

Investigating the Impact of Internal Marketing on Turnover Intention: The Mediating Effects of Job Satisfaction and Organizational Commitment

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Abstract. As staff shortages threaten healthcare systems globally, understanding drivers of turnover intention is crucial yet understudied in Middle Eastern contexts. This study investigated how internal marketing strategies influence turnover intention among doctors, nurses, and administrative employees in Jordanian private hospitals. Survey data was collected from 402 staff across 44 hospitals in Amman and analyzed using PLS-SEM. Results demonstrated significant relationships between internal marketing components, job satisfaction, organizational commitment, and turnover intention. Further, job satisfaction and commitment mediated the impact of internal marketing on turnover intention. These findings provide supporting empirical evidence that enhancing internal marketing efforts can effectively improve retention within Jordanian hospitals. Hospital administrators must focus policies on operationalizing internal marketing initiatives to engage employees and reduce the likelihood of voluntary exits.

Keywords: Turnover Intention, Satisfaction, Commitment, Internal Marketing, Hospital, Jordan.

1. Introduction

A lot of people are interested in the methods for achieving the best internal marketing behavior in light of the intense rivalry and the change in global communications. Others are interested in the tactics used by these businesses to survive and expand. Researchers are looking for the factors that contribute to a company's perseverance and ability to succeed in both local and global markets. They are also looking for the issues that have been the catalyst for failure in other companies, and they are searching for and developing suitable solutions to gain a competitive advantage. The purpose for why these companies were founded as well as functional and financial strategic goals will eventually be attained through this.

Internal marketing is crucial for all firms, but it's more significant for a sector that relies heavily on human resources, like banking (De Bruin, Roberts-Lombard, & De Meyer-Heydenrych, 2021), and hotels (Huang & Jiang, 2020). Consequently, internal marketing management techniques are a fantastic approach to boost creativity within businesses (Sriphong, Raden-Ahmad, Kachonkittiya, & Suksawang, 2022). Internal marketing increases consumer satisfaction and employee productivity as well (Huang, 2020). Turnover intention was influenced by internal marketing (Uludag, Oluwajana, & Ekanem, 2023). It is also a system that appeals to employees because it actively promotes their interaction, collaboration, commitment, and real creativity, which in turn helps to foster the best civic behavior and aids in the sustainability and achievement of organizational goals. Before they can satisfy the needs of the organization's external consumers, employees, who serve as internal customers, must first be happy with their jobs (Lee & Han, 2020). Researching internal marketing management practices in companies that have promoted a creative environment where new ideas can flourish as well as their effects on the security of achieving employees' goals in particular and their standing in the community generally is therefore necessary to achieve the desired goals.

In fact, the value of human resources in modern organizations has been acknowledged as the cornerstone of any economic activity; its significance highlights the impact of internal marketing practices on employees' intention to leave in Jordanian hospitals, necessitating hospitals to adopt modern methods and steady improvement to remain a leader in providing the best services, fending off threats, and seizing opportunities to keep up with contemporary trend In this study, the effects of internal marketing on organizational commitment, job satisfaction, and turnover intention in Jordanian hospitals were investigated.

2. Literature Review

Internal Marketing

Customers are now viewed differently in recent years; those who purchase goods from the company are now considered external customers, while those who work for the company are considered internal customers (F. Al-Fakeh et al., 2023; Demir, 2022; Huang, 2020; Qiu, Boukis, & Storey, 2022). According to Berry (1981), meeting employee expectations and ensuring their satisfaction is the first step in achieving external customer satisfaction. Internal marketing views the employees in the firm as customers and assesses them as the internal market, which is the main aspect in assuring the motivation and pleasure of the employees (Izogo, Elom, & Mpinganjira, 2021; Nofal, Al-Adwan, Yaseen, & Ghaith, 2020). Internal marketing may be summed up as an organizational philosophy that an organization adopts in order to create value in its internal market (focused on employee satisfaction) in order to fulfill its exterior marketing objectives (customer satisfaction) (Huang, 2020).

According to Thai, Nguyen, Chen, and Tang (2023) and Han, Seo, and Oh (2021), internal marketing is recognized as a personnel-organization interaction that improves employee loyalty and satisfaction. Employee satisfaction is the main emphasis of internal marketing, which is the application of marketing strategies created by the company for external marketing to employees (F. Al-Fakeh et al., 2023; Uludag et al., 2023). Several research on the needs that give employees motivation and pleasure have been done in the literature.

Turnover Intention

The behavioral intention to leave is known as turnover intention. Turnover intention, which describes the behavioral intentions that indicate an individual's intent to stay or go, is seen to be the primary antecedent or actual turnover behavior. For efficiency and to maintain a steady business brand and image, turnover must be reduced in a freshly founded organization. Therefore, understanding the effects of turnover is crucial for organizations so that the issue may be handled sensibly and effectively (Mastar, Darus, & Shamsudin, 2016; Xu, Zeng, & Wu, 2023).

Labor turnover has become a significant issue in the service sector as a result of its reliance on the "human factor". Due of the moral and financial effects on hospitality businesses, several research have focused on these subjects in the past few decades. Employee turnover's internal and external reasons were explored by researchers like (AlNawafleh, Al-sharari, Ghaith, Al-Ghalabi, & Hamdan, 2022; Martini, Gerosa, & Cavenago, 2023). The research umbrage, bad working circumstances, stress, lengthy research hours with low pay, and subpar training programs were the focus of their concern. The elements influencing employee satisfaction and the organization's responsibility to increase an employee's commitment to the latter (Jiang, Zaman, Jamil, Khan, & Kun, 2023). They made the case that effective training, job advancement, and compensation may raise employee satisfaction with the organization.

According to Bachtiar (2023) the unacceptable high labor turnover rate may influence the association between turnover rates and declines in performance of human capital. Researchers like Akinyemi, George, and Ogundele (2022) claimed that the salary element generated the primary intention for turnover.

Management researchers have devoted a great deal of their research to the topic of employee turnover (Dawley & Andrews, 2012; Hancock, Allen, Bosco, McDaniel, & Pierce, 2013; Jackofsky, Ferris, & Breckenridge, 1986; Maertz & Kmita, 2012; Mitchell, Holtom, Lee, Sablinski, & Erez, 2001). Limiting staff turnover, according to these academics, is essential for corporate success. Understanding the causes and consequences of turnover has been the focus of intense previous research. Predictors include both work-related and unrelated factors (at the person level), supervisor-related factors (at the dyadic level), and other organizational characteristics (at the group level).

Job Satisfaction

Job satisfaction has been described in a variety of ways by various schools of thought. According to Ghaith and Mutia (2019), it is the level of happiness that employees have toward their jobs. Conway, Rosati, Monks, and Lynn (2019) Described it as the amount to which people like or loathe their jobs. As a result, it refers to how employees perceive the connection between what they bring to the table and what they hope to get from their work. According to Van Wyk, Watt (2022), job satisfaction in organizations improves and lowers employee absenteeism and boredom. Additionally, it was said that some of the elements influencing employee satisfaction are demographic characteristics of the workforce (Mutia, Ghaith, & Ahmad, 2017; Pamudiarini, 2022). A person's inner tranquility and pleasure at work are some definitions of job satisfaction.

Job satisfaction is intimately related to the working environment, organizational procedures, and management, claim Meredith et al. (2023). According to Kanchana and Jayathilaka (2023), an employee's overall pleasure at work tends to reflect on how satisfied they are with their jobs. In order to explore how employees in Jordanian five-star hotels responded to high monetary benefits, a non-hazardous work environment, and low monetary benefits, Ghaith and Mutia (2019) constructed a model on job satisfaction by combining behavioral variables. The study demonstrated that several behavioral factors, such as leadership style, dedication, and organizational culture, directly affect job satisfaction and that more rewards do not reduce employee unhappiness.

Organizational Commitment

The connection between employees and employers is found to be defined by working commitments.

Employers can be certain that a worker supports the company mentally, physically, and emotionally by demonstrating dedication (Aggarwal, Jaisinghani, & Nobi, 2022; Ghaith & Mutia, 2019). Due to the labor-intensive nature of the hospitality sector, businesses in this sector work to understand their workers' motivations in order to satisfy them (Mutia et al., 2017). In this context, employee commitment may be a crucial intervening variable (Dharma, 2018; Ranihusna, 2018).

Employees are more likely to be productive and perform at higher levels than those who don't feel valued at work, according to Ghaith and Mutia (2019). The belief that the organization's goals and objectives are justifiable and worthy of one's best efforts is another sign of organizational commitment. As a result, individuals with high levels of organizational commitment are eager to put up significant effort on behalf of the organization and adopt its goals and values (Şentuna, 2015). Furthermore, organizational commitment "strongly influences the quality of work and services and plays a major role in organizational development" (Promsri, 2018). Because of this, people who are devoted to the organization are more inclined to go above and beyond to accomplish organizational goals, which may involve using creativity in the workplace (David, Gidwani, Birthare, & Singh, 2015). According to Suki and Suki (2011), organizational commitment is a reasonably persistent trait among workers and entails enduring reactions to environmental circumstances.

The researchers made the following hypothesis, which is consistent with the objective of the current study:

- H1: Internal marketing has significant effect on job satisfaction.
- H2: Job satisfaction has significant effect on turnover intention.
- H3: Internal marketing has significant effect on organizational commitment.
- H4: Organizational commitment has significant effect on turnover intention.
- H5: Job satisfaction mediate the relationship between internal marketing and turnover intention.
- H6: Organizational commitment mediate the relationship between internal marketing and turnover intention.
- H7: Internal marketing has significant effect on turnover intention.



Fig.1: Research Framework

3. Research Methodology

Sample and data collection

The study employed a quantitative research design strategy and a probability sampling methodology. The sample size was determined by simple random sampling. The target population for this research consisted of doctors, nurses, and administrative employees working at Jordanian private hospitals (44 hospitals), which are in the capital of Jordan (Amman) that provide healthcare services. The minimum sample size according to the statistical tables for unspecified communities was (384) questionnaires (Sekaran & Bougie, 2016). Whereas the number of distributed questionnaires was (500) questionnaires distributed to the study sample. The researchers distributed the questionnaire link through several methods, including E-mail, and used smart applications such as WhatsApp, Instagram, Facebook, social

networks, and personal relationships to help spread the link. The researchers took a number of actions to raise the study's response rate. They began by hand-distributing surveys with a cover letter detailing the study's objectives. Second, they let respondents know that all of their answers would remain strictly confidential. A limited group of staff members who functioned as internal points of contact in each hospital were also used by the researchers.

With a respectable response rate of 80.4%, the final data collection produced 402 questionnaires that could be used for analysis. According to Babbie (1992), "60% of the response is good, 70% is very good, and 80% is excellent." This is a very good response rate. Using SPSS software version 25, a descriptive analysis of the respondent demographics was conducted, and the results were utilized to assess the validity and reliability of the instruments. The data was further cleansed and filtered to get rid of outliers. Using SmartPLS 3.2.9, the measurement and structural model of the research framework were analyzed.

Measurement

A questionnaire had all of the measurement items for the dimensions used in this study, and they were all scored on a five-point Likert-type scale of agreement, with 1 denoting "strongly disagree" and 5 denoting "strongly agree." The 54 items on the instruments, which corresponded to the model's four components, were taken from past investigations. Based on this study's context, the 54 questions were divided into 35 items for IM assessment, which were adopted from F. Al-Fakeh et al. (2023), included 7 items related to rewards, motivations included 7 items, same goes to empowerment included 7 items, employee training included 7 items and 7 items for knowledge sharing. In addition, 10 items for job satisfaction which were adopted from Macdonald and MacIntyre (1997); Al Samman and Mohammed (2021). Whereas organizational commitment had 4 items which were adopted from F Al-Fakeh, Padlee, Omar, and Salleh (2020). At the end, 5 items go for turnover intention which were adopted from Murray and Holmes (2021) and Kuvaas (2008).

4. Data Analysis and Results

This study employed a quantitative methodology using partial least squares structural equation modeling (PLS-SEM) to analyze the hypotheses and assess the mediator and direct effects (PLS-SEM) (Hair Jr, Hult, Ringle, & Sarstedt, 2021). To verify the validity and dependability of the suggested measurement scales, the model underwent structural model and measurement model assessments in two phases (Hair Jr, Babin, & Krey, 2017).

Measurement model analysis

Latent variables and measurement models were utilized to evaluate the model using the SmartPLS program. First, there have been 402 polls in all. the measurement model (external model) will then be used (Hair, Ringle, & Sarstedt, 2011). The validity and dependability of the instruments were evaluated. In contrast to validity, which is the capacity of an instrument to measure the concept it is intended to examine, reliability, according to Sekaran and Bougie (2016), is the consistency with which an instrument evaluates the idea it is planned to evaluate.

We examined the PLS measurement model's internal coherence, as well as its convergent and discriminant validity. The measuring model must fulfill the following prerequisites: According to Tan, Ramayah, and Popa (2017) and Hair Jr et al. (2017), the average variance extracted (AVE) must be at least 0.5 and all item loadings must be more than or equal to 0.7 or 0.6.

Contrarily, convergent validity for validity testing demonstrates whether a particular item predicts a latent variable that it is predicted to measure (Tan et al., 2017; Urbach & Ahlemann, 2010), whereas the AVE evaluates the measure of change that a build captures from its contrasting markers and the sum due to the estimation error (Fornell & Larcker, 1981; Ringle, Wende, & Becker, 2015; Tan et al., 2017). In accordance with SmartPLS version 3.3.2, Table 1 displays the most recent reliable and accurate

measurement model.

Table 1: A Summary of the Reflective Measurements Results

Constructs	Indicators	Convergent validity			Internal consistency reliability	
		Loading	Rho_A	(AVE)	Composite reliability	Cronbach's alpha
		>0.60	>0.50	>0.50	0.70-0.90	0.60-0.90
<i>Turnover Intention (TI)</i>	TI1	0.887	0.912	0.720	0.928	0.902
	TI2	0.910				
	TI3	0.826				
	TI4	0.860				
	TI5	0.751				
<i>Job Satisfaction (JS)</i>	JS1	0.770	0.891	0.545	0.905	0.881
	JS3	0.831				
	JS4	0.652				
	JS5	0.759				
	JS6	0.686				
	JS7	0.707				
	JS8	0.710				
<i>Organizational Commitment (OC)</i>	OC1	0.804	0.771	0.665	0.856	0.752
	OC2	0.867				
	OC3	0.773				
Internal Marketing (IM)						
<i>Rewards</i>	R1	0.917	0.951	0.769	0.959	0.949
	R2	0.920				
	R3	0.823				
	R4	0.833				
	R5	0.906				
	R6	0.910				
	R7	0.822				
<i>Motivations</i>	MOT1	0.935	0.918	0.746	0.936	0.912
	MOT2	0.913				
	MOT3	0.743				
	MOT4	0.904				
	MOT5	0.806				
<i>Empowerment</i>	EMP1	0.910	0.935	0.834	0.953	0.934
	EMP2	0.915				
	EMP3	0.913				
	EMP4	0.916				
<i>Employee Training</i>	ET1	0.769	0.901	0.625	0.921	0.900
	ET2	0.833				
	ET3	0.757				
	ET4	0.792				
	ET5	0.772				
	ET6	0.793				
	ET7	0.816				
<i>Knowledge</i>	KS1	0.749	0.850	0.569	0.888	0.848

Sharing	KS2	0.739				
	KS3	0.738				
	KS4	0.756				
	KS5	0.735				
	KS6	0.806				

The findings of the validity and reliability assessments of the measurement model are shown in Table 1. Table 1 demonstrates that while the remaining items all had factor loadings of at least 0.6, nine items (MOT6, MOT7, EMP5, EMP6, EMP7, KS7, JS2, JS10, and OC4) were excluded due to low factor loadings. The statistics also show that all structures' CR values, ranging from 0.856 to 0.959, were higher than the threshold value of 0.7. This demonstrates the validity of the study's measuring approach (Hair, Hult, Ringle, Sarstedt, & Thiele, 2017). The measuring model's convergent and discriminant validity were also assessed. The convergent validity of the measures was approved with AVE values above the acceptable threshold of 0.5 and in the range of 0.545 to 0.834 (Hair et al., 2017).

When item loading is intended to favor one construct over another, discriminant validity is established. Researchers assessed discriminant validity by comparing the AVE values of the square roots of the two components of each concept to each other (Fornell & Larcker, 1981). As seen in Table 2, there is a stronger association between any idea and itself than between any other constructs. This demonstrates that the condition for discriminant validity was met by all constructs, which is acceptable. The measurement model can therefore be said to be valid and reliable. This led to the validation and trustworthiness of the instrument's data.

Table 2: Fornell-Larcker Criterion

Construct	ET	EMP	JS	KS	MOT	OC	R	TI
Employee Training	0.791							
Empowerment	0.099	0.913						
Job Satisfaction	0.355	0.256	0.738					
Knowledge Sharing	0.719	0.007	0.295	0.754				
Motivations	0.282	0.171	0.668	0.236	0.864			
Organizational Commitment	0.244	0.304	0.454	0.218	0.569	0.816		
Rewards	0.445	0.259	0.640	0.361	0.598	0.772	0.877	
Turnover Intention	0.302	0.231	0.510	0.266	0.590	0.766	0.666	0.849

In SmartPLS, the discriminant validity of the measurement model was evaluated using a particular sort of criterion called the Heterotrait-Monotrait Ratio (HTMT). This is a novel method for investigating the discriminating power of latent variables. The required threshold value of 0.85 or (Gold, Malhotra, & Segars, 2001) HTMT.90 must not be reached by the HTMT values, according to (Kline, 2015), The required threshold value of either 0.85 or 0.90 for the HTMT values must be met. However, to ensure the validity of the discriminant, the confidence interval for the HTMT analysis must not accept a count value of 1 on any of the components (Henseler, Ringle, & Sarstedt, 2015), The findings of the HTMT criterion are shown in Table 3, and it is clear that all of the latent constructs' HTMT values fell below the threshold value of 0.90 (Purwanto, 2021). These values ranged from 0.043 to 0.895 for the variables in the overall model. According to Henseler et al. (2015), this result showed that each latent concept assessment was 100 percent discriminant.

Table 3: The HTMT Criterion

Construct	ET	EMP	JS	KS	MOT	OC	R	TI
Employee Training								
Empowerment	0.108							
Job Satisfaction	0.387	0.275						
Knowledge Sharing	0.814	0.043	0.334					
Motivations	0.313	0.185	0.868	0.269				
Organizational Commitment	0.280	0.359	0.893	0.261	0.677			
Rewards	0.480	0.274	0.887	0.397	0.642	0.891		
Turnover Intention	0.338	0.249	0.786	0.302	0.646	0.895	0.717	

Analysis of structural models

The structural model is made up of the constructs or latent variables as well as the pathways that connect them (Hair et al., 2017). Figure 2 depicts the structural model's schematic diagram, which begins with (IM, JS, OC, and TI). The seven hypotheses offered in the paper define the direction of the arrows connecting the constructs. The standardized estimate for the investigation's structural model is depicted in Figure 2, which also shows the direct correlation between IM and TI as well as the mediating effects of JS and OC on the relationship between IM and TI. The coefficient of path values, which ranges from -1 to +1 and represents the strength of any relationship between two objects, is more accurate (Hair et al., 2017).

Memon et al. (2021), found that the critical values for significance in 2-tailed tests were p10% (1.64), p5% (1.96), and p1 (2.58); as is customary, marketing researchers selected a significant threshold of p5%. According to Hair et al. (2017), one way to tell if a route coefficient deviates significantly from zero is to look at the bias-corrected bootstrap confidence intervals (lower limit, upper limit). The estimated path has a considerable impact if the confidence interval for the path coefficient excludes zero (Hair et al., 2017). The structural model results for this study are shown in Table 3 after the researchers ran 5000 subsamples with a replacement from the bootstrap cases like the initial batch of 402 data.

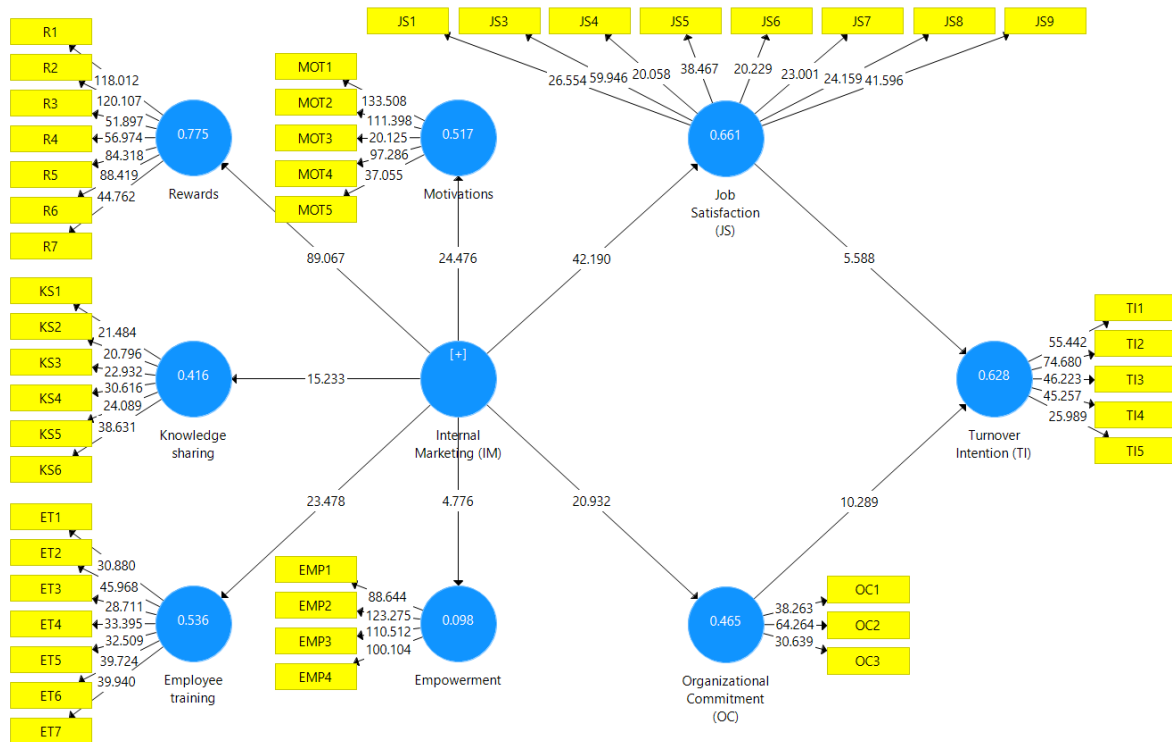


Fig.2: Results of the Structural Model

Table 4: Summary of the Results of the Structural Model

Hypothesis	Relationship	Indirect effect (β)	S. Error	t-Statistic	P Values	Confidence Interval (BC)		Decision
						LL	UL	
H1	<u>Direct Relationship</u> IM→JS	0.813	0.019	42.190	0.000	0.767	0.845	Supported*
H2	<u>Direct Relationship</u> JS→TI	0.307	0.055	5.588	0.000	0.201	0.415	Supported*
H3	<u>Direct Relationship</u> IM→OC	0.682	0.033	20.932	0.000	0.608	0.739	Supported*
H4	<u>Direct Relationship</u> OC→TI	0.535	0.052	10.289	0.000	0.429	0.632	Supported*
H5	<u>Indirect Relationship</u> IM*JS→TI	0.250	0.045	5.547	0.000	0.163	0.338	Supported*
H6	<u>Indirect Relationship</u> IM*OC→TI	0.365	0.043	8.555	0.000	0.280	0.445	Supported*
H7	<u>Direct Relationship</u> IM→TI	0.614	0.030	20.246	0.000	0.548	0.668	Supported*

Note: Significance level at * $p < 0.01$, (two-tailed). UL, upper limit at 95% confidence interval; LL, lower limit at 5%, BC, bias corrected.

5. Discussion

In this study, can be seen in Table 5, the path coefficients of IM were shown to significantly correlate with JS (direct effect). (IM→JS, $\beta=0.813$; t-value of 42.190), this result supported hypothesis H1, the result is consistent with the work of (Almaslukh, Khalid, & Sahi, 2022; Helmi et al., 2022; Yi, Cho, & Amenuvor, 2023). In addition, the second hypothesis results showed that this relationship was found statistically significant at $p<0.01$, which indicated support for H2, This hypothesis's results are consistent with past researchers' findings (Asriani & Riyanto, 2020; Chavadi, Sirothiya, & MR, 2022). Consequently, the results showed that the relationship between IM and OC was found statistically insignificant at $p>0.01$ which means H3 was supported, this is consistent with the work of (Askari, Abbaspour, & Rashidi, 2020; Ismail & Sheriff, 2017). Thereby, the bootstrap results of the H4 for this study, indicated that the direct effect (OC→TI, $\beta=0.535$, t-value of 10.289) was significant at $p<0.01$. Pratama, Suwarni, and Handayani (2022) and Ekhsan (2019) also found a strong relationship between organizational commitment and turnover intention. The results also showed that there was significant effect of the mediation test for JS on IM and TI at $p<0.01$ confidence interval (LL= 0.163, UL= 0.338), which means an estimated path coefficient was not included zero in between and that indicates the relationship of IM*JS→TI does support, scholars have cited job satisfaction as the best predictor between internal marketing and turnover intention (Chan & Ao, 2019). In addition, the results showed that the same for H6, and these results are supported by some of the relevant previous studies conducted by (Boudlaie, Nik, & Kenarroodi, 2020). At the end the relationship between IM and TI was found statistically significant at $p<0.01$ which means H7 was supported, the results of previous relevant studies were among others conducted by (Boudlaie et al., 2020; Mohammad, Alshura, Al-Hawary, Al-Syasneh, & Alhajri, 2020).

This study adds a great deal to the body of literature by shedding light on the connections between organizational commitment, work satisfaction, turnover intentions, and internal marketing in the particular setting of private hospitals in Jordan. The study adds to our understanding of how internal marketing techniques affect turnover intentions, especially among healthcare professionals, by providing empirical evidence and comprehensive insights. Furthermore, the validation of comparable

correlations in Jordan's private healthcare facilities emphasizes the findings' worldwide applicability and their significance in a range of business contexts. As such, this study adds to the current discussion around turnover intention and highlights the possibility of using internal staff motivation to raise retention rates in healthcare environments.

The study's conclusions also apply to hospital management, highlighting how critical it is to give internal marketing initiatives aimed at medical professionals—especially physicians—top priority. Administrators are encouraged to regularly evaluate and adjust retention methods in light of the influence internal marketing has on physicians' opinions of their job and their intention to leave. To empower doctors and boost their retention incentive, specific ideas include putting in place feedback mechanisms, fostering a friendly work atmosphere, and include doctors in decision-making processes. Furthermore, providing internal and external training programs can boost staff confidence and skills, which will ultimately improve patient care and lower turnover rates.

Although this study provides insightful information, it should be noted that it has various limitations. First off, more research in other areas and among different kinds of healthcare institutions is necessary because the emphasis on Amman's private hospitals might not adequately represent the diversity of healthcare environments throughout Jordan and the Middle East. Furthermore, the study's cross-sectional methodology makes it more difficult to determine the causal linkages between organizational commitment, job satisfaction, internal marketing, and intention to leave the organization. To gain a deeper understanding of the long-term impacts of internal marketing initiatives, future research should take into account experimental or longitudinal approaches.

Furthermore, in order to overcome the constraints of the study's focus and methodology, more actionable recommendations for hospital administrators might be created. Providing more detailed and practical advice for putting internal marketing strategies into practice that are suited to the particular requirements and difficulties of various healthcare facilities may fall under this category. Furthermore, one of the most important ways to improve job satisfaction and organizational commitment is to promote an environment where employees feel empowered and involved in decision-making. Insights into lowering turnover rates and enhancing organizational outcomes in healthcare settings can be gained from future research by resolving these limitations and expanding on the study's findings.

6. Conclusion

This study makes an important empirical contribution by advancing understanding of factors linked to staff turnover in Jordanian private hospitals. Findings confirm implementing internal marketing strategies focused on rewards, empowerment, training and knowledge sharing can reduce turnover intentions through heightened job satisfaction and organizational commitment. This emphasizes the need for hospital managers to actively gauge employee perceptions and implement tailored policies that continually engage and motivate staff. While this study exclusively focused on private hospitals in Amman, comparisons across public sector institutions and regions of Jordan could reveal nuanced insights. Additionally, incorporating other potential antecedents into the predictive turnover model such as work attitudes, leadership style or organizational justice would be valuable. Testing the frameworks longitudinally would also substantiate the consistent signaling effect of job satisfaction and commitment on voluntary exit. This research equips hospital administrators with instrumental knowledge on levers to boost retention, though expanded study contexts and predictive factors would further enrich practical guidelines for combating debilitating staff turnover.

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