

# Examine the Relationship between Internal Marketing & Internal Service Quality in Saudi Public Hospitals

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## Abstract :

This study aims to determine the relationship between internal marketing and internal service quality ( employee's motivation , employees capabilities development , recruiting appropriate employees , retaining the best employees and effective support system ) of public hospitals working in Riyadh. The study sample consists of 500 customer, and convenience sample is used after pilot study.

Study results proved that there is no statistical relationship between internal marketing and both of recruiting appropriate employees and retaining the best employees. On the contrary study results proved the positive relationships between internal marketing and internal service quality ( employee's motivation , employees capabilities development and effective support system) in Saudi public hospitals working in Riyadh .

Based on the above mentioned results, a set of necessary recommendations was formulated to enhance the relationship between internal marketing & internal service quality.

**Keywords:** Internal marketing , Internal Service Quality , Public Hospitals , KSA .

## 1. Introduction

The internal marketing concept has been introduced at the beginning of 1980s last century, to define and meet the needs of employees as individuals. As a result of intensive competition and service organizations' desire to obtain a specific marketing share, such organizations started to concentrate most of their efforts on improving their services quality, in order to achieve competitive advantage as a result of technological development that led to change consumers purchasing manners , their behavior, and their thinking style. Due to such developments services organizations tried to develop their services and performance directed to fulfill client's needs and expectations. (Gi- Du et al, 2002).

For the purpose of creating and deepening service culture concept among organizations employees, such organizations tried to adopt internal marketing concept in increasing an accelerating form. Although of non agreement on this concept, but there is a belief that internal marketing is the best method to help organization in developing and maintaining service culture concept and introducing new marketing products and activities, these organizations agreed in general that internal marketing final goal is to try to satisfy employees in order to increase and deepening customers' perception of provided service quality (Gi- Du et al, 2002).

The relationship between the internal marketing for service operations based on increasing emphasis on services quality directed to customer in the institution, whereas the consumers simply they did not participate in service product. The participation in producing occur by the front office employees at the time of deal, however, the customer who is buying should understand him\ her by prospective of employees and institution. The health care organizations are consider the most important service constitution that seek to provide a high quality services for customers by focus on the employees ( in that constitution). Therefore this research tries to study the impact of internal marketing on internal service quality in the hospitals, in focusing on public hospitals .

## 2.Study Statement:

Because of increasing degree of competition in Saudi market with private hospitals, and the international quality standards, Public hospitals in KSA are become interesting to provide high quality services that help in attracting and retaining large potential number of customers and keeping the existent customers in light of international & local standards issued by Saudi ministry of health . Therefore the study problem tries to study the relationship between internal marketing strategy on internal services quality in Saudi public hospitals. The study statement is determined through answering the following questions:

- What is the relation between employees motivation and internal service quality in Saudi public hospitals ?
- What is the relation between employees capabilities development and internal service quality in Saudi public hospitals ?
- What are the relation between recruiting appropriate employees and internal service quality in public hospitals in KSA ?
- What is the relation between retaining the employees and internal service quality in Saudi public

hospitals ?

- What is the relation between effective support system and internal service quality in Saudi public hospitals ?

### 3. Study Objectives:

The study aimed to achieve a set of objectives as follows:

- Determine the relation between employees motivation and internal service quality in Saudi public hospitals.
- Determine the relation between employees capabilities development and internal service quality in Saudi public hospitals.
- Determine the relation between recruiting appropriate employees and internal service quality in public hospitals in KSA .
- Determine the relation between retaining the employees and internal service quality in Saudi public hospitals .
- Determine the relation between effective support system and internal service quality in Saudi public hospitals .

#### 3.1 Study Importance:

The study importance stems concurrently with the subject importance it handles represented by internal marketing topic and its impact on internal service quality. Due to topic modernity and its applicable importance for public health sector , as well as human factor importance and its role in improving competitiveness of healthcare services provided to Saudi patients. This study tries to provide concerns parties with marketing information that may be useful in making decisions related to improving provided services .

#### 4. Previous Studies:

Despite extended search of previous studies, it was possible to obtain a set of be important studies that define the relationship between internal marketing and internal service quality:

-(Hawary et al,2013) The aim of the study was to examine the impact of internal marketing practices represented by the empowerment, training, leadership and motivation, on job satisfaction of Jordanian commercial banks. The target population of this study was employees of commercial banks in Jordan. A random sample was selected. The data collection resulted in 203 answers from employees of commercial banks in Amman. Based on the statistical analysis and the values, Training and development has the highest impact on employees job satisfaction followed by Motivation, Empowerment, Communication, respectively. Thus, there is effect of the internal marketing practices on employees job satisfaction. Provided the above results and statistics, and due to the critical economic situation in Jordan, and the expensive cost of living, taking into consideration that the human power is the greatest resource in Jordan, decision makers and managers have to give motivation their full focus and attention in turning their employees into their most reliable and permanent asset. And they have to focus on developing the different skills in the employees and encourage them to be creative and discover their abilities by assigning them in training courses that suit each employee skills or his/her interest.

-(Sadeghloo et al ,2013)The purpose of this study is to investigate the relationship between internal marketing and service quality. The research method in this study was descriptive and correlation method. Sports and Youth offices staff of Golestan province have established statistical population of research that they all participated in the study (N=180). Reliability of questionnaires after a pilot study using Cronbach's alpha test, respectively ( $\alpha=0.84$ ) and ( $\alpha=0.88$ ) were obtained. Descriptive and inferential statistics methods for data analysis were used. The findings showed that between internal marketing and service quality in sports and youth offices staff, there is significant positive correlation ( $r=0/547$ ,  $p<0/001$ ). The research findings on the importance of internal marketing and its levels as one of the factors affecting service quality within the sports and youth offices of Golestan province underlined. Thus, leaders and HR managers should use the strategic plans for the development of internal marketing in order to provide higher quality services.

-(Abu Elsamem & alsurideh, 2012) The purpose of this research is to examine the impact of Internal Marketing (IM) on the Perceived Internal Service Quality (ISQ). Data was collected from 225 employees working in a Jordanian Pharmaceutical company. Our results indicated that that there is a positive relationship between Internal Marketing dimensions and perceived Internal Service Quality in varying magnitude. Further, The investigation showed that the dominant dimension of IM was found to be Recruitment with the stronger impact on all perceived internal service. Service providers are recommended to apply IM strategy in order to enhance perceived ISQ foster better external service quality.

-(Omagar et al , 2012) The purpose of this study was to establish the relationship between internal marketing, employee job satisfaction and service quality. Survey research method was used with the primary data being collected from 91 employees and 96 clients of one selected firm in the aviation industry in Uganda. The study

results showed that Internal marketing has a strong positive correlation with service quality, while internal marketing and employee job satisfaction are significantly correlated, and are strongly positively correlated. Employee job satisfaction showed a significant positive correlation with service quality. The practical implication of our study is that internal marketing has a fundamental contribution in the delivery of service quality. The study findings inform managers, who have hitherto tended to put more emphasis on the external customer, to change their perspective as taking the internal customer for granted may result in negative outcomes for their organization

-(Gebril , 2011) this study aims to description of the internal marketing in sport clubs in Egypt, determine the impact of internal marketing on the level of service quality in sport clubs, and providing us some recommendations which improving the practices of internal marketing and the level of service quality which are presented for members by the sport clubs in Egypt. The study reached the following results: there is a modest degree of service quality, which it is presented by the sport clubs in the following axes of the questionnaire: clarity of work roles of employees, training and employees' development sport club, and the interaction among employees and active members. There is a low degree in the axes of relations among the club employees, reward employees, communications within the club, and motivation of employees. There is positive correlation between internal marketing (clarity of work roles of employees, training and development of employees, the relationships among employees, employees reward, motivation of employees, and the interaction between employees and customers) and the level of service quality provided to club active members.

-(Aburoub et al , 2011) This study aims at investigating the relationship between internal marketing and service quality to customers' satisfaction in Jordan commercial banks, through answering the following questions: Do commercial banks in Jordan apply the appropriate concept of internal marketing? What are the possible procedures that can be applied in the banking sector? Is there any relationship between bank services quality and customer satisfaction?. In order to achieve the study objectives, two questionnaires were designed and distributed over two samples of Jordan bank employees and customers totaling (231) and (384) respectively. The questionnaires were collected and analyzed by using the SPSS. The study's conclusions are as follows:1.study's sample attitudes were positive towards internal marketing (service culture, human resources development, motives system and rewards) totaling (0.5693) more than virtual mean-Study's sample evaluations were positive towards internal marketing procedures from employees perspectives since its mean is more than the virtual mean (3), totaling (0.6935). Study's sample attitudes were positive towards banking service quality represented by (tangibility, reliability, responsiveness, assurance, empathy), since evaluations before benefiting from the banking service were (3.566) i.e. (0.566) more than the virtual mean, while after benefiting, the evaluations were (0.778) more that the virtual mean.

-(Ballantyne,2003) study aimed to reveal the structural relationship in which internal marketing can create value for organization, employees and customers. The study reported that internal marketing requires the existence of a particular approach that ensures that planned stages of education activity in voluntary campaigns will create an important internal knowledge to improve the external market performance. The study provided five proposed data to support internal marketing relationship theory.

-(Pervais et al ,2003) study aimed to propose and evaluate applying the new model of internal marketing as framework to apply marketing strategies, the study suggested a mix for the concept of internal marketing within the institution, which can be used effectively to affect workers ,employees and motivating them, where they can act as a part of client oriented model .

-(David, 2003) study aimed to reveal the structural relationship in which internal marketing can create value for organization, customers, and employees. The study reported that internal marketing requires an approach or improved style. The study added that through planning educational activities stages in voluntary groups a new knowledge that improves or contributes to external market performance can be created.

-(Gi-Du et al,2002) study indicates that internal marketing is considered an important method to support service culture and customer-oriented in any organization. This study considered internal marketing as a condition for internal service quality. It also pointed out that the researches which studied internal service quality concept did not reach to agreement regarding this measure. The researchers still used SERVQUAL scale as a tool to measure internal service, the same measure used by this study, with some modification, which made it an appropriate tool for measuring internal service quality.

-(Alexanders ,2001) study aimed to explore internal service chain in three international hotels. Facts and behaviors have been identified that differentiate between success and non- success within the organization. Although the lack of awareness of internal customers, it is found that integrated relations affects to large extent in hotel internal service.

-(Barnes and Morris, 2000) conducted a study aimed to check the importance and excellence of internal marketing as a mechanism to promote quality concept among medium companies in Britain and France. This study included a sample consisted of 10 medium companies. Study results showed that British companies

recorded a high rate of involvement of its employees in institutional organization, while French have shown less attention to internal marketing concept and human resources management.

Although the previous study has focused on importance of adopting internal marketing concept and covered more than one country, but this sample was small and not represent the population. Moreover one of its main defects is that researcher has linked internal marketing concept application within country culture.

## **5. Internal Marketing & Internal Service Quality:**

### **5.1 Internal Marketing :**

Internal marketing has an important and effective role in supporting organization's human resources, meeting their needs, and reducing employees turnover rate in the organization. In addition, applying internal marketing will ensure employees commitment to provide better services to customers, in order to ensure purchasing repetition. (**Rafiq & Ahmad 2000**) pointed out that internal marketing concept adopting will confirm the importance of interaction between employees and customers in services organizations in particular. This is due to inherent provided service process (service characteristics) between seller and buyer. Internal marketing concentrates on employee's participation importance with top management in setting objectives and strategies in order to achieve objectives efficiently and appropriate quality. Finally the internal marketing importance since internal marketing indicates the need for coordination between those working in front lines and employees in other lines in order to perform efficient service with high – quality that satisfy the customers.

The internal marketing concept views employees as customers and the functions are internal products in the organization. Institution also should concentrate on developing and motivating employees toward achieving the various objective of the institution ( **wing & Caruana, 1999**) (**Rafiq & Ahmad, 2000**) defined the internal marketing as planning of various efforts with dimension marketing (obtained from marketing) that in general aimed to attempt getting over change resistance and achieving the unity and integration between employees to insure effectual applying of institution strategies to reach customers satisfy and consider the employees as internal employees in organization. Each of (**Ahmad & Rafiq, 2000**) determined three stages of developing the internal marketing in institution, And it can be review these stages as follows;

**-Strategic application and change management :** this stage concentrated on the notion that internal marketing is the motive or the engine to implement organization strategy. It refers here to the necessity of employees involvement in objectives and strategies setting ,because they are responsible to achieve these objectives and implementing such strategies as well.

**-Employees satisfaction stage:** this stage is characterized by focusing on employee's motivation issues and achieving their satisfaction, the main reason behind this focus, is the necessity of directing internal marketing concept to improve and develop the provided services quality to customers.

**-Customer orientation stage:** it is the second major stage in the development of internal marketing concept, which begins by focusing on importance of interaction concept between employees and customers, as a result of customer's needs and requirements responding

### **5.2 Internal Marketing in Health Sector:**

Healthcare services sold in targeted markets are different from other services group that are sold in the markets themselves, This difference appears since healthcare services are interesting in type of hospital , size , and location or place where it seek to attract his customers, therefore internal marketing in private hospitals contributes in creating positive sense of satisfaction for customers who are seeking for treatment service, thus its role in increasing the followed effectiveness strategy marketing and to achieve its marketing objectives.

It could be argued that success of marketing health care service efforts at the internal level in public hospitals and operating organizations in the health sector depends on creating appropriate marketing climate within these organizations by its employees, the more consistency between the workers and management in public hospitals , the more the hospital degree elevated in providing services and maintain this relationship between patients and employees.

Documentation of corporation with existing and potential customers (patients) would contribute in re-building the mental position of the provided services and enhances customers participation in plans and promotional programs formulation and implementation by the organization , during their search related to desires and needs of these customers. The enhancing of mental positions of healthcare services is concentrated on matching customer desires and needs with hospital directions and to benefit from new ideas they introduce to develop healthcare services process selling (**Mckenna, 2001**).

On the other hand, hospital departments are seeking to reinforce healthcare services status they sell in targeted markets, but in many cases these public hospitals may fail in achieving their objectives, due to reasons that are related to top management role, especially if such departments are of the traditional type that is characterized by relative stagnancy and weak concentration on leadership and strategic planning. The new trend shows the role that can be played by top management to promote their services beside employees efforts in this field

(Mckenna, 2001).

The studies indicated a set of important elements, which represent the internal marketing process in service organizations and can be used in determining these elements to public hospitals in Saudi Arabia as follows:

**-Hospitality Relations & Customer's Good Reception:** this should include improvement and development of hospitality relations between public hospitals and customers, and also include hospital's staff orientation, qualifying and training to respect customers, more tact and good handling that enhancing this relationship.

**-Quality Control:** quality control involves improving provided healthcare service technical quality through the existence of a set of standards and principles to assess customer's needs and desires in addition to job quality that related to standards and principles associated with the manner in which the client obtains healthcare service his needs.

**-Personal Selling:** this aspect includes positive training for those who are working on their sales relations improvement, which in its turn reflected on improving public hospitals competitive position in the market. Based on reward and punishment theory in the literature, motivation and rewarding such forces for their efforts will improve these processes.

**-Employees' Morale:** by providing the right climate to customer's desires will increase the positive satisfaction feeling they have, reduce bore feeling and complain. This aspect contributes in building moral rules and principles from which workers start in providing and rendering the bank service in appropriate, effective and sufficient level. Employees can be trained and motivated towards such aspect through programs organizing and special activities that deal with ethics rules reform to deal with customers and to maintain the same from time to time.

The available information shows another set of methods in which they can build positive relationships with customers including: communicate with customers during their visits to the hospital, phone calls after, service ,thanking letters, greeting cards, special discounts and electronic news that demonstrate hospital 'successful experiences for (Sunils, 2006).

### 5.3 Internal Service Quality (ISQ)

(Jain & Gupta,2004) mentioned that "Quality has come to be recognized as a strategic tool for attaining operational efficiency and improving business performance". According to( Zeithaml & Bitner,1996) internal customer was defined as "any member (employee) of the organization receiving service and product from other members of the organization to carry out his or her job. Internal service is defined as the service provided between different organizational departments (Kang et al, 2002). According to (Opoku et al ,2009), internal marketing is strongly related to the perceptions of internal service quality, so that researchers argued that providing a better service to the internal customers will lead to a higher quality service provided to external customers. (Abu Elsamem et al , 2012). The studies indicated a set of important elements, which represent the internal service quality as follows:

**-Employees Motivation :** (Papasolomou, 2006) have indicated that there is no doubt that the motivation is an important factor which improves the performance of the employees; many companies set a systematic reward system to motivate its employees to improve their service quality and delivery. Every person is unique and has a motivational key which makes this person work harder and give more. Motivation may come from financial and non-financial elements which must be developed to employees according to their job levels, such as paying them bonuses and commissions, or educational development of job trainings and courses (Roberts-Lombard, 2010). The most important issue is how to communicate the motivation programs within the organization. An effective way to create trust and commitment between the employees and their managements is building team sessions. Managements must arrange regular meetings with the employees to listen to their needs, enquiries, complains and recommendations, to address the needs of each employee on an individual basis (Roberts-Lombard, 2010).

**-Employees Abilities Development:** employees should be developed and trained to know the required tasks to do their job well which work with the organizations objectives to get the job well done (Piercy, 1991). Also empowerment is an effective part of employee development (Proctor & Doukakis, 2003), empowerment means authorizing and enabling employees to act, behave, think and make their decision to get the job faster and easy to make (Kaner et al, 2007). This depends on enablement of the employees and giving them the resources they need to use their own discretion confidently and effectively to take new responsibility (Lovelock, 1999). This support getting the job faster in the organization and creates experience in different levels in the organization (Gronroos, 1994). Furthermore, employees choose various career paths, according to (Abu Elsamem et al , 2012) not everyone is suited to navigating careers oriented toward power and wealth, they also identified four different paths that people's careers generally take and these are: first, Linear career path: employee rise in an organization until they reach the pinnacle of hierarchy. Second, steady state experts: these employees are motivated to achieve a high level of expertise in a particular area. Third, spirals: employees that are motivated by learning and personal growth. Finally, transistorizes: these are motivated by variety and novelty. Companies must undertake strategies that ensure their employees concepts and how they view their career path can be

achieved by considering the kinds of strategies that, if successful, logically could be expected to create organizational conditions supportive of each career concept

**-Recruiting The Suitable Employees:** selection is described by (Khan et al, 2010) as a systematic process of choosing the right candidates with the right qualifications to handle the requirements of a job vacancy or future job openings. (Khan et al , 2010) argued that “Selection is the major and first factor which plays a key role in the quality services”. Hence it is how managers can match the characteristics of the selected employees to the job description and job requirements because if the management fails in doing that, the company will suffer with these employees (DeCenzo & Robbins, 2005). On the other hand, if the management selection depends on relating the characteristics to the required job skills, ability, descriptions and needs it will help the employees and organization to work effectively (Burke & Wilcox, 1969). Based on above explanation, we hypothesis:

**-Retaining The Best Employees:** keeping high-performing employees has become a top priority for today’s organizations. A two-year study by the authors reveals that managers, supervisors, and team leaders play the greatest role in employee satisfaction or dissatisfaction. Today’s employees want challenging and meaningful work, opportunities to learn and grow, the sense of being part of a group, and a good boss. This article describes the things that managers and supervisors can do to create these conditions and be “good bosses” in order to contribute to employee satisfaction and retention.

**-Effective Support System:** technology plays a big role in developing organization’s performance and making the internal processes faster; (Pugh et al, 2002) argued that providing support systems such as information system facilitate the service delivery. Furthermore, (Pride,2000) said that the main role of a marketing system is how to retrieve and save data at the required time, using new technologies such as the internet, VOIP, Mobile phones and video conferences help the employees and teams to interact regionally and to break the boundaries between the organization branches to act inter-functionally, inter-functionality means how the organization is effective in transforming strategies, knowledge, information, and abilities within the organization without barriers and how to integrate them together to accomplish the organization strategies and objectives (McAfee, 1992). This will help the organizations to work more efficiently and effectively.

## 6. Study Methodology :

**A. Study Population:** study population consists of all Saudi public hospital’s employees were amounted in 2011 about 87703. Ministry of health Information indicate that public hospitals in Riyadh reached to 45 hospitals in 2011 , and public hospital’s employees in Riyadh were 7.8 thousands employee in same year (MOH , statistical year book , 2011).

**B. Study Sample:** a convenience sample totaling 500 respondents was drawn from the study population after pilot study. 492 questionnaires were collected , that is 98.4% of the total sample.

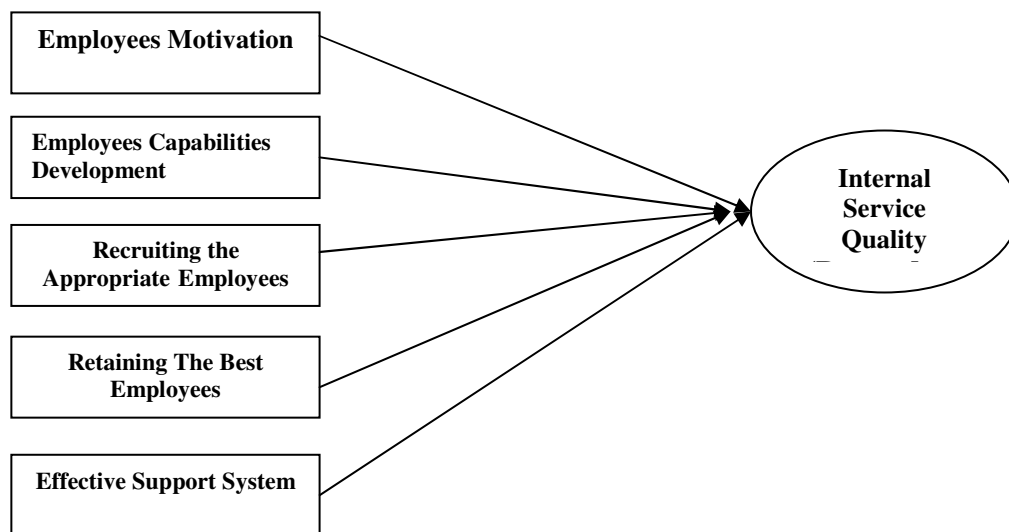
**Table No 1 : Sample Distribution according to educational level , income , sex & Loyalty Level .**

%	No	Educational Level	%	No	Income Level Thousands of SAR	%	No	Sex	%	NO	Age Distribution
38.6	190	Less Than GSC	22.4	211	Less than 5 Monthly	50.9	280	Male	12.2	60	Less than 22 years.
42.7	210	Less Than Diploma	20.1	99	5 - Less than 10	49.1	212	Female	11.2	55	23 – 33 years .
11.2	55	University Degree	28.6	82	10- Less Than 15				24.4	120	34 - 45 years .
7.5	37	Higher Education	16.7	61	15 -Less Than 20				30.5	150	45 – Less than 60 .
			7.9	39	More Than 20				21.7	107	More than 60 .
100	492	Total	100	492	Total		492	Total		492	Total

**C. Data Collection:** The study used two types of resources: secondary data available in scientific referred journals, thesis, books in addition to electronic websites. While the primary data were collected through developing a questionnaire after pilot study conducted on top management of public hospitals in Riyadh .

## D. Study Model :

Internal marketing  
 Strategy (Independent Variable)



**E. Study variables:**

**The independent variables:** it is represented by internal marketing elements: employees motivation , employees capabilities development, recruiting the appropriate employees ,retaining the best employees , the necessity for effective support systems. measured by questions 1 to 24.

- Employees motivation (questions 1-7) .
- Employees capabilities development (questions 8-11) .
- Recruiting the appropriate employees (questions 12-15) .
- Retaining the best employees (questions 16-19) .
- Effective support system (questions 20-24) .

**The dependent variable:** represented in internal service quality (questions 25-35) .

**F. Statistical Analysis Techniques:**

Descriptive statistics approaches had been used to describe study sample characteristics. Frequencies and percents used. Means and standard deviations were used to investigate study sample attitudes. ANOVA and t-test were also used to determine the relationship between internal marketing and internal service quality. Standard deviation and means were calculates for sample's responses, table below demonstrate the results. Table No.2 indicates that subjects agreed positively on most variables stipulated in the table, because their means are more than the virtual mean (3.66) mentioned above .

**Table No 2 : Standard Deviations and Means for independent variables**

Variable	Mean	S. D
Employees Motivation .	3.69	0.3118
Employees Capabilities Development .	3.675	0.8456
Recruiting The Appropriate Employees .	3.225	0.7810
Retaining The Best Employees .	3.475	0.6568
Effective Support System .	3.91	0.9567
Internal Service Quality.	3.736	0.765

**6.1 Instrument Reliability:**

Cronbach Alpha coefficient was used test to verify the consistency degree of subject's responses on all questions. Cronbach Alpha coefficient value was 77.5%. This rate is statistically accepted since it is more than the statically permitted rate 60% .The following table shows study variables reliability as follow:

To judge the degree of acceptance or rejection of the variables (phrases) the following criterion has been used:

- If the value of the arithmetic mean of the variable was less than 2.33 it is considered weak.
- If the value of the arithmetic mean of the variable lies between 2.34 - 3.66 it is considered moderate .
- If the value of the arithmetic mean of the variable was more than 3.67 then it's considered to be strong.

**Table No 3 : Reliability coefficient for independent variables**

Variable	Coefficient
Employees Motivation .	65.3%
Employees Capabilities Development .	72.6%
Recruiting The Appropriate Employees .	68.2%
Retaining The Best Employees .	70.1%
Effective Support System .	76%
Internal Service Quality	77.5%

**6.2 Hypotheses Testing :**

**HO1: There is no statistical relation between employees motivation and internal service quality in Saudi public hospitals.**

**Table No 4 : Descriptive Statistics of First Hypothesis**

No.	Question	Mean	S.D	t	Sig.	Ranking
1	The public hospitals provide it employees with financial and moral motives.	4.65	1.1218	3.88	0.03	Strong
2	The public hospitals delegate distinguished staff for training courses abroad that helps in developing their performance.	3.113	0.9873	2.35	0.046	Moderate
3	The public hospitals communicate distinguished employees names which increase job motivation.	4.386	1.312	4.67	0.001	Strong
4	The public hospitals use open door policy in dealing with its staff.	2.676	1.3097	3.31	0.018	Moderate
5	The public hospitals respect employee's work and encourages him to deliver the best.	3.312	1.009	1.14	0.065	Weak
6	The public hospitals provide job safety.	4.244	0.964	6.54	0.001	Strong
7	The public hospitals provide its staff with additional advantages.	3.452	0.867	2.78	0.032	Moderate

Table no. 4 shows that three one variable of the independent variables included in the first hypothesis are rejected, namely: The public hospitals respect employee's work and encourages him to deliver the best, such result was through comparing the mean of each variable with previous decision taking rule. To confirm such result all variables have been entered by using step wise which in its turn disregard the non affecting independent variables, since it easy found that that full set for customers was the only acceptable variable from the statistical aspect, through which statistically functions were obtained that show the motives (moral & financial) in public hospitals affects on internal service quality, this variable interpreted 65% approximately of variance in the dependent variable.

**Table No 5 : Analysis of Variance by using Step Wise Method**

Model	Phrase	F	Sig.	t	Sig.
1	(Constant)	9.876	0.000	6.567	0.00
	The public hospitals provide job safety.			3.154	0.00
2	(Constant)	6.876	0.036	3.44	0.00
	The public hospitals provide it employees with financial and moral motives.			4.635	0.00
	The public hospitals communicate distinguished employees names which increase job motivation.			4.102	0.004
	The public hospitals provide job safety.			9.871	

Walks Lambda (W.L) value indicates that the deleted other variables from the model explains 36.1 % , which gives a result that the statistically acceptable independent variables has a strong impact on internal service quality in Saudi public hospitals. Analysis of Variance (ANOVA) indicated that calculated significance level (0.00) is less than the significance level of the test as a whole (0.05), Therefore the null hypothesis is rejected and the alternative is accepted. This means that employees motivation statistically affected on internal service quality in Saudi public hospitals .



**H02: There is no statistical relationship between employee’s capabilities development and internal service quality in Saudi public hospitals.**

**Table No 6 : Descriptive Statistics of Second Hypothesis**

No.	Question	Mean	S.D	t	Sig.	Ranking
1	The public hospitals train its employees to enhance their technical and interactive skills.	4.234	1.0588	4.348	0.009	Strong
2	The public hospitals provide its employees with customers' dealing skills.	3.142	0.954	4.51	0.006	moderate
3	The public hospitals prepare and implement training programs for employees periodically.	4.976	1.4112	4.37	0.001	Strong
4	The public hospitals empower employees to take the required decisions for job performance .	2.579	1.2445	3.24	0.008	Moderate

Table no.6 shows that Saudi public hospitals are characterized by strong implementation of many indicators related to developing of employees capabilities. The table shows that there is no indicator of available indicators which recorded weak degree implementation. While medium level indicators in implementation were two variables ranked according to their statistical importance : The public hospitals provide its employees with customers' dealing skills (3.142), and the public hospitals empower employees to take the required decisions for job performance (2.579) and .

**Table No 7 : Analysis of Variance by using Step Wise Method**

Model	Phrase	F	Sig.	t	Sig.
1	(Constant)	5.167	0.001	2.457	0.00
	The public hospitals prepare and implement training programs for employees periodically.			4.135	0.001
2	(Constant)	3.134	0.004	1.98	0.004
	The public hospitals prepare and implement training programs for employees periodically.			3.12	0.003
	The public hospitals train its employees to enhance their technical and interactive skills.			3.59	0.044
	W.L	r	Model		
	0.258	0.091	1		

Walks Lambda (W.L) value also indicates that the deleted variables from the model interpreted 74.2 % , which gives the variables included in the model good interpretation power for internal service quality variable. Based on Analysis of Variance (ANOVA), it was found that the calculated significance level was 0.001 which is less than the significance level of the test as a whole 0.005, this means that the second null hypothesis is rejected, and the alternative hypothesis is accepted which states : that there is a statistically significant relationship between employee’s capabilities development and internal service quality in Saudi public hospitals.

**H03: There is no statistical relation between recruiting the appropriate employees and internal service quality in Saudi public hospitals.**

**Table No 8 : Descriptive Statistics of Third Hypothesis**

No.	Question	Mean	S.D	t	Sig.	Ranking
1	The public hospitals attract employees with high experience .	1.239	0.318	1.33	0.059	Weak
2	The public hospitals select the gifted and distinguished employees.	3.88	0.4088	1.981	0.09	Strong
3	Employees with required skills and capabilities are selected to provide good service	3.939	0.2794	2.334	0.01	Strong
4	The public hospitals observe to consider the specialization upon recruiting process.	3.869	0.4419	2.34	0.023	Strong

Table no.8 shows that three variables of the independent variables included in the third hypothesis are accepted , namely: employees with required skills and capabilities are selected to provide good service, the public hospitals select the gifted and distinguished employees , and the public hospitals observe to consider the specialization upon recruiting process. To confirm such result all variables have been entered by using step wise which its delete the non affecting independent variables, through which statistically functions were obtained that show that the recruiting the appropriate employees in public hospitals affects on internal service quality, this variable interpreted 22% approximately of variance in the dependent variable.

**Table No 7 : Analysis of Variance by using Enter Method**

	Std. Error of the Estimate		Adjusted R Square	R	Model
	0.9807		0.124	0.054	Enter
Sig.	Df	F	Wilks' Lambda	Test of Function	
0.061	4	1.465	0.823	1	

By using Step Wise analysis results used in the third hypothesis, where independent variables with most significances are ranked and variables less impact on the dependent variable ( internal service quality ) are disregarded, so preliminary analysis of all independent variables available in the table were disregarded, consequently it is not possible to conduct the analysis according to this form .

Re- test has been made according to Enter method . It was found that Saudi public hospitals lack to the methods of recruiting and selecting the suitable employees, since these variables did not interpret more than 1.2% of variance in internal service quality, despite the existence of weak positive statistical relationship among them totaling 5.4%.

Walks Lambda (W.L) value also indicates that the deleted variables from the model interpreted 17.7 % , which gives the variables included in the model poor interpretation power for internal service quality variable . Based on variance analysis F , it was found that the calculated significance level was 0.061 which is more than the significance level of the test as a whole 0.005 , this means that the third null hypothesis is accepted which states : there is no statistical relationship between recruiting the appropriate employees and internal service quality in Saudi public hospitals.

**HO4: There is no statistical relationship between retaining the best employees and internal service quality in Saudi public hospitals.**

Table no.9 shows that three variables of the independent variables included in the fourth hypothesis are accepted , namely: The public hospitals motivate its good employees , and The public hospitals account its employees (Thanks and appreciations certificates and moral motives. To confirm such result all variables have been entered by using step wise which its neglect the non affecting independent variables, through which statistically functions were obtained that show that the retaining the best employees in public hospitals impacts internal service quality, this variable interpreted 22% approximately of variance in the dependent variable.

**Table No 9 : Descriptive Statistics of Fourth Hypothesis**

No.	Question	Mean	S.D	t	Sig.	Ranking
1	The public hospital's employees participate in decisions taking.	2.325	0.8212	1.33	0.059	Moderate
2	The public hospital observe its employees satisfaction.	2.987	1.2295	1.981	0.09	Strong
3	The public hospitals motivate its good employees.	4.137	1.2719	2.334	0.01	Strong
4	The public hospitals account its employees (Thanks and appreciations certificates and moral motives.	4.428	1.4509	2.34	0.023	Strong

Walks Lambda (W.L) value indicates that the deleted variables from the model interpreted only 9%, which gives the variables included in the model poor interpretation power for internal service quality variable. Based on Analysis of Variance (ANOVA), it was found that the calculated significance level was 0.072 which is more than the significance level of the test as a whole 0.005, this means that the fourth null hypothesis is rejected, and the alternative hypothesis is accepted which states : there is no statistical retaining the best employees and internal service quality in Saudi public hospitals.

**Table No 10 : Analysis of Variance by using Enter Method**

	Std. Error of the Estimate		Adjusted Square	RR	Model
	0.886		0.115	0.034	Enter
Sig.	Df	F	Wilks' Lambda	Test of Function	
0.072	4	1.65	0.91	1	

**HO5: There is no statistical relationship between the effective support system and internal service quality in Saudi public hospitals.**

**Table No 11 : Descriptive Statistics of Fifth Hypothesis**

No.	Question	Mean	S.D	T	Sig.	Ranking
1	The public hospitals observe evaluation service quality in different ways.	3.329	1.0069	2.33	0.034	Moderate
2	The public hospitals observe using subjective standards to measure service quality.	3.567	1.3294	1.91	0.049	Moderate
3	The public hospitals use performance self assessment.	4.3102	1.3662	3.54	0.039	Strong
4	The public hospitals provide financial and technical support for job performance.	3.763	1.4289	4.431	0.047	Strong
5	The public hospitals provide staff with new communication means.	4.567	1.5806	3.45	0.01	Strong

Table no.11 above shows that Saudi public hospitals are characterized by strong implementation of many indicators related to effective support system. The table shows that there is no indicator of available indicators which recorded weak degree implementation. While medium level indicators in implementation were two variables ranked according to their statistical importance : The public hospitals observe using subjective standards to measure service quality (3.567), and The public hospitals observe evaluation service quality in different ways (3.329) .

Walks Lambda (W.L) value also indicates that the deleted variables from the model interpreted 84.2% , which gives the variables included in the model good interpretation power for internal service quality variable. Based on Analysis of Variance (ANOVA), it was found that the calculated significance level was 0.00 which is less than the significance level of the test as a whole 0.005, this means that the second null hypothesis is rejected, and the alternative hypothesis is accepted which states : there is no statistical relationship between the effective support system and internal service quality in Saudi public hospitals.

**Table No 12 : Analysis of Variance by using Step Wise Method**

Model	Phrase	F	Sig.	t	Sig.
1	(Constant)	9.01	0.000	3.347	0.00
	The public hospitals provide staff with new communication means.			3.003	0.000
2	(Constant)	5.65	0.023	1.987	0.056
	The public hospitals provide staff with new communication means.			2.21	0.0013
	The public hospitals use performance self assessment.			2.59	0.049
	W.L	r	Model		
	0.158	0.096	1		

In spite of the results of testing the last hypothesis , we will test the main assumption in this part of study which assumes : There is no statistical relationship between internal marketing and internal service quality in Saudi public hospitals.

**Table No 13 : Test of Main Hypothesis**

F Calculated	F Tabulated	Sig F	R
41.3	2.21	0.000	0.669

According to last hypotheses testing , ANOVA was used to test this hypothesis. Table no.13a above indicated that calculated (F) is 41.3 which is more than, tabulated (F= 2.21). And in the same way the statistical significance value can be compared with the 0.05 level. Therefore the null hypothesis is rejected and the alternative is accepted, this means that internal marketing affects on internal service quality in Saudi public hospitals.

**7.The Discussion:**

**7.1 Conclusions :**

-Study results proved that there is no statistical relationship between two factors of internal marketing and internal service quality namely : recruiting the appropriate employees and retaining the best employees . this result refers to the governmental laws and legislations in recruitment , which neglecting the professional criteria against interesting in qualitative methods.

-On contrary, it has been found that strategies which focus on employee's capabilities development and effective support system were a key factors in achieving internal service quality in Saudi public hospitals .

-There is 12.2 % are of age less than 22 years , while 11.27% are between 23- 33 years. 54.9% are between (34- less than 60) years. Finally 21.7% of the sample are of the age 60 years and more.

-50.9% of study sample are males , Such results indicates the female percent is high due to increasing the contribution females in public health sector in KSA.

-There is 42.5% are of income less than 10 thousands S.R monthly , while 7.9% of the total sample are of the income level ,more than 20 thousands S.R monthly.45.3% of the total sample are of income ranging between 10 – less than 20 thousands S.R . These results indicated the most of internal customers in public hospitals are less income. The lowest percentage of the sample 7.9% amounted to of the whole were more than 20 thousands S.R .

-The majority of the sample is holding less than diploma degree that is 81.3%. The rest of the sample is holding university degree and upper.

-Study results found that 52.2% of age distribution of sample more than 45 years , this result proved that not only most of public hospital customers are public sector workers m but also retired.

-The results also show that 37% of the Saudi public hospitals that working in Riyadh, have internal service quality. The small hospital is the best in applying internal service quality measures.

-Results confirm that 67% of those of high income employees (top management) have health insurance policies.

-31.3% approximately do not agreed on the importance of employee's motivation in internal service quality, The results indicate that employees motivation factors importance are as follows:

- The public hospitals provide it employees with financial and moral motives (4.65).
- The public hospitals communicate distinguished employees names which increase job(4.386).
- The public hospitals provide job safety (4.244) .

-The results show that 89 % of sample respondents agree on role of employee's capabilities development , in enhancing internal service quality , while 9% do not agree on importance of these factors . the following are the most prominent factors according to their relative importance:

- The public hospitals prepare and implement training programs for employees periodically (4.976).
- The public hospitals train its employees to enhance their technical and interactive skills (4.234).
- The public hospitals provide its employees dealing skills with customers (3.142).

-The results show that 69% of sample have a belief regarding the recruiting the appropriate employees in Saudi public hospitals, that achieve internal service quality, while 23 % of customers discard its importance in achieving this variable. Therefore, the factors are arranged according to their relative importance as follows:

- Employees with required skills and capabilities are selected to provide good service (3.939).
- The public hospitals observe to consider the specialization upon recruiting process (3.869)
- The public hospitals select the gifted and distinguished employees (3.88).

-The results show that 54% of sample have a belief regarding the retaining the best employees in Saudi public hospitals, that achieve internal service quality, while 15% of employees discard its importance in achieving this variable. Therefore, the factors are arranged according to their relative importance as follows:

- The public hospitals account its employees (Thanks and appreciations certificates and moral motives (4.428).
- The public hospitals motivate its good employees (4.137).
- The public hospital observe its employees satisfaction (2.987).

-The results show that 90% f sample respondents agree on role of effective support system , in enhancing internal service quality , while7% do not agree on importance of these factors . the following are the most prominent factors according to their relative importance:

- The public hospitals provide staff with new communication means (4.567).
- The public hospitals use performance self assessment (4.3102).
- The public hospitals provide financial and technical support for job performance (3.763).
- The public hospitals observe using subjective standards to measure service quality (3.567).

-45% of total sample do agree that the healthcare service is provided right from the first time , while 33% agree that healthcare service is provided in the promised time.

-21% of total sample agree that healthcare service is obtained quickly in Saudi public hospitals , and 37% of them agree that the Saudi public hospitals observe enhancing trust in provided healthcare services .

-41% of sample aware for the enhancing safe dealing, while 11% only agree that the Saudi public hospitals are keen the staff to know customers' needs.

-81% of total sample have agree that Saudi public hospitals provide services and new technologies , and 89% agreed that Saudi public hospitals offer an attractive physical facilities.

## 7.2 Recommendations:

In light of study results discussion the researchers recommended the following:

- The top management in Saudi public hospitals should take care with human element through motivating them to provide health care services with high quality.
- Saudi Public hospitals should have a clear policy in staff selection, recruitment and attracting the gifted and distinguished competitors, this can help to obtain core competencies that are able to provide distinguished healthcare services to existing and potential customers.
- To set annual training plans for employees in public hospitals according to their major and in line with bank needs and for the purpose of developing workers skills in order to perform the work assigned to them carefully, review these plans periodically and update the same if necessary.
- Departments in Saudi public hospitals should adopt a flexible and effective incentives, that include all types of material and moral incentives that interest the workers in the Saudi health sector.

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