



RESEARCH ARTICLE

The Impact of Internal Marketing on Service Excellence in the Egyptian Public Healthcare Sector: The Moderating Role of Job Retention

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ABSTRACT

The purpose of this research is to examine the relationship between internal marketing and service quality in Egypt's healthcare industry, as well as the moderating effect of employee retention. In order to motivate and retain workers, cultivate a customer-focused culture, and enhance service quality, it is essential to engage in internal marketing, which entails seeing employees as internal consumers. When it comes to improving employee happiness and work-life balance, internal marketing tactics are crucial. Service quality and customer satisfaction are negatively affected by personnel turnover. Healthcare providers in Egypt may benefit from this study since it examines the connection between internal marketing strategies, employee happiness, and service performance. This quantitative cross-sectional research looks at the connections between internal marketing strategies, employee retention, and outstanding customer service. The study's entire population consisted of 450,000 healthcare personnel, and data was collected from Egyptian public hospitals via a questionnaire. Problems with staff retention and poor service quality are widespread in Egypt's healthcare system. Employee retention and service quality are favorably impacted by internal communication, training, and incentives, according to the study. Employee retention rates, service quality, and the advancement of Egypt's healthcare industry may all be improved via the use of efficient internal marketing strategies, according to the results. Managers, according to the study's results, should prioritize creating a work environment that respects and helps its people in order to improve productivity.

INTRODUCTION

Over the years, internal marketing is emerging in international business as a strategy for managing and bringing change inside the organization. The term internal marketing could be defined in its context as employees are perceived as internal buyers within this kind of marketing (Jalilvand et al., 2019). The organization aims to encourage its employees to exceed the normal working of the organization by ensuring that it provides equal attention to the needs of its employees and the needs of its customers (Berhane, 2021).

This means that internal marketing is one of the main tools for companies with an aim to improve the engagement, retention, and motivation of their employees. Traditionally, marketing has concentrated on engaging external parties with a view to producing sales; this is in light that the aim of this industry has always been customer retention possible (Kanyurhi and Akonkwa, 2016). A growing number of studies are proving that successful companies equally support their marketing adaptation efforts by 'building' up the inside. Since the employee turnover rate incurs costs and has adverse effects to all firms, internal marketing aims at creating appropriate employees with customer orientation. From human resource planning and management of enterprise point of view, it is also viewed as a managerial concern (Qiu et al., 2022).

In public health, service quality is how health service users assess the services rendered post-purchase against expectations of the services prior to buying (Fiala, 2012). It is a metric that public health patients deploy to self-rate their level of satisfaction with the services offered to them (Gounaris, 2008). One of the constitutional rights under the Egyptian constitution is the right to adequate and proper health care services, which it is the responsibility of the Egyptian government to guarantee provision to its people.

Public health services are critical and therefore should be well rendered because in most cases for Egyptians, these are the only possible sources of medical care. Thus, gratifying employment and stimulation of internal marketing may be associated with the provision of high-standard public health interventions (Madhomu, 2017). In order to improve the quality of care, service providers apply internal marketing strategies that are designed to increase the level of satisfaction among the staff (Ismanu, 2019). (Ali, 2016), The phrase "job satisfaction" is used to represent both the feelings that an employee has concerning his work and the behavior changes that follow such feelings toward work situation (Pramezwarly et al., 2022).

The tripartite "efficient operation of healthcare service, delivery of high-quality care, patient satisfaction" compose the three pillars of healthcare service excellence – a dilemma. One of the most important factors in creating high standards of service provision is personnel who are well-trained and motivated to support the principles and vision of the company. Internal marketing can help motivate and create the right thinking and action of the workers to the level of service excellence desired by the organization (Berry, 1981).

The healthcare industry in Egypt is posed with unique obstacles in the pursuit of excellence due to the variable quality of services provided by the public and private service providers, scarcity of resources as well as differences in the expectations and demands of the patients. One of the problems that internal marketing may help address is the creation of a culture of continual improvement, whereby more staff members hold themselves accountable for providing high-quality care and where there is a greater focus on working together (Tsai & Tang, 2008; WHO, 2021).

For this reason, this study seeks to provide a model of the suitable marketing strategies that the healthcare providers in Egypt should implement in order to enhance the quality of patient care, augment the spirit of services, and change the way business is done completely due to an effective relationship between internal marketing techniques, employee retention, and service quality. In order to enhance their competitiveness as well as the growth of the healthcare industry in Egypt, healthcare organizations need to put into practice the recommendations made in this study.

Problem statement

Challenges of retaining staff and substandard service provisioning are common for many other countries apart from Egypt's healthcare system. In relation to the challenges faced by healthcare, this is the very high turnover of healthcare workers accompanied by the demand for high-quality service.

A high turnover rate exists among Egyptian healthcare professionals due to poor work environment, poor remuneration, lack of career growth, and lack of appreciation (El Shaarawy et al., 2019). Retention of the employees in this sector is usually very critical owing to the shortage of skilled labor which aggravates the circumstances more (Butt et al., 2023).

The service quality delivered by Egyptian healthcare institutions has a large impact on the satisfaction of the patients and health outcomes (Huntington et al., 2010). It is therefore very important that people with a positive attitude towards service provision as well as excellent health care delivery are engaged so as to achieve service operational excellence (El-Gilani et al., 2020). There are many chances where internal marketing strategies can have a phenomenal impact on the engagement and happiness of employees and ultimately on the service the employees provide.

The goal of internal marketing is to create a healthy organization focused on its basic task, which is to ensure the needs, desires, and satisfaction of the employees, and the internal customers (Kotler et al., 2006). By applying internal marketing approaches, healthcare organizations can improve the employees' morale, loyalty to the organization, and job satisfaction. This is likely to result in better retention rates of employees and better quality of services offered (Hussien and Fekry, 2018).

LITERATURE REVIEW

1. Internal marketing and service excellence

Internal marketing is valued as gleaned out of the point of view that human resource management is key to delivering high-quality services. Enhancing the effectiveness of the select service marketing order attracts the company to a strategic dilemma. To address this challenge, internal marketing is critical as employees tend to stay in organizations that they enjoy working for. For organizations aspire to achieving high returns, there is usually no compromise on quality.

Another group of people, not strictly external customers and employees, are the customers of a company within its own walls, this time it is the customer service employees of the firm, that is why internal marketing becomes more and more used as a means of providing superb customer service. The most significant factor within the service product which the worker considers towards the commercial success of the service's offerings permeability, this relates a lot to the worker towards the client aspects (e.g., Soni et al., 2018).

As far as what the researcher could identify, very few studies have been done specifically on the links between internal marketing and service excellence (c.f. (e.g., Soni et al., 2018)). Regarding the role of internal marketing, Soni et al. (2018) concluded that internal marketing explains 22% of the variance in forecasting service quality. These variables work synergistically, add value to the organization and ensure high service quality, as evidenced by the strong positive correlation between parameters of internal marketing of services and marketing excellence of the services offered.

Academics have highlighted the link between internal marketing and improved service delivery. Therefore, Mohammed (2022) observes that besides establishing brand loyalty among the customers, internal management works on understanding the customers' needs training and involvement of the employees, and progressive activities. These factors can lead to greater service quality and relationship marketing. Tansuhaj (1988) examines the relationship between different forms of external marketing, more particularly its traditional aspects as external market communication and positioning of the firm and internal marketing practices such staff recruitment, training, motivation, and communication. As Khan (2010) observes, an organization may gain advantages through the adoption of service excellence practices. One important aspect in this regard is treating employees as customers themselves in order to drive them. This says, brings about better services to the customers. In order to achieve the goal of being able to consistently and adequately

deliver service value to customers, there is a need for internal marketing Tiarin Butaney (2015) a concept that operates before the external form of marketing comes into play.

Soni et al. (2018) mention, in their article that internal marketing and service marketing excellence have a positive and significant relationship in both organized retail as well as hotel industries in their research. This reinforces the fact that service organizations can adopt internal marketing strategies in a bid to improve the quality of their services. In their research conducted by Aburoubetal., (2011), internal marketing strategies were found to increase both the satisfaction and the quality of the services offered in Jordanian commercial banks. There were strategies adopted relating to reculturation, hr development, incentive schemes, and motivation. This evidence indicates that service organizations can adopt the use of internal marketing practices in developing a service culture that recognizes and rewards high performance. Internal marketing activities, such as motivation, training, and development of staff, positively impact on the quality of services and customer satisfaction in small and medium-sized enterprises (SMEs) firms. According to research done by Khan, H, 2010 . This implies that it is possible to internal herding marketing strategies in a service organization by increasing the interest and motivation of the employees, which will eventually increase the services offered to the customers happily. Therefore, the subsequent theory was formulated.

H1: There is a significant effect of practices of internal marketing on service excellence.

2. Internal marketing on job retention

In industries like healthcare, where work-life balance and employee happiness are of the utmost importance, the complex link between internal marketing and job retention is a topic of great interest.

In order to encourage people to feel like they belong and advance in their careers, employee development is essential. When companies invest in their employees' education and career growth, it shows in how happy and fulfilled those workers are in their work. Because they are respected and can see a clear route to progression, workers are more likely to stay with a company that has an effective employee development program (Bibi et al., 2018).

Having the backing of upper management is critical when trying to cultivate a pleasant workplace. Staff members are more inclined to stay with the company if they believe their bosses care about them as individuals. Research has shown that when employees feel supported by their business, it leads to higher levels of work satisfaction and lower inclinations to leave (McElroy et al., 2023). Participation in decision-making, frequent feedback, and public acknowledgment of accomplishments are all ways this support may show itself.

Earnings are a cornerstone of contentment in one's work. An increase in job satisfaction and a decrease in plans to leave an organization are both indicators that workers are getting a fair wage for their efforts. Pay satisfaction is a strong indicator of total work satisfaction, which in turn affects employee retention, according to research (Tanwar, 2016). Paying competitive wages is crucial for any industry, but especially healthcare, where talent is in high demand.

A trustworthy and open work environment may be created via well-executed internal communication. Employees have a greater sense of engagement and belonging in their job when they are kept apprised of company changes, policies, and accomplishments. Helping workers with career guidance, reasonable expectations, goal setting, and a consistent method to communicate and deliver feedback all contribute to increased productivity in the workplace. When it comes to keeping employees, this method works (Lechermeier et al., 2020). Research also shows that effective methods of internal communication may boost morale and cut down on plans to leave the company (Jacobs et

al., 2016; Nguyen and Ha, 2023). Staff members are more likely to get invested in the success of their company if they are kept well-informed and have opportunities to contribute.

There is a strong correlation between internal marketing and employee retention in the healthcare industry. An organization's retention rate may be impacted by its internal marketing efforts, which aim to increase employee happiness and work-life balance (Mohammad et al., 2020).

This served as the basis for the following hypothesis:

H2: There is a significant effect of practices of internal marketing on job retention

3. Job retention and service excellence

Achieving service excellence in businesses relies heavily on job retention. The efficiency and quality of a company's work might suffer from high personnel turnover rates (Michael and Fotiadis, 2022). Many companies place a premium on retaining bright workers because of the good impact they have on increasing overall productivity (Sawanehand Kamara, 2019). Organizational performance depends on low turnover, but there may be declining marginal gains at a certain point in terms of improved turnover reduction [32]. In the hotel business, Azizand Wahiddin (2010) discovered that staff turnover negatively affects service quality and client satisfaction (Karand Misra, 2013). This shows that service firms may achieve service excellence by focusing on lowering staff turnover and improving service quality. This served as the basis for the following hypothesis:

H3: There is a significant effect of Job retention and service excellence

4. The meditation role of job retention

Such is the case, particularly in the healthcare sector where internal marketing directly relates to service quality levels of a firm. A customer's level of support, searching for employee retention especially when internal marketing campaigns aims to achieve delivering high-quality service for the client, becomes more critical.

Trying to motivate, engage, and lead the employees of an organization toward its goals and objectives, which consider employees as consumers, is the core of the internal marketing concept. This is referred to as the internal marketing strategy, which includes opportunities for professional growth, support from top management and good remuneration, as well as proper communication channels (Ahmed & Rafiq, 2003). When these strategies are well applied, there is a positive environment which in turn leads to satisfaction and loyalty of employees.

Internal marketing aims at capturing employees' values and working with exact targets, this is especially important in sectors such as healthcare since poor quality in these services leads to poor health outcomes. The health care workers' services also mean Econ services and there are various strategies that health facilities adopt to enhance the internal marketing aspect of the organization. A healthcare institution's performance is positively dependent on how much information, care, and remuneration it yields to its healthcare personnel (Johnston, 2004).

Healthcare companies are forced to recruit and train nurses, and other professionals due to the occupational level of these workers, so the retention of personnel for an organization is one of the vital attributes. Employees are happy and satisfied with their work to the extent that they refrain from seeking out places to work for employment elsewhere (Hancock et al., 2013).

The retention of employees in the firm is the aim of the internal marketing strategy. Employees of CORPORATION NAME are also likely to stay in an organization due to potential growth, assistance, reasonable pay, and communication purposes (Aldabbas et al., 2023).

Maintaining a stable group of workers makes it possible to optimize two aspects: improve the patient's turnover costs and help the staff to acquire better patient contacts and experience. For

example, the sales reps who have been in the firm long enough understand the various clients and their needs thus making it easier for them to offer the appropriate services (Yee et al., 2008).

Retention of workers in every industry is crucial, but it is mainly of the essence in service-based occupations like healthcare where the quality of service offered has to stay the same within the employees and across the organization. For one, the public service has its own challenges with the retention of talented employees. High turnover may lead to personnel deficiency, additional training expenses, and discontinuities in patient services (Osei et al., 2023).

Qualified healthcare workers may be retained by healthcare organizations through well-planned internal marketing programs which include CPD, management support, fair remuneration, and communication. Worker retention and service delivery in healthcare organizations are enhanced by creating a conducive and favorable work atmosphere (Al Sabei et al., 2020).

This so far is the most quantitative research that has been done on the internal marketing concept. It has been established that there is a relatively positive relationship between internal marketing and employee retention with a few exceptions. For instance, considering Tsai and Tang’s research done in 2008 internal marketing strategies such as training, communication, and management support made staff more satisfied and willing to stay, which in turn improved service delivery within the hotel industry. Paul & Sahadev, (2018) showed that healthcare organizations may enhance patient care through internal marketing by decreasing employee turnover rates and increasing employee dedication to the organization, especially.

This study also shows that the effectiveness of internal marketing in enhancing service delivery as well as customer satisfaction is very much contingent upon the level of employee retention. Where organizations are able to effectively keep hold of their employees, it puts them in a better position to be able to meet and maintain a high standard of service delivery.

When evaluating the impact of internal marketing on the quality of services offered, employee retention is considered to be one of the crucial linkages. In a way, especially considering the nature of their businesses, healthcare providers may concentrate on strategies that enhance employee retention whereby a stable workforce is enabled to offer top-notch services. This motivated the following hypothesis:

H4: Job retention mediates the relationship between internal marketing and service excellence

The conceptual framework of the study is illustrated in Figure below.

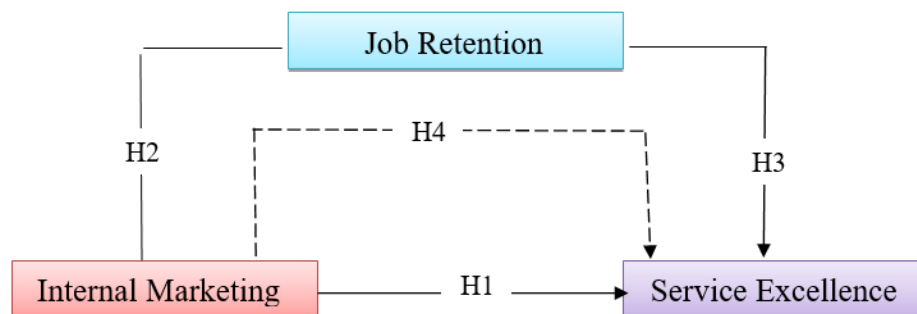


Figure (1): Conceptual framework of the study

Research Hypotheses:

Based on the conceptual framework, the hypothesized model and a review of the related studies and theories, the study hypotheses were formulated as below

H1: There is a significant effect of practices of internal marketing on service excellence.

H2: There is a significant effect of practices of internal marketing on job retention

H3: There is a significant effect of Job retention and service excellence

H4: Job retention mediates the relationship between internal marketing and service excellence

METHODOLOGY

1) Research Design

The links among internal marketing techniques, job retention, and service excellence were examined in quantitative cross-sectional research. Because this study only needed to capture these variables' present states in the healthcare system, a cross-sectional design was the best method to use (Creswell, 2014).

2) Study Population

According to Saunders et al. (2016), if a problem scenario calls for the consideration of any and all objects, events, or individuals, this group is referred to as the research population . The study population for this research consists of healthcare workers belonging to different healthcare institutions in Egypt's healthcare industry. A varied and thorough representation of those directly engaged in the delivery of healthcare services is sought when hiring healthcare personnel, including physicians, nurses, administrative staff, and others in related areas.

A total of 450,000 healthcare personnel were included in the survey, with 326,250 clinical staff and 123,750 other logistic services staff reported by the Central Agency for Public Mobilization and Statistics (CAPMAS)*.

*https://www.capmas.gov.eg/Pages/IndicatorsPage.aspx?page_id=6141&ind_id=2519

3) Sample size

The determination of the sample size was guided by statistical considerations, aiming for a sufficiently large and representative sample to draw meaningful conclusions about the relationships between internal marketing, job retention, and service excellence within the study population.

The sample size is determined using the "Sample Size Calculator"

4) Data Collection

To provide fair representation across various healthcare specializations, departments, and organizational kinds, a stratified random selection approach was used. By removing potential sources of bias from the selection process, this strategy improves the results' generalizability.

Methods: A structured questionnaire was circulated using Google Forms in order to gather data. Job retention (employee happiness, work-life balance), service excellence (delivering the promise, providing a personal touch, going the extra mile, and dealing well with problems and queries), and internal marketing practices (employee development, management support, pay satisfaction, internal communication) were the three parts of the questionnaire (Dillman, Smyth & Christian, 2014).

To fine-tune the questionnaire and guarantee its validity and reliability, a pilot test was carried out with a small subset of the sample (40 respondents) prior to complete deployment(Bryman & Bell, 2015).

5) Measurement Development

As shown in Table (1), the following factors were the focus of the internal marketing measurement instruments: management support, staff development, pay satisfaction, and internal communication. These dimensions were derived from previously validated measures in the literature. As a means of gauging job satisfaction and work-life balance, the items in question were based on well-established measures used in earlier research (see to Table (1)). Delivery of Promises, Personal Touch, Exceeding Expectations, and Efficient Resolution of Issues and Questions We used Johnston's Model to Evaluate Service Excellence. (see, Table (1)).

Table (1) describes the variables of the study and sources used for constructing the measures

Table (1): instruments used for exploring the variables

Type of the variable	Variables	Dimensions	References
Independent variable	Internal marketing (IM)	Employee development	Tsai and Wu, 2011, Ali et al., 2014, Joung et al., 2015, Bohnenberger et al., 2019, Huang, 2020; Albassami et al. (2015), Moreira Mero et al., 2020, Mulli, 2020
		Management support	
		Pay satisfaction	
		Internal communication	
Dependent variable	Service Excellence (SE)	Delivering the promise	Davidow, 2003; Johnston, 2004; Gouthier et al., 2012. ; Asif, 2015; Gillani et al., 2016
		Providing a personal touch	
		Going the extra mile	
		Dealing well with problems and queries	
Mediator variable	Job retention (JR)	Employee satisfaction	De Sousa Sabbagha et al., 2018, Naim et al., 2018, Mulli, 2020, Berhane, 2021
		Work/Life Balance	

6) Data analysis and procedures

We summarized the respondent's demographic information using frequency and descriptive analyses. The demographics of the respondents are shown in Table 1. There were a total of 423 respondents. At 295 people, or 69.7 percent of the total, the respondents were female. At 128 people or 30.3.3 percent of the total, the respondents were male. Of them, 201 (47.5%) were in the 31–40 age bracket, while 105 (24.8%) were in the 18–30 age bracket. Respondents' roles varied, with 307(72.6%) being in clinical work, 88(20.8%) in administrative work, and 28(6.6%) in logistics. A total of 136 individuals (32.2%) had less than 5 years of experience, 160 individuals (37.2%) had 5-10 years, and 127 individuals (30.0%) had more than 10 years of experience.

Table 2: Profile of the respondents

		Frequency	%
Gender	Male	128	30.3
	Female	295	69.7
Age	18-30 years	105	24.8
	31-40 years	201	47.5
	41-50 years	90	21.3
	> 50 years	27	6.4
Occupation	Clinical staff	307	72.6
	Administration	88	20.8
	Supporting staff	28	6.6
Experience	<5 years	136	32.2
	5-10 years	160	37.8
	>10 years	127	30.0

To test a theoretically proposed model, the structural equation model (SEM) was employed [46].

In order to estimate the associations between the model's variables, the suggested model was used. The calculated values showed the strength, moderateness, or weakness of the relationships between the variables. We used IBM SPSS Amos 22 to investigate the theoretical links that we had postulated.

Data Analysis

Summary of Demographics: To summarize the demographics of the sample, descriptive analyses were performed (table 1). Excellent internal consistency reliability was shown across all three constructs, with Cronbach's alpha values ranging from 0.935 to 0.963. The items within each construct are very consistent, since these values are more than 0.7, which is the conventional criterion for dependability (Hair et al., 2010; 2020).

For the three constructs, the KMO measures of sample adequacy varied between 0.797 and 0.833, while the Bartlett's Test of Sphericity (χ^2 , p) values varied between 355.0, $p < 0.001$ and 747.552, $p < 0.001$. With KMO values higher than the 0.5 cutoff and significant p-values from Bartlett's test showing that the correlation matrix is not an identity matrix, these findings show that the data is suitable for factor analysis (Field, 2024).

In Table 2 you can see the results. Data validity and dependability are shown by the acquired values for the Fit indicators being greater than the minimal threshold. This paves the way for further data analysis. The factor analysis findings demonstrate the stability and correct delimitation of the investigated constructions from one another (Pop and Pelau, 2017).

All three structures had item loadings between 0.585 and 0.935. There is substantial convergent validity since all of these loadings are more than 0.5, which means that each item contributes considerably to its own construct (Fornell& Larcker, 1981).

Among the constructs, Internal Marketing (IM) had an AVE of 0.548, Job Retention (JR) of 0.728, and Service Excellence (SE) of 0.692. A construct-to-error ratio (AVE) greater than 0.5 guarantees convergent validity [50] since it captures more variation than the error variance. Lastly, with eigenvalues of 11.560 for IM, 6.898 for JR, and 15.13 for SE, the corresponding constructs explained

72.248%, 69.88%, and 60.058% of the variance, respectively. Confirmation of the constructs' dimensionality and relevance is further provided by eigenvalues larger than 1.0 and substantial percentages of explained variance (Kaiser, 1960). The direction and intensity of correlations between variables were measured using the Pearson or Spearman Correlation. The impact of internal marketing on employee retention and service quality was investigated using multiple linear regression. One way to find out whether internal marketing and service excellence are mediated by employee retention is to conduct a mediation analysis. A method for modeling structural equations: Using structural equation modeling (SEM) in IBM SPSS AMOS, we tested the predicted correlations among internal marketing, employee retention, and service quality. Internal marketing and service excellence are related, and this method helped evaluate their direct and indirect benefits, as well as the mediation function of employee retention (Schumacker& Lomax, 2016).

Table 3: Results of validity and reliability for the constructs

Construct	Items	Item loading	AVE	α^1	KMO ²	X ² , df, p ₃	Eign-value	% variance
Internal marketing	IM1	.785	0.548	0.955	0.833	571.354, 120, 0.00	11.560	72.248%
	IM2	.735						
	IM3	.722						
	IM4	.803						
	IM5	.703						
	IM6	.755						
	IM7	.838						
	IM8	.765						
	IM9	.766						
	IM10	.757						
	IM11	.837						
	IM12	.863						
	IM13	.782						
	IM14	.844						
	IM15	.793						
	IM16	.207						
Job retention	JR1	.889	0.728	0.935	0.803	355.0, 28,0.00	6.898	69.88%
	JR2	.912						
	JR3	.838						
	JR4	.935						
	JR5	.851						
	JR6	.678						
	JR7	.710						
	JR8	.840						
Service Excellence	SE1	.585	0.692	0.963	.00.797	747.552, 190, 0.00	15.13	60.058 %
	SE2	.732						
	SE3	.819						
	SE4	.827						
	SE5	.872						
	SE6	.822						
	SE7	.784						
	SE8	.728						
	SE9	.780						
	SE10	.625						
	SE11	.758						
	SE12	.712						
	SE13	.746						

Construct	Items	Item loading	AVE	α^1	KMO ²	X ² , df, p ₃	Eign-value	% variance
	SE14	.799						
	SE15	.819						
	SE16	.789						
	SE17	.682						
	SE18	.706						
	SE19	.672						
	SE20	.881						

Table 3: displayed correlations between Service excellence, internal marketing, and job retention. Findings show a significant positive correlation between total internal marketing efforts and service excellence scores ($r = 0.808, p < 0.01$), indicating that stronger internal marketing initiatives align with higher levels of service excellence. This correlation emphasizes the vital role of internal marketing strategies in shaping the quality of care provided within the hospitals.

Similarly, a significant positive correlation is observed between total internal marketing scale and rates of job retention ($r = 0.727, p < 0.01$). This correlation suggests that an increase in internal marketing strategies corresponds with higher rates of employee retention.

Table 4: Correlations between Services excellence and other two variables

		Internal marketing	Job Retention
Service Excellence	Pearson Correlation	.808**	.670**
	Sig. (2-tailed)	.000	.000
	N	423	423

Results regarding the hypotheses of the study

All four of the study's hypotheses were robustly supported by the regression analysis findings (Table 5). An R-value of .808 and a R Squared of .653 demonstrate that Internal Marketing (IM) substantially improves Service Excellence (SE), lending credence to the first hypothesis (H1). An R-squared value of .534 and an R-value of .731 show that IM has a significant positive effect on JR, lending credence to the second hypothesis (H2), which investigates the impact of IM on JR. With an R-squared value of .452 and an R-value of .672, supporting the third hypothesis (H3), we can see that greater JR results in better SE. Lastly, with an R-value of .817 and a R Square of .667, the fourth hypothesis (H4), which examines the combined influence of IM and JR on SE, is well supported. Based on these results, it seems that IM and JR are crucial in generating SE. The p-values for all of these correlations were 0.00, indicating statistical significance.

Table 5: Hypothesis Testing for the Relationship Between Internal Marketing, Job Retention, and Service Excellence

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.	hypotheses
IM → SE	.808 ^a	.653	.652	.47390	0.00	H1 supported
IM → JR	.731 ^a	.534	.533	.59029	0.00	H2 supported
JR → SE	.672 ^a	.452	.451	.59560	0.00	H3 supported
IM+JR → SE	.817 ^a	.667	.666	.46458	0.00	H4 supported

Research utilizing Amos 23 structural equation modeling (SEM) reveals that internal marketing significantly impacts both service quality (standardized estimate = 0.680) and job retention (standardized estimate = 0.731). Also, keeping employees has a direct and substantial impact on providing excellent service (standardized estimate = 0.175). Job retention mediates some of the impact of internal marketing on service excellence; the indirect effect of this effect on service excellence is 0.128.

DISCUSSION

A strong positive link (Pearson link = 0.670, $p < 0.01$) between service quality and employment retention is shown by the study. This robust association suggests that healthcare workers in Egypt are more likely to remain employed when they have a good opinion of the quality of the treatment they get. Workers who have been there for a while usually have a better grasp of what they're responsible for as an organization. With this background, they can do their jobs better and faster, which in turn improves the quality of the service customers get.

Findings from Krekel (2019) corroborate previous research showing a correlation between happy and healthy employees and greater levels of productivity, customer loyalty, and profitability (Miao, 2021). Anecdotal evidence suggests that service industry organizations benefit from having staff with high levels of emotional intelligence, which is linked to contentment on the job and loyalty to the company. Research by Hussien (2021) and others has shown that an emphasis on service excellence in the workplace is associated with reduced turnover and higher levels of job satisfaction and engagement among employees Xuecheng et al. (2022).

Even when thinking about employee retention, it's important to remember that this isn't the sole aspect; other ideas like work design, organizational support, employee empowerment, and retention of jobs themselves must also be taken into account. However, according to a study conducted by Shuck and Reio (2014), which included an online poll of 216 healthcare personnel from the US, Canada, and Japan, the researcher found that staff retention is not the main factor causing service excellence. Recognizing the importance of job retention is crucial, but it is not enough to achieve e-service excellence; other aspects, such as job design, organizational support, and employee empowerment, must also be considered.

This part of the regression study shows that in post-revolution Egypt, internal marketing (IM) is an x-factor that must be present in order to achieve service excellence (SE). A robust positive association, with an R-value of 0.808 and an R-squared of 0.653, is shown by the model fitting summary. Internal marketing techniques explain 65.3% of the variation in service quality. "H1: Internal marketing practices are likely to enhance the service excellence" was verified by the statistical data in the regression model and further investigations. As applied to Egypt's healthcare system, it highlights the value of internal marketing in enhancing service delivery. Several research across various sectors have shown consistent outcomes with these. As an example, Sameer's (2020) primary results show that internal marketing influences service quality in a roundabout way (76%), with the incentive and motivation system being the most significant factor. It follows that internal marketing strategies grounded in the marketing mix also help raise the bar for service quality. Ariane et al.

Client service is directly and significantly affected by the implementation of internal marketing, according to research by Naiem A. et al. (2022). Internal marketing boosts work performance, as explained by Hashad et al. (2023).

A substantial correlation between internal marketing tactics and employee retention was seen in the results of the regression study. In particular, the R^2 value of 0.534 with p -value = 0.000 shows that there is a very high association between internal marketing activities and employment retention; this accounts for 53.4% of the variation in job retention according to the regression model. Therefore,

there is substantial evidence to support the premise that internal marketing techniques significantly impact employment retention.

In a study of 140 unit managers and their assistants at private hospitals in Amman, Jordan, Omar and Shehada (2015) found that internal marketing strategies (such as service culture establishment, development approaches, and rewards and recognition to employees) predicted lower rates of employee retention. Our results are consistent with these findings.

In support of this idea, research by Mohammad et al. (2020) found that healthcare workers' intentions to leave were significantly influenced by internal marketing strategies such as training programs, rewards and motivations, administrative support, and internal communication Mohamed et al. (2024). The regression model for predicting job retention Mohamed et al. (2024) included four factors that were shown to be relevant in the study by Mohamed et al. (2020): remuneration and recognition, training, empowerment, and promotion and career growth. While internal marketing is critical, Parker and Griffin (2011) argued that leadership and job design are equally important in retaining employees, which runs counter to the present results .

A strong correlation coefficient ($R = 0.672$) and R-squared value of 0.452 suggest that fluctuations in JR may explain 45.2% of the variance in SE, demonstrating a positive and statistically significant influence of JR on SE.

Therefore, postulate H3 The idea that employee retention strategies have a major impact on service quality is well-founded.

Research by Amin et al. (2022) in Pakistan's hotel sector corroborated our results, showing that staff retention mediated the connection between internal marketing and service performance [63]. Furthermore, Raquedan and Raquedan (2023) stress the significance of job security in preserving service quality, especially for industrial firms Raquedan and Raquedan, (2023).

On the other hand, other variables may be more important, because Oki (2014) discovered only a small correlation between customer satisfaction and staff retention in Nigeria's hotel business Oki (2014).

Research utilizing Amos 23 structural equation modeling (SEM) reveals that internal marketing significantly impacts both service quality (standardized estimate = 0.680) and job retention (standardized estimate = 0.731). Also, keeping employees has a direct and substantial impact on providing excellent service (standardized estimate = 0.175). Job retention mediates some of the impact of internal marketing on service excellence; the indirect effect of this effect on service excellence is 0.128. So, "job retention is a mediator in the relationship between internal marketing and service excellence" (H4) is correct.

Contrary to our results, Al-Hawary (2013) showed that internal marketing campaigns increase employee dedication and contentment on the work, two factors that are critical for keeping good personnel and delivering excellent service [66]. Ghorbani (2013) found that internal marketing has a beneficial influence on service quality both directly and indirectly, with employee retention playing a significant role in this correlation Ghorbani (2013). To provide evidence for the mediating impact, Tortosa-Edo et al. (2015) investigated the link between internal marketing and service quality via the lens of work satisfaction .

Internal marketing has the potential to increase organizational commitment, which has repercussions for employee performance, according to a study by Osei et al. (2023) in the public service sector. This lends credence to the idea that internal marketing and service excellence are mediated by employee-related variables like as motivation and retention.

However, there is little evidence that work happiness mediates the connection between internal marketing and service quality in the banking industry, according to Kanyurhi and Akonkwa (2016).

CONCLUSIONS

The research on internal marketing concentrates on its influence on employee satisfaction, loyalty, and retention in the healthcare sector in Egypt. The findings indicate that in the Egyptian healthcare sector, internal marketing has a significant positive relationship with service quality and employee retention. Internal marketing strategies are essential drivers of staff satisfaction and quality of service according to the findings. This is important given that retaining an active and committed workforce is important as employee retention is the mediator between internal marketing and service excellence. Therefore, in order to improve the quality of the service, healthcare initiatives should be based on internal marketing strategies.

Investing in employee-oriented activities that increase happiness and commitment comes second after people and structure when it comes to internal marketing by healthcare organizations. It includes continuous work-related education and training, effective organizational communication, and employee appreciation programs. The use of competitive salaries and career advancement is also effective as far as retention strategies are concerned. There must be continuous motivation to maintain high quality to the service offered and also harmonize all the internal marketing activities to the wider strategic marketing plan.

Recommendation:

The study's findings provide several important implications for healthcare managers, particularly regarding internal marketing and its impact on employee retention and service excellence/quality.

- The concept of internal marketing is viewed by managers as a strategic initiative that must be sponsored by management financially. Internal marketing concepts such as training initiatives and effective communication have a positive emphasis on employee satisfaction and commitment. It is therefore evident that the rise of employee satisfaction as a result of internal marketing practices brings about an increase in the level of organizational performance (Rodrigues et al, 2023, p.71). Fund Managers need to improve total performance by adopting the creation and execution of internal marketing plans that seek to address the needs and aspirations of their employees.
- Enhancing training and communication skills for the purpose of enhancement of employee retention: Employees must be well-trained matching their roles if they have to be retained and this requires effort and communication. Both staff members and employees are more effective in performing their roles and achieving the goals of the institution when the two are well understood and constantly communicated about. Studies have indicated that employees are happier with their jobs and are more likely to stay with them if there are adequate job training programs in place 72. Managers have to invest in these aspects if they are to maintain a stable and experienced workforce.
- Improving organizational performance: According to the marketing concepts, work happiness is the key to improving organizational performance. Employees' morale and productivity as well as business outcomes like customer service are enhanced by internal marketing strategies, as noted by Rodrigues et al. (2023). Organizational settings healthcare facilities with supportive work environments are able to enhance the quality of care they provide to patients, and their performance as well.
- A healthy work environment is another way to safeguard, and even improve employees' morale and productivity. A good work environment enables employees to increase their happiness and their productivity simultaneously, campaigns researchers Kim et al. (2019).

Efforts to create a favorable workplace culture should be the priority of managers so as to improve performance.

limitations of the Study:

While the study provides valuable insights, it has some limitations. First, the research is geographically limited to the Egyptian healthcare sector, which may affect the generalizability of the findings to other industries or regions. Second, the study relies on self-reported data, which can introduce biases such as social desirability or recall bias. Additionally, the cross-sectional design of the study limits the ability to infer causality between internal marketing, job retention, and service excellence. Future research could address these limitations by employing longitudinal designs, expanding the geographic scope, or incorporating objective performance measures.

Future research Suggestions:

- Expanding research to other sectors and cultures: The current study focused on the healthcare sector in Egypt, which presents unique cultural and organizational dynamics. Future research should investigate whether similar internal marketing practices have the same effects in other sectors, such as education or hospitality, or in other regions with different cultural contexts. Comparative studies could reveal the extent to which cultural factors influence the effectiveness of internal marketing on job retention and service excellence (Alkhaldeh et al., 2023).
- Exploring additional mediating factors: While the study highlights the mediating role of job retention in the relationship between internal marketing and service excellence, future research could examine other potential mediators such as employee engagement, motivation, or organizational commitment. These additional factors may provide a more comprehensive understanding of how internal marketing affects employee performance and service outcomes. Studies on human resource management often point to multiple mediating variables (such as knowledge sharing and internal communication) that can deepen our understanding of internal organizational dynamics (Al Katheeri et al., 2024; Nguyen, Fry, and Arli, 2024).
- Investigating longitudinal effects: Future studies should adopt a longitudinal design to explore the long-term impact of internal marketing strategies on job retention and service excellence. While this study provides valuable insights based on cross-sectional data, longitudinal research would allow for tracking changes over time and assessing whether the benefits of internal marketing are sustained in the long run (Gelencsér et al., 2023).
- Measuring financial and operational impacts: Another area of potential exploration involves quantifying the financial benefits and operational efficiency gained through internal marketing strategies. While this study focuses on service excellence and job retention, future research could calculate cost savings from reduced employee turnover, as well as improvements in productivity and patient care. Studies in healthcare economics often emphasize the value of cost-benefit analyses when evaluating the impact of organizational strategies, as Singh et al. (2024) pointed out that retention is better than recruitment, hiring, and training new employees in terms of cost as well as continuity of care.
- Examining technological integration in internal marketing: With the growing role of technology in workplace management, future research could investigate how digital tools and communication platforms are integrated into internal marketing efforts. For example, using employee feedback apps, training portals, or internal social networks could enhance job retention and service quality. Research on the role of technology in internal marketing is

currently limited but growing, particularly with the rise of remote and hybrid work environments (Silva, 2019).

Declarations:

Consent for publication

- All writers consented to the content of the text.
- On behalf of all writers, I am pleased to communicate with your Journal. I hope our study is conducted under your esteemed supervision and scrutiny.

Availability of data and material

- All data is available upon request.

Competing interests

- No conflict of interest regarding the publication of this paper.
- No funds were received.

Authors' contributions

- All authors contributed to the design of the work, conception, resource identification, formal analysis, data curation, data interpretation, development of new software used in the work, validation, methodology, and revision.

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