and profitability among Selected private hospital in Jordan.

1.1 Jordanian Private Hospitals background:

Most hospitals in Jordan are concentrated in Amman, and many boast of international accreditation. Some of the popular hospitals situated in Jordan include the King Hussein Cancer Center, which also happens to be one of the top cancer treatment centers in the world. More information can be obtained on the King Hussein Cancer Center web page. Another notable establishment is the Specialty Hospital, located in Amman, which has been successfully serving patients since 1993. International accreditation apart, Specialty Hospital also provides the best in terms of technology and expertise. Jordan Hospital is another JCI accredited hospital, complete with a highly trained and experienced staff. Providing multispecialty care, Jordan Hospital also provides extremely attractive rates, which are approved by the government as well as the Jordan Medical Association. More information can be obtained on the Jordan Hospital web page. With the Jordanian government going the extra mile for facilitating foreigners to receive medical treatment fast and securely, Jordan is the ideal choice for medical treatment abroad. Jordan has several hospitals with international accreditations such as Joint Commission International. (www.medicaltourismco.com/hospitals-in-jordan)

2.0 Literature Review

2.1 The Concept of Employee Commitment

The commitment of an employee is that, how well a staff performs their job duties and responsibilities. Employees' commitment is also central. Because the achievement of target and objectives of the company is assessing by commitment of its resources, employees' commitment must be assessed periodically. In the view of Putterill and Rohrer (2015), job commitment is defined as it focuses directly on staff output by assessing the number of units of acceptable quality produced by a staff within a specific time period. The success of business depends on employees' commitment. One of the most efficient ways to enhance business commitment and profit is to enhance the commitment of employees, from the lowest levels of the corporation to senior management (Heskett et al., 2013). Commitment improvement is not only the way of well functioning system but also depends on efficient (HR) strategies that succeed in recruiting and maintaining committed and motivated employees (Al-Ahmadi, 2014). The resource-based view of the firm (RBV) and the resultant resource-based theory (RBT) provide an important framework for explaining and predicting the basis of a firm's competitive advantage and commitment (Barney et al., 2011). In the past decade, the application of resource-based judgment in marketing have grown exponentially; in the 1990s, only 23 article in marketing explicitly referenced the RBT or RBV, but in the 2000s, that number increased to 114.

In just 2012–14, more than 50 published conceptual and empirical marketing articles drew on RBT. There is a need to manufacture the fragmented applications of RBT in marketing (Ramaswami et al., 2012).

2.2 The Concept of Internal Marketing

The growing marketing strategic significance of IMS in business management is well recognized. Although IMS is a concept in development, one of the most complete definitions, which emerged from a synthesis of the significant contributions over current years, is future by Ahmed and Rafiq (2012): “Internal Marketing Strategy is a planned effort using a marketing-like approach directed at encouraging staffs, for implement and integrate managerial strategies towards customer orientation”. Clearly, the scope of IMS action is much wider than simply the inspiration of staffs. Generally speaking, the overpowering reason of IMS is to engage staffs in the business’s mission and strategic direction, and to help them appreciate and value business objectives (Gilmore, 2010).

2.3 Internal Marketing and Employee Commitment

Papasolomou-Doukakis (2014) recognized the fact that companies can satisfy external customers effectively, if there is successful exchange with its employees (Lu et al, 2015). This internal market can be regarded as a section of employees that needs to be conversant, urban, and forced in order to elicit their commitment to managerial target (Papasolomou-Doukakis, 2012). As a consequence of its apparent payback, there has been an improved interest among marketing researcher and practitioners alike, seeking to appreciate the qualifications of employee commitment (Mishra et al., 2010; Ting, 2011).

2.4 The Concept of Employee Commitment

Implications for the decision to carry on association of the corporation (Le and Agnew, 2003). There are three components of EC: sentimental commitment refers to staff’s recognition, or strong emotional attachment and involvement in the corporation; continuation commitment refers to an responsiveness of the costs associated with leaving the corporation; and normative commitment reflects an obligation to continue with the corporation (Budhwar, et al., 2009). Staffs with strong continuance promise stay put in the corporation because they need to do so. Strong normative commitment in this condition is where staffs feel they ought to stay with the corporation based on a sense of duty, moral obligation (Ricketta, 2012). Correspond with diverse psychological states. Meyer and Allen created this model for two reasons: first “aid in the understanding of existing research” and second “to serve as a structure for future research.” Their study was base mostly around prior studies of managerial commitment. Meyer and Allen’s research indicate that there are three “mind sets” which can differentiate an employee’s commitment to the organization. Affective Commitment is defined as the employee’s positive emotional attachment to the organization. Meyer and Allen Affective Commitment as the “want” component of managerial commitment. An employee who is affectively committed strongly identifies with the target of the association and requirements to stay a part of the organization . maintenance Commitment is the “need” component or the gain verse sufferers of working in an association. “Side bet,” or reserves, are the gains and losses that may occur should an personality stay or leave an organization. An person may commit to the association because he/she perceives a high cost of losing managerial membership. In Normative Commitment, the individual commits to and remains with an association because of approach of obligation, the last constituent of managerial commitment. This approach may derive from a strain on a person before and after combination an association (Buchanan, 2005).

2.5 Profitability

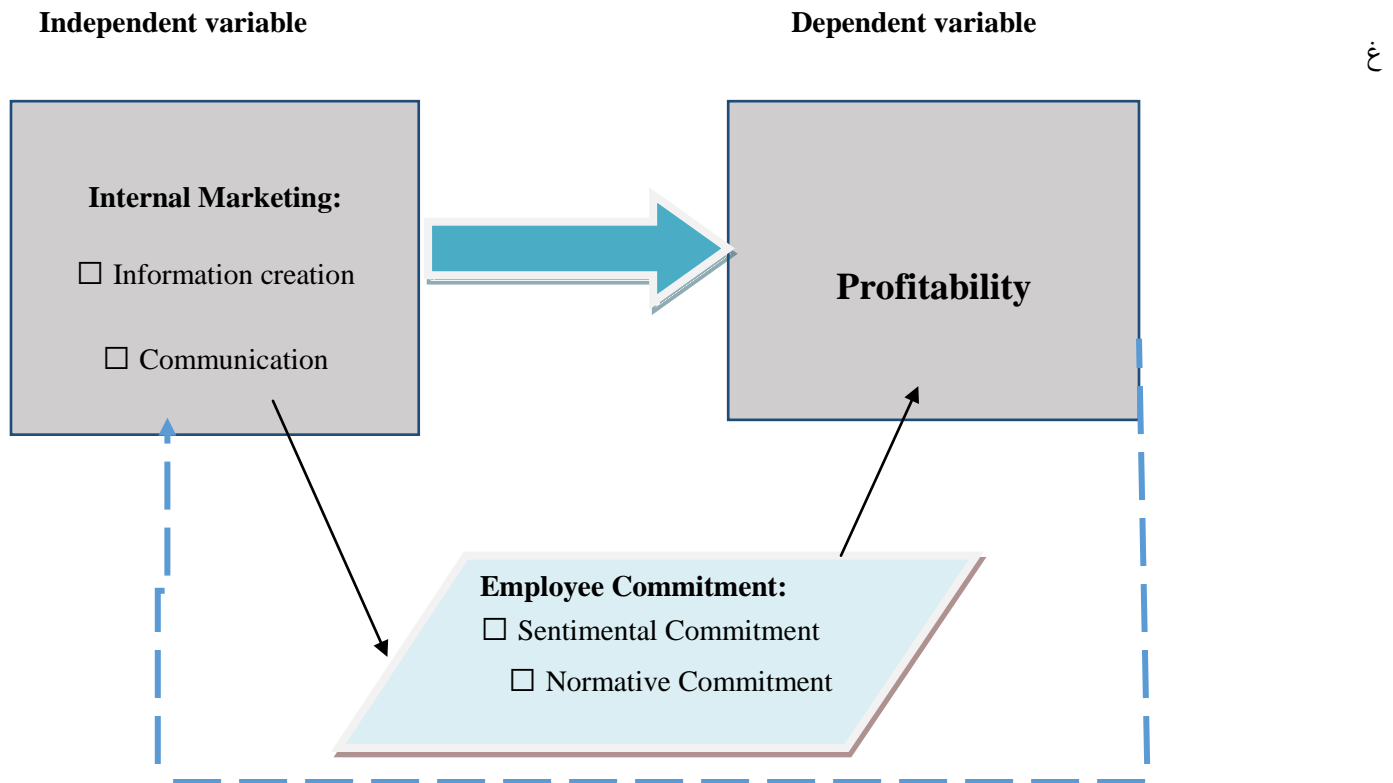
Managers in financial services companies like hospitals are placing improved highlighting on customer satisfaction to get better loyalty for long-term profitability and success (Krishnan et al., 1998; Eugene et al., 2004; Keiningham et al., 2015). To meet the needs of a variety of segment of customers, organization in the profitability. Industry offer numerous services and products through diverse channels of delivery (Krishnan et al., 1998). In instance, services on brokerage accounts may be provide in a straight line to a customer at a branch office and the same service may also be provided during an programmed telephone call centre or through other IT channels such as computerized trading services via home personal computer over the internet to get a profit. The profitability can be measures through the annual report of the company.

2.6 Conceptual Framework

To achieve this research objectives, the different aspect under study are conceptualized in figure below. From the theoretical framework, two gaps can be obviously prominent:

How (independent variable) influences profitability (dependent variable) among selected private hospitals in Jordan; and how this influence is intervened by employee commitment (moderating variable). This research consequently activities to address the gap.

Figure 1. Model of Study



3.0 Methodology

3.1 Orientation

The current study is approached from a positive point of view. According to Ashley and Orenstein (2005), the positive school of consideration is stranded on that only one reality exist though can only be known incorrectly due to human limitations and researchers can only determine this reality within the area of probability. The current study achieved this by apply scientific research approach from sampling to analysis and interpretation.

3.2 Research Design

The current study was approved out through a survey choosing a sample. research design collects data from each member of the population sample being studied. survey is completely accurate. Survey research is often used to assess thoughts, opinions, and feelings.

3.3 Target Population

Target population for the current study comprises all the private hospitals in Jordan, totaling to 61 as Jordan Health ministry Reforms Report (2015). Private hospitals were however targeted as respondents, with an employee population of 10200. The current study targeted employees from both administrative and medicine staff positions.

3.4 Sample Size and Sampling Design

Due to the anticipated large number of employees (10200), the current study employed the Fisher et al. (1983) formula for formative sample sizes in large populations. This is as revealed below: Where n = the required sample size, when the target population is more than 10,000 Z = is normal diverging at the required assurance level, 0.05, which gives 1.96 p = is the quantity of the target population predictable to have the characteristics being measured when one is not sure, so one takes middleground (0.5) q = 1-p (1 - 0.5 = 0.5) d is the level of statistical significance, which is a standard set at 0.05.

Therefore n = The current study reached a total of 282 employees, equally distributed across the selected private hospitals. In order to reach employees across the different departments, the researcher approached respective study areas' human resource departments.

3.5 Data Collection

The current study used primary data which was quantitative and descriptive. The questionnaire was designed to request data on constructs pertinent to establishing the interrelationship between the three variables including internal marketing strategy, employee commitment and profitability. The current study employed the use of structured questionnaire with close-ended questions. This helped respondents' answers within the choices given to ensure they stay in center with the study objectives. To this end, respondents were offered with descriptive statement in a 5-point Likert scale on which they were required to rate by scoring the extent to which they perceived. At the data collection stage, in order to reach the 282 respondents from across the selected private hospitals in Jordan at the required timeframe. The current study administered the questions to the relevant respondents in an effort to realize the essential information. The questionnaires were administered during a drop and pick later method because of the busy schedule of the target respondents. This reduced the level of intrusion with the daily duties and operations of the hospitals.

3.6 Reliability

The current study conducted a pilot study across four hospitals to pre-test the questionnaire prior to the main data collection train with a view to check for errors and test the tools for reliability. Cronbach alpha, which is a measure of internal consistency, was used to test the internal reliability of the measurement instrument. The higher score, the more reliable the generated scale is. (Nunnally, 1978) has indicated 0.7 to be an acceptable reliability thus it was considered adequate for this study. Based on the feedback from the pilot test, the questionnaire was modified. All scales were found good as table 1 presents.

Table 1 Reliability Analysis

Variable	InitialCronbach's Alpha	FinalCronbach's Alpha	Number of items
Profitability	.841	.841	18
Internal Marketing Strategy	.562	.601	12
Employee commitment	.721	.721	16

3.7 Variables Measurement

To examine the impact of internal marketing strategy on profitability among Selected private hospitals in Jordan, the current study adopted, due to their possibility to the current study, Lings and Greenley's (2007) Internal Market Orientation Matrix as adopted from Market Orientation Scale. Dimensions of Internal Market Orientation are hereby identified. These are: formal written information creation, communication, and responding to this internal market information. In examining the impact of employee commitment on profitability among selected private hospitals in Jordan, the current study adopted the perceived degree of employee commitment measure encompassing various dimensions including Trait-based information.

3.8 Data Analysis and Presentation

After data collection, was obtained from the ground filled-in and returned questionnaires were edited for totality, coded and entries made into Statistical package for social sciences (SPSS version 20). Screening was then performed for the follow; levels of measurements, sample size, assumptions of normality, linearity, independence of errors. Testing for compliance with statistical assumptions of multivariate analysis provided a pillar for making statistical inferences and results. This ensured that the data are accurate, consistent with other information.

With data entry, the data collected was captured and stored. Descriptive was conducted. Descriptive analysis involved the use of frequencies in their absolute and relative forms (percentage). Mean and standard deviations were also used as measures of central tendencies and dispersion respectively. The purpose of conducting descriptive statistics was to reduce, summarize data and analyze items and constructs. This provided insights into the characteristics of the samples. Descriptive statistics provided a basis for inferential statistics using correlation and multiple regressions.

Inferential analysis was done to determine the effect of internal marketing strategy on profitability and moderating role of employee commitment, thus, testing the hypotheses of the current study. Linear Multiple Regression and correlation analysis were used to assess the strength of the relationships between the specified variables. The Linear Multiple Regression analysis was conducted, with the assumption that: variables are normally distributed to avoid distortion of associations, which was achieved as outliers were not identified; a linear relationship between the independent and dependent variables for accuracy of judgment, which was achieved as the standardized coefficients were used in interpretation.

In the third model, some extent of moderation is supported if the effect of M remains significant after controlling for X. If X is no longer significant when EC is controlled, the finding supports full moderation. If X is still significant (i.e., both X and M both significantly predict Y), the finding supports partial moderation. To check for normality, the current study employed both Skewness and Kurtosis to check for symmetry and peakedness of the distribution thereof. The values for asymmetry and kurtosis between -2 and +2 are considered acceptable in order to prove normal univariate distribution (George & Mallery, 2010). The current study performed a multicollinearity test with a view to identify variables with a high correlation among themselves.

4.0 Data Analysis

4.1 Internal Marketing and profitability correlation

The current study sought to check up the effect of internal marketing strategy on profitability among selected Private hospitals in Jordan. This learned the first null hypothesis of the study (H1) that there is no significant relationship between internal marketing strategy and profitability among selected Private hospitals in Jordan. This hypothesis was tested through Pearson product moment correlation (r) to show the extent of the relationship, guided by the model: $Y = \alpha + \beta_1X + \beta_2M + \epsilon$ where α is the constant (intercept), Y = profitability, β_1 and β_2 are the beta Coefficients while X and M represent Internal Marketing and Employee Commitment and ϵ is the Error Term. The results of the correlation are existing in table 2 below.

Table 2: (H1) No significant relationship between internal marketing and profitability

	profitability	internal marketing
Profitability		
Pearson Correlation	1	
Sig. (2-tailed)		
N	282	
Internal marketing strategy		
Pearson Correlation	.712**	1
Sig. (2-tailed)	.000	
N	282	282

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

Table 2 above presents the Pearson correlations for the relationships between internal marketing strategy and profitability among selected private hospitals in Jordan. From the findings, a very strong and positive correlation was established ($r = .712$; P value = .000) that was statistically significant at either 0.01 level or 0.05 level of confidence. The positive correlation is of the implication that as internal marketing strategy is enhanced, profitability increases significantly. The current study fails to accept the first null hypothesis of the study that state that there is no significant relationship between internal marketing strategy and profitability among selected private hospitals in Jordan and accepts the alternative hypothesis that state that there is a significant relationship between internal marketing strategy and profitability among selected private hospitals in Jordan.

4.2 Employee Commitment and profitability correlation:

The current study also sought to examine the effect of employee commitment on profitability among selected private hospitals in Jordan. This informed the second hypothesis of the current study (H2) that there is no significant relationship between employee commitment and profitability among selected private hospitals in Jordan.

This hypothesis was tested through Pearson product moment correlation (r) to show the extent of the relationship, guided by the model: $Y = \alpha + \beta_1X + \beta_2M + \epsilon$ where α is the constant (intercept), Y = Employee commitment, β_1 and β_2 are the beta Coefficients while X and M represent Internal Marketing and Employee Commitment and ϵ is the Error Term. The results of the correlation are presented in table 3 below.

Table 3: (H2) There is no significant relationship between employee commitment and profitability

	Profitability	Employee commitment
Profitability	Pearson Correlation Sig. (2-tailed)	1
	N	282
Employee commitment	Pearson Correlation Sig. (2-tailed)	.196** .000
	N	282
		282

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

Table 3 above presents the Pearson correlations for the relationships between employee commitment and profitability among selected private hospitals in Jordan. From the result, a positive correlation was established, that was statistically significant ($r = .196$; P value = .000) at 0.01 level of confidence. The positive significant correlation is of the implication that as employee commitment is increased, profitability meaningfully increases as well. The current study fails to accept the second null hypothesis of the study that states that there is no significant relationship between employee commitment and profitability among selected private hospitals in Jordan and accepts the alternative hypothesis that states that there is a significant relationship between employee commitment and profitability among selected private hospitals in Jordan

4.3 The effect of employee commitment and internal marketing on profitability

To found the effect of employee commitment and internal marketing on profitability among selected private hospitals in Jordan, a regression analysis was conducted, with the assumption that: variables are normally distributed to avoid distortion of associations tests, which was achieved as outliers were not identified; a linear relationship between the independent and dependent variables for accuracy of judgment, which was achieved as the standardized coefficients were used in interpretation.

Table 4: The effect of employee commitment and internal marketing on profitability Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.712a	.528	.515	6.56386

a. Predictors: (Constant), Employee Commitment, Internal Marketing Strategy

ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13559.370	2	6429.690	162.377	.000b
	Residual	12419.166	312	33.099		
	Total	25978.536	314			

A. Dependent Variable: profitability
 B. Predictors: (Constant), Employee Commitment, Internal Marketing Strategy

Coefficients a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-5.387	6.778		-.709	.319
	Internal marketing	1.305	.074	.625	15.859	.000
	Employee commitment	-.011	.045	-.011	-.230	.711

Dependent Variable: profitability

Regression analysis produced the coefficient of purpose and analysis of inconsistency (ANOVA). Analysis of inconsistency was done to explain whether there is a significant mean difference between dependent and independent variables. The ANOVA was conducted at 95% confidence level. According to Katz (2006) Regression analysis generate an equation to describe the statistical relationship between one or more predictor variables and the response variable. Regression analysis was used to found the strengths of relationship between profitability (dependent variable) and the constituents, that is, Internal Marketing and Employee Commitment (independent variables). The results revealed a correlation value (R) of 0.712 which depicts that there is a good linear dependence between the independent and dependent variables. With an adjusted R-squared of 0.515, the model show that Internal Marketing and Employee Commitment explain. According to Howell (2002), measures of goodness of fit typically summarize the discrepancy between observed values and the values expected under the model in question. The P-value of 0.000 implies that Employee Commitment has a significant joint relationship with Internal Marketing, which is significant at a confidence interval of 0.01 level to 0.05 level. This also depicted the significance of the regression analysis done at 95% confidence level. This implies that the regression model is significant and can thus be used to assess the association between the dependent and independent variables.

4.4 The moderating effect of employee commitment on the effect of internal marketing on profitability among selected private hospitals in Jordan.

The current study required to determine the moderating effect of employee commitment on the effect of internal marketing on profitability among selected private hospitals in Jordan. This informed the third null hypothesis of the current study (H3) that there is no significant moderating effect of employee commitment on the relationship between internal marketing and profitability among selected private hospitals in Jordan There will be a significant moderating effect of employee commitment on the relationship between internal marketing and profitability among selected private hospitals in Jordan (hence supporting the alternative hypothesis) if the interaction between internal marketing, employee commitment and profitability is statistically significant. The results are presented in table 5 below.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713a	.520	.516	6.56386
a. Predictors: (Constant), Employee Commitment, Internal Marketing Strategy				

ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12559.370	2	6329.690	152.377	.000b
	Residual	11419.166	313	36.099		
	Total	23978.536	317			
A. Dependent Variable: profitability						
B. Predictors: (Constant), Employee Commitment, Internal Marketing						

Coefficients a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.387	5.778		-.609	.311
	Internal marketing	1.205	.064	.525	14.859	.000
	Employee commitment	-.014	.035	-.011	-.220	.511

Dependent Variable: profitability

The consequences presented in table 5 indicate that there is no significant moderating effect of employee commitment on the relationship between internal marketing and profitability among selected private hospitals in Jordan even though ($R^2 = .516$, $F = 152.377$, $p < 0.05$). The β depicting the coefficient for the interaction (XZ) was however not significant ($\beta = .525$, $t = 1.4859$), therefore the condition for moderation which states that there will be a significant moderating effect of employee commitment on the relationship between internal marketing and profitability among selected private hospitals in Jordan if the interaction between internal marketing, employee commitment and profitability is statistically significant is not supported. The null hypothesis that there is no significant moderating effect of employee commitment on the relationship between internal marketing and profitability among selected private hospitals in Jordan was therefore supported..

5.0 Discussion

The current study recognized that there is significant relationship between internal marketing and profitability among selected private hospitals in Jordan. This consistent with a number of marketing scholars who have revealed that internal marketing practices effect positively on employee innovativeness (Hassan, 2010) and improved productivity Ting (2011) also argued that the logic behind internal marketing is that, by satisfying the needs of internal customers, they would respond and convey the service quality of desired to satisfy outside customers. The current study further recognized a significant relationship between employee commitment and profitability among selected private hospitals in Jordan. This also agrees with result by Rashid et al., (2003). The current study further recognized no significant moderating effect of employee commitment on the relationship between internal marketing and profitability among selected private hospitals in Jordan. This is inconsistent with result by Chang and Chang (2009) who observed that satisfying employee needs enhances employee motivation and retention.

6.0 Conclusions and Recommendations

Internal marketing considerably influence employee commitment. With comparably high levels of internal marketing practiced across the institutions and the considerably high returned of profit, thereof, the internal marketing elements can be enhanced to bring about increased Levels of awareness in order to enhance employee commitment to achieve a high returned of profit implementation of a formal internal marketing programmed in which each of the internal marketing mix elements are understand and communicated to employees, its end is the same that the institution cares about their employees' needs. Furthermore, just like the outside customer, interior customers have become more knowledgeable about internal products and services. If employees are aware of the internal mix, they are able to determine their own level of satisfaction with each of these elements and provide feedback when specific items are not meeting their needs. Employee commitment significantly influences profitability among selected private hospitals in Jordan. Because, as mentioned previously, employees that are highly committed stay longer miss less, much profit, have a significant moderating effect of on the effect of internal marketing on profitability among selected private hospitals in Jordan.

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