



The Role of Internal Marketing in Promoting Human Resource Ethics: An Analytical Study of the Mediating Role of Job Commitment and the Modifying Role of Leadership Skills Applied to Alexandria University Hospitals

By

Dr. Adel Saad Khalil El-Sherbiny

Lecturer of Business Administration

Canadian Institute of Management, Six of October City

elsherbinyjk@yahoo.com

Scientific Journal for Financial and Commercial Studies and Research (SJFCSR)

Faculty of Commerce – Damietta University

Vol.6, No.2, Part 1., July 2025

APA Citation

El-Sherbini, A. S. K. (2025). The Role of Internal Marketing in Promoting Human Resource Ethics: An Analytical Study of the Mediating Role of Job Commitment and the Modifying Role of Leadership Skills Applied to Alexandria University Hospitals, *Scientific Journal for Financial and Commercial Studies and Research*, Faculty of Commerce, Damietta University, 6(2)1, 771-806.

Website: <https://cfdj.journals.ekb.eg/>

Dr. Adel Saad Khalil El-Sherbiny

The Role of Internal Marketing in Promoting Human Resource Ethics: An Analytical Study of the Mediating Role of Job Commitment and the Modifying Role of Leadership Skills Applied to Alexandria University Hospitals

Dr. Adel Saad Khalil El-Sherbiny

Abstract

This study was driven by the central hypothesis that internal marketing plays a key role in promoting human resource ethics, both directly and indirectly through job commitment as a mediating variable. It also examined the moderating role of leadership skills within these relationships. The research was conducted on a sample of 320 employees from Alexandria University Hospitals, with data collected via questionnaires and a response rate of 92%. Structural equation modeling was used for data analysis.

The findings revealed significant positive direct effects of internal marketing on both job commitment (coefficient = 0.558) and human resource ethics (coefficient = 0.244). Additionally, job commitment had a positive impact on HR ethics (coefficient = 0.299) and was shown to partially mediate the relationship between internal marketing and HR ethics (indirect effect = 0.543). Leadership skills were found to moderate these relationships, weakening the positive effects of internal marketing as leadership competence increased.

The study confirmed all seven proposed hypotheses, supporting the theoretical framework. The findings emphasize the importance of implementing effective internal marketing strategies and enhancing leadership skills, particularly in critical sectors such as healthcare, to institutionalize ethical practices. Among the key recommendations was the development of an evaluation mode

Keywords: Internal Marketing, Job Commitment, Human Resources Ethics, Leadership Skills, Changing Logistics Pathway Analysis Modeling, Alexandria University Hospitals

1- Introduction

In today's organizational landscape, the importance of a good work environment is increasingly acknowledged as a key determinant of strategic success, shifting the focus from merely enhancing processes or technology to strategically investing in employees. Among the advanced approaches adopted, internal marketing has emerged as a core component of modern Human Resource Management (HRM), serving as a strategic tool to enhance ethical behavior among employees by reinforcing shared values and organizational integrity (Alshammari, 2024). This approach treats employees as "internal customers," aiming to improve their satisfaction, loyalty, and engagement while fostering a supportive and collaborative work environment through effective communication (Koch, 2023). Internal marketing operates by cultivating an internal climate that emphasizes employee involvement and value alignment. Within this framework, job commitment functions as a mediating factor, translating internal marketing efforts into ethical conduct, as highly committed employees are more likely to internalize and uphold ethical standards. Furthermore, leadership skills serve as a moderating variable that shapes the strength and direction of these relationships; effective leaders enhance the legitimacy of internal marketing practices and reinforce ethical norms through modeling and guidance. Understanding these interconnections offers valuable insights into promoting ethics through integrated organizational strategies.

Job commitment plays a crucial mediating role in this dynamic, as employees who feel valued are more likely to demonstrate increased commitment and responsiveness to organizational initiatives, including ethical practices and strategic objectives (Göllner et al., 2024). HR ethics, in turn, strengthens trust and transparency within the organization. When combined with ethical internal marketing practices, HR ethics not only reinforces organizational culture but also enhances the mediating role of job commitment (Zhang & Yang, 2023; Müller et al., 2024).

Leadership skills further serve as a moderating factor in this process. Key competencies such as trust-building, conflict resolution, and effective communication help align internal marketing with organizational values and foster greater employee commitment and ethical behavior (Parker & Aiken, 2024; Côté, 2023). As such, leadership contributes to the integration of internal marketing, ethics, and job commitment, fostering a more stable and ethically robust organizational environment—particularly crucial in sectors that emphasize responsibility, such as healthcare.

2- Pilot study

- The studies utilized both individual and group interviews with a limited sample of senior and executive management. Managers were randomly selected from various departments to help codify and validate the study tool. Key findings included the following:
- Internal marketing strategies in administration were implemented in 5 out of 14 departments (35%).
- 60% of managers reported a full understanding of HR ethics among employees, while 40% indicated a moderate or weak understanding.
- Functional commitment to internal marketing was observed in 29% of departments.
- 80% of managers (32 out of 40) observed a strong positive impact of internal marketing on job commitment; 20% held differing views.
- 42% of managers (17 out of 40) perceived a strong positive impact on HR ethics; other opinions varied.
- Official documents revealed that 11 out of 14 departments (88%) incorporated leadership skills into promotional models through administrative training.
- Survey results indicated the adoption of internal marketing mechanisms in many work sites, potentially enhancing job commitment. However, the partial application of HR ethics reflected an incomplete understanding, despite the presence of strong leadership cadres.

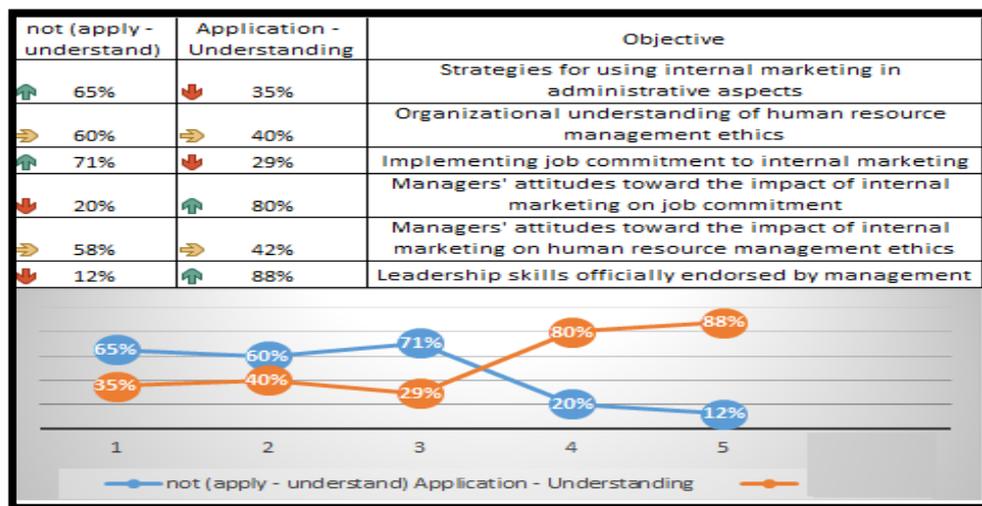


Figure No. (1): A quantitative statement of the results of the survey study

Source: Prepared by the researcher

3- Problem

The health services sector is undergoing rapid transformations, compelling government health organizations to adapt to a modern work environment that prioritizes efficiency, quality, and ethical conduct, particularly cooperation, which is a key human resources (HR) outcome. These developments necessitate a redefinition of internal marketing concepts and stricter adherence to ethical charters to align with evolving job commitment requirements. This involves revising job descriptions to incorporate ethical and behavioral components, enhancing HR allocation practices, and managing employee expectations—factors that significantly influence employee engagement and commitment (Abdullah & Saleem, 2024).

Enhancing internal marketing strategies contributes to reducing routine burdens and job-related risks, while facilitating role redesign and employee skill development. These improvements reinforce HR ethics and strengthen job commitment, especially in service-based government organizations—such as those included in this study—that depend on rare, specialized, and highly qualified personnel. Such organizations require a supportive and knowledge-rich environment to enable staff adaptation to modern technologies, including internal marketing initiatives (Molina & Gómez, 2024).

Senior management has shown growing interest in evaluating employees' readiness to embrace internal marketing principles and their need to improve collaborative performance to enhance commitment and sustain competitiveness (Chen & Zhao, 2025). Nevertheless, the integration between internal marketing and job commitment remains unclear for some executives, indicating the need for training and development programs that are aligned with the changing demands of the work environment (Farooq, Zulfiqar, & Ali, 2024).

- Based on the above, the study aims to answer the following questions:
- To what extent do organizations implement modern internal marketing mechanisms within human resources management?
- How does internal marketing influence the adoption of HR ethics principles?
- To what extent does the application of HR ethics principles impact job commitment within organizations?
- To what degree are leadership skills available that influence organizational commitment and support the implementation of HR ethics?

4- Study Objectives

This study aims to measure and define the mediating role of job commitment principles in the relationship between internal marketing and human resource ethics among employees at Alexandria University Hospitals, with leadership skills considered as a moderating variable.

1. **Assessing employees' awareness of internal marketing concepts:** This involves evaluating the extent of employees' understanding of internal marketing in terms of its contribution to enhancing job affiliation and commitment. It includes the provision of continuous training programs to improve competencies and develop skills in alignment with job requirements. The assessment also focuses on promoting effective internal communication to foster transparency, share organizational goals and vision, and reinforce values such as trust, mutual respect, and teamwork—thereby creating a positive and motivating work environment.
2. **Determining the extent to which employees adopt HR ethics principles:** This is achieved by measuring employees' commitment to ethical standards within the workplace, including organizational justice, transparency in recruitment and evaluation processes, and respect for employees' rights and dignity. These elements reflect the perceived value of employees and their professional alignment with the organization.
3. **Analyzing job commitment strategies:** The study aims to identify the HR management strategies—whether traditional or digital—used to foster job commitment and assess their impact across its various dimensions, including:
 - *Affective Commitment:* The employee's emotional attachment and desire to remain within the organization.
 - *Continuance Commitment:* The employee's awareness of the potential costs associated with leaving the organization.
 - *Normative Commitment:* The employee's sense of obligation and moral responsibility toward the organization.
 - *Behavioral Commitment:* The extent to which employees demonstrate commitment through performance and adherence to organizational norms.
4. **Proposing an integrative strategy between internal marketing and HR ethics:** The study seeks to develop a comprehensive strategy that incorporates internal marketing techniques across various departments, while emphasizing the pivotal role of HR ethics in enabling this integration. It will also provide practical recommendations for decision-makers based on the study's findings and outline future research directions in this field.

5- Study Importance

Practical Importance: The practical significance of this research lies in the critical role of government hospitals in supporting Egypt's Health Vision 2030. The study focuses on improving the quality of healthcare services provided to low-income populations, evaluating hospital performance, and addressing challenges arising from economic and social pressures. The results aim to contribute to the development of more effective health policies and the enhancement of public well-being.

Strategic Importance: This research underscores the strategic value of Alexandria University Hospitals, which function as specialized institutions equipped with rare human capital and advanced infrastructure. These hospitals provide a fertile environment for implementing internal marketing principles and fostering human resource ethics.

Scientific Contribution: The study contributes to the enrichment of Arab academic literature by exploring the concept of internal marketing—a contemporary management approach—and offering added value in the fields of human resource management and organizational behavior. It opens new pathways for investigating the relationship between internal marketing and job commitment within ethically sound and supportive work environments.

Modern Relevance: Internal marketing represents a vital competency in the context of the digital workplace. Promoting HR ethics has become increasingly important in enhancing competitiveness in the healthcare sector. Ethical internal marketing not only improves employee performance and engagement but also ensures that job roles remain relevant and aligned with organizational goals.

Ethics as a Mediating Variable: This research introduces HR ethics as a mediating factor in the relationship between internal marketing and job commitment. This perspective contributes to improved recruitment, training processes, and digital transformation efforts, ultimately enhancing employee capabilities and overall organizational effectiveness.

Practical Proposals: The study provides actionable recommendations tailored to Alexandria University Hospitals, aimed at identifying and applying effective internal marketing practices. These proposals are designed to boost employee commitment, improve job performance and satisfaction, and promote organizational stability.

About Alexandria University Hospitals:

Alexandria University Hospitals comprise a network of ten specialized and general hospitals affiliated with the Faculty of Medicine at Alexandria University. As of 2015, these hospitals had a total capacity of approximately 3,068 beds, served 189,567 patients, and conducted 56,078 surgical operations. Their services extend beyond healthcare provision for the residents of the governorate to include educational and technical services through family medicine programs, environmental care initiatives, infection control efforts, and public health campaigns. As a result, these hospitals serve as both a service hub and a scientific center, supported by their academic resources and comprehensive service integration.

Logistic Path Variant Analysis Modeling:

The logistic regression equation is one of the advanced barometric statistical methods used to predict categorical variables—either nominal or ordinal. It serves as an alternative to simple and multiple linear regression equations. This model allows for the evaluation of the overall impact of a set of independent variables and can be divided into three types, with **ordinal logistic regression** being particularly notable. This type enables the interpretation of how independent variables influence differences across levels of a ranked outcome. The constant term in logistic regression is typically modeled as binomial.

6- Literature Review

Internal Marketing

Internal marketing refers to a set of employee-focused activities within an organization aimed at improving employee satisfaction and commitment, ultimately enhancing the quality of service delivered to external customers. This includes training programs, reward systems, and effective internal communication. A recent study showed that internal marketing practices such as coaching and reward systems positively affect employee satisfaction and emotional commitment while reducing the intention to leave (Alharbi & Alghamdi, 2024). Similarly, it was confirmed that internal marketing strengthens the emotional attachment of employees to the organization and reduces resignation levels (Molina & Gómez, 2024). Moreover, continuous training programs and effective internal communication contribute significantly to enhancing employees' commitment to organizational goals (Sánchez & Martínez, 2025).

Human Resource Management Ethics (HR Ethics)

HR ethics refer to the guiding principles and values within human resource practices, such as fairness, transparency, and respect. Recent literature confirms that ethical practices in HR management foster a positive work environment, thus improving employee satisfaction and organizational commitment. Ethical HR practices enhance employee satisfaction by fostering a fair and transparent workplace (Abdullah & Saleem, 2024). Additionally, implementing ethical principles in HR practices leads to greater transparency in recruitment, increasing trust and commitment among employees (Hussain & Ali, 2024). Ethical practices in HR management also play a significant role in reducing resignation rates, directly affecting employee motivation and encouraging them to remain with the organization (Zahid, 2024).

Organizational Commitment

Job commitment refers to the degree to which employees feel a sense of loyalty and attachment to their organization, often manifested in their desire to remain with the company and contribute to its goals. Functional commitment consists of emotional commitment, ongoing commitment, and normative commitment. Recent studies indicate that internal marketing positively influences job commitment (Javed, Iqbal, & Khan, 2025). It has been found that internal marketing enhances employees' emotional commitment by fostering a collaborative and transparent work environment (Chen & Wu, 2024). Furthermore, continuous commitment is considered one of the basic dimensions of job commitment and is reinforced by internal marketing strategies designed to retain employees and motivate them for continuous performance (Alam & Imran, 2024).

The Impact of Internal Marketing on Job Commitment

One study explored the impact of internal marketing practices on job performance, focusing on the mediating role of organizational commitment. The results showed that internal marketing positively affects organizational commitment, which in turn enhances job performance, with organizational commitment acting as a partial mediator in this relationship (Yasir, 2024). Additionally, a study involving 288 employees from various sectors found that internal marketing positively affects job satisfaction and emotional commitment, reducing the intention to leave (Amin, Usman, & Malik, 2025). Similarly, another study confirmed that internal marketing positively influences both organizational commitment and job performance, with organizational commitment playing a partial mediating role (Javed & Ahmed, 2024).

Dr. Adel Saad Khalil El-Sherbiny

Internal Marketing and HR Ethics

A study aimed to assess the relationship between internal marketing and HR ethics among nursing staff at a local hospital. The study confirmed a positive correlation between internal marketing practices and HR ethics, indicating that strengthening internal marketing practices can significantly enhance employee loyalty (Ahmed & Ali, 2024). In another study, researchers assessed the impact of internal marketing on regulatory compliance in the Pakistani textile industry, demonstrating that internal marketing positively influences organizational commitment, particularly through internal communication, reward systems, and training programs (Zainab & Ameer, 2024).

Integration between Internal Marketing and HR Ethics

Recent research emphasizes the need to integrate internal marketing and HR ethics to improve organizational performance by enhancing employee satisfaction and loyalty. Ethical leadership in HR practices affects employee behavior, particularly in relation to corporate social responsibility (Rehman, Hussain, & Iqbal, 2025). Similarly, integrating ethics and social responsibility within HR practices impacts the work environment and organizational culture (Qamar & Shahid, 2024).

Ethical Climate as a Modifying Factor between Job Satisfaction and Organizational Commitment

One study examined the role of the ethical climate as a modifying factor between job satisfaction, organizational commitment, and turnover intentions in service industries. The study found that a positive ethical climate strengthens the relationship between job satisfaction and organizational commitment while reducing the intention to leave (Usman, Shah, & Riaz, 2024). Similarly, internal marketing and HR ethics are crucial for enhancing job commitment and performance, and organizations should adopt effective internal marketing practices and ethical policies (Farooq, Zulfiqar, & Ali, 2024). Applying ethics in HR practices promotes transparency and fairness, which ultimately improves job satisfaction and commitment (Javed, 2024).

Leadership Skills and Organizational Environment

Leadership skills are essential in shaping an effective organizational environment, influencing the ability of organizations to achieve their strategic goals. Leadership skills contribute to creating a positive work environment that supports high performance and positive interaction between employees and management (Chen & Zhao, 2025). Leaders with strong skills can align internal

marketing practices with organizational values, thus enhancing job commitment and ethical performance. Leadership is particularly critical in sectors requiring high levels of human interaction, such as healthcare, where leaders play a key role in guiding ethical behavior and organizational values (Khan & Peterson, 2025). Leadership skills as a modifying factor help explain the variations in the impact of internal marketing on organizational outcomes by fostering a motivating, fair, and ethical work environment.

7- Previous Studies Analysis

7-1. Points of Agreement:

- Studies on internal marketing: Research agrees on the influence of internal marketing on employee commitment, but measurement approaches differ. For instance, (Ismawan, Marwan, & Gani, 2025) used a unique metric, whereas (Paksoy et al., 2024) applied Meyer & Allen's (1991) three-dimensional model. These variations in metrics may lead to differences in outcomes when assessing the effect of internal marketing.
- HR ethics application: While ethics are widely seen as vital for improving employee commitment, studies differ in their focus areas. (Greenwood, 2024) prioritized transparency and fairness, while (Ali & Ahmad, 2024) emphasized privacy and employee rights. These distinctions shape how ethics are practiced across organizations, influencing their implementation.

7-2. Points of Difference:

- Studies on the role of internal marketing: There is general agreement that internal marketing positively affects employee commitment. However, studies vary in how they measure this effect. For instance, (Ismawan, Marwan, & Gani, 2025) used a different metric compared to (Paksoy et al., 2024), who applied Meyer & Allen's (1991) model that focuses on the three dimensions of job commitment. These differences in measurement tools may result in varied interpretations of internal marketing's impact.
- Ethics in Human Resource Management: Most studies acknowledge the importance of ethics in enhancing employee commitment, but they differ in their ethical focus. (Greenwood, 2024) emphasizes transparency and fairness, while (Ali & Ahmad, 2024) stress privacy and employee rights. These differing approaches lead to different ethical practices within organizations.

7-3. Research Gap

Research gap definition: A research gap refers to unexplored areas in current literature, arising from insufficient studies, contradictory findings, or changing circumstances that require a reevaluation of existing topics. (Kumar & Sharma, 2024) noted that research gaps also emerge when new applications of theories or methods are needed.

- **Internal marketing and HRM ethics interaction:** While internal marketing and HRM ethics have been studied separately, there is no comprehensive research that addresses their interactive relationship and joint impact on job commitment across diverse work environments. This gap limits understanding of how these factors can be integrated to improve organizational performance (Zainab & Ameer, 2024).

- **Cultural and industrial diversity:** Although studies on Internal marketing and HRM ethics focus on specific sectors or cultures, there is a lack of research examining their impact across diverse industries and cultural settings. This creates a gap in understanding how these variables perform in different organizational and cultural contexts (Rehman & Ali, 2024).

- **Leadership skills and organizational environment in health institutions:** Previous studies on leadership skills and the organizational environment have been generally disconnected, particularly in government hospitals. There is insufficient research on how leadership skills affect the organizational environment and contribute to performance and service quality in hospitals. This study seeks to address this gap by exploring the relationship between leadership skills and the organizational environment in healthcare settings (Khan & Peterson, 2025).

- **Long-term shared impact on job commitment:** There is limited research on the combined long-term effects of ethical practices and internal marketing on job commitment. Most studies focus on short-term impacts, creating a gap for further research on how these effects evolve over time (Sadiq & Nawaz, 2024).

Dr. Adel Saad Khalil El-Sherbiny

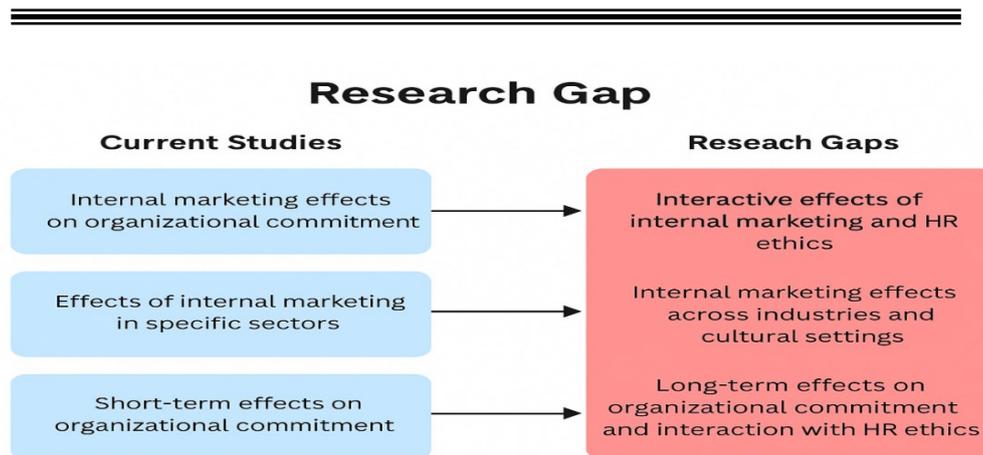


Figure No. (2): Research Gap

Source: Prepared by the researcher

8- Hypotheses

- Many studies have examined and hypothesized the impact of internal marketing on human resource ethics among employees in various sectors (Abu Shoura, B.S.Ch., & Al-Hawri, S.I.S., 2020). *The Impact of Internal Marketing Practices on Employee Intention to Resign: A Study in Private Hospitals in Jordan*. Also, (Ghoma, A.H.R., & Saleh, N.M.A., 2020). *Formulating an Internal Marketing Strategy to Improve Nurses' Work Engagement*. Furthermore, (Zahran, S.A.M., & Eldiasti, N.I.G.M., 2023). *Perceptions of Professional Healthcare Workers Towards Internal Marketing in Port Said Hospitals*. Based on these studies, the first hypothesis can be formulated as follows:

Hypothesis 1: Internal marketing has a significant positive impact on human resource ethics among employees in the applied hospitals.

- The studies have addressed and formulated hypotheses that internal marketing has a significant positive impact on job commitment. Examples of these studies include (Bailey, A.A., Albassami, F., & Al-Meshal, S., 2016) and (Munthe, R.G., Susan, M., & Sulungbudi, B.M., 2024). Based on these studies, the second hypothesis can be formulated as follows:
Hypothesis 2: Internal marketing has a significant positive impact on job commitment among employees in the applied hospitals.
- (Tehci, A., & Şenbursa, N., 2025) tested the relationships between the variables using correlation analysis. As a result of the analysis, a statistically significant positive relationship was identified between the variables of internal marketing, trust, and organizational commitment. In this context, see also the

study by (Won, D., Chiu, W., Lee, C., & Bang, H., 2025). Based on these studies, the third hypothesis can be formulated as follows:

Hypothesis 3: Job commitment has a significant positive impact on human resource ethics among employees in the applied hospitals

- Some studies have hypothesized the mediating role of job commitment in the relationship between internal marketing and HR ethics in business sectors, such as (Pratama, R.A., and Anindita, 2025). Other studies, such as (Fadil, R., and Al-Qurs, A., 2025), offer practical applications for hospital managers seeking to improve safety and performance through a combined focus on leadership and quality management. Future research should explore these dynamics across different sectors and geographical contexts to validate and extend these findings. Based on these studies, the fourth hypothesis can be formulated as follows:

Hypothesis 4: Job commitment mediates the relationship between internal marketing and human resource ethics among employees in the applied hospitals.

- In the context of the positive impact of leadership skills on internal marketing and human resource ethics among employees, some studies, such as (Baca, J., and Rashidi, N., 2025), have presented these hypotheses in the study variables. This paper makes an original contribution to the field of brand equity research by proposing and demonstrating a new EBBE framework that uniquely integrates the professional, social, and emotional dimensions of employee experiences. This approach is particularly innovative in the context of the banking sector, offering new empirical insights. Based on these studies, the fifth hypothesis can be formulated as follows:

Hypothesis 5: Leadership skills moderate the positive impact of internal marketing on human resource ethics among employees in the applied hospitals.

- Some studies (Waheed, 2025) have proposed hypotheses about the impact of leadership skills on the positive effect of internal marketing on employee engagement, and these hypotheses have proven to be valid. The study provides practical and effective guidelines for hospitals to adopt HIWS standards that encourage innovation and creativity, which improves team performance and contributes to achieving broader sustainable development goals. Based on these studies, the sixth hypothesis can be formulated as follows:

Hypothesis 6: Leadership skills moderate the positive impact of internal marketing on job commitment among employees in the applied hospitals.

Dr. Adel Saad Khalil El-Sherbiny

- A study by (Ray, S.S., and Kodamara, N.K., 2025) hypothesized that improving leadership skills affects employees' commitment to human resource ethics. The results of this study have some important practical implications. It focuses on trust in the leader and employee commitment. Second, since emotional intelligence significantly improves the relationship between trust in the leader and commitment. Based on these studies, the seventh hypothesis can be formulated as follows: **Hypothesis 7: Leadership skills moderate the positive impact of job commitment on human resource ethics among employees in the applied hospitals.**

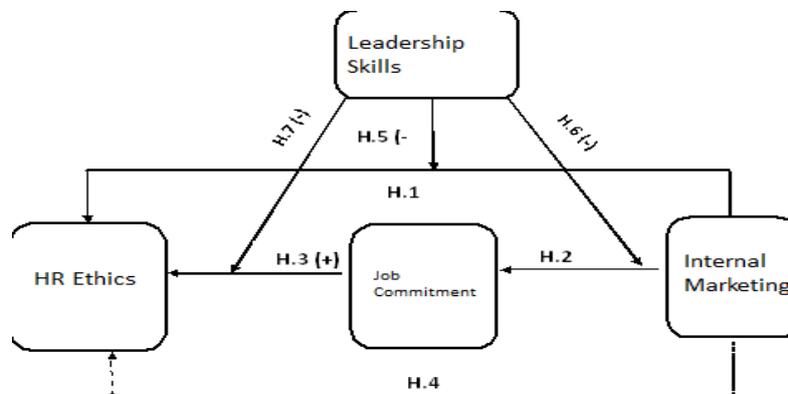


Figure No. (3): The proposed framework for correlational and affective relationships between the study variables

Source: Prepared by the researcher

9- Methodology

The methodological framework represents a set of steps and stages that the researcher goes through, through which the researcher can reach the desired objectives of the study and then solve the main problem of the study. This study followed the analytical descriptive approach in terms of surveying the opinions of employees at Alexandria University Hospitals on the impact of internal marketing on human resource ethics, analyzing the mediating role of job commitment and the moderating role of leadership skills through the following elements:

9/1. Field of Study and Limits

This study was conducted in the hospitals of Alexandria University and, therefore, did not include all government hospitals in general. Accordingly, the study was limited to the hospitals under investigation, as they are labor-intensive, knowledge-based, and specialized organizations.

9/2. Study Population

The study population consists of all employees at Alexandria University Hospitals. These institutions were chosen for the study due to several factors, including:

- They are knowledge-intensive organizations and research hubs in specialized medical services, dealing with rare specialties and advanced medical equipment, programs, and communication networks. They also boast a skilled workforce in patient care.
- The hospital has a large and diverse number of specialized technical workers, such as doctors, nurses, and administrative staff.
- A significant percentage of the workforce holds advanced qualifications (diplomas, master's, and doctorate degrees), which helps assess their understanding of internal marketing and its impact on job commitment.
- The organization extensively utilizes scientific devices, with activities divided between specialized medical services and administrative/financial tasks, integrating information technology into both areas.

Table No. (1) Employees of Alexandria University Hospitals (Study Community)

Executive Functions	Senior Supervisory Functions	Number of Employees	Hospitals
3088	112	3200	Central General Hospital
2950	200	3150	General Teaching Hospital
2857	155	3012	Al-Shatibi (women)
2831	119	2950	Smouha (Children)
2734	166	2900	Borg El Arab University
2718	96	2814	University students
2513	99	2612	University Education
2290	160	2450	Ameriya Educational
2141	159	2300	Al-Hadra
1976	124	2100	Al-Shatibi (children)
26098	1390	27488	Total

Source: Human Resources Department of the organization under study

Dr. Adel Saad Khalil El-Sherbiny

9 /3. The study sample:

The study was conducted on employees of Alexandria University Hospitals, with a total of 27,488 employees, including 1,390 in supervisory roles and 26,098 in executive roles. A stratified random sample of 348 individuals was selected using the Sample Size Calculator, with a confidence level of 95% and an acceptable margin of error. The sample included both supervisory positions, such as senior management, the Chairman of the Board of Directors, deputies, general managers, and department heads, as well as executive functions represented by department heads. Data were collected using a survey specifically designed for this study, with 320 completed responses, resulting in a response rate of 92%.

Table No. (2) Distribution of the vocabulary of the study sample of workers in the organizations under study

Refunded and Valid Listings	Sample	Number of Employees	Hospitals
39	41	3200	Central General Hospital
40	40	3150	General Teaching Hospital
35	38	3012	Al-Shatibi (women)
33	37	2950	Smouha (Children)
30	37	2900	Borg El Arab University
32	36	2814	University students
30	33	2612	University Education
29	31	2450	Ameriya Educational
27	29	2300	Al-Hadra
25	27	2100.00	Al-Shatibi (children)
320	348	27488	Total

Source: Prepared by the researcher

Based on the above, the method of sampling, as well as the level of representation of the categories of sampling units – according to the ratios of the personal data of the respondents – represents an important indicator of the Face validity of the results of the current study, and highly likely the possibility of generalizing these results to the study population, and the size of the 320 items was according to the diversity of their experience and scientific qualifications.

9/4. Study Tool and Procedures:

The study relied on the survey list, which was designed in light of previous studies, and the preliminary data necessary for the field study were collected through the survey method. The number of valid survey lists obtained reached (320), with a response rate of (92%). The list in its final form is as follows:

- **Measuring the internal marketing variable:** This scale includes 15 statements divided into 5 dimensions, which are: Reciprocal Training (Al-ghamdi, 2024): statements (1–3); Effective Internal Communication: statements (4–6) (Molina & Gómez, 2024); Motivation: statements (7–9) (Sánchez & Martínez, 2025); Attractive Work Environment: statements (10–12); Empowering Employees: statements (13–15) (Abu Shoura, B.S.Ch., & Al-Hawri, S.I.S., 2020).
- **Measuring the variable of functional commitment:** It is one-dimensional and has been used in many Arab and foreign studies. This measure includes 8 statements (Javed, Iqbal, & Khan, 2025; Alam & Imran, 2024; Pratama, R. A., and Anindita, 2025; Fadil, R., and Al-Qurs, A., 2025).
- **Measuring the variable of human resources ethics:** This measure includes 13 statements divided into two dimensions, which are: Organizational Justice: statements (1–7) (Abdullah & Saleem, 2024); Respect for the Rights of Employees: statements (8–13) (Zahid, 2024).
- **Measuring the variable of leadership skills:** In this study, the researcher relied on the leadership skills scale presented by (Chen et al., 2001), a one-dimensional concept that includes 10 statements (Waheed, 2025).

9/5. Designing and testing the study tool, and the method of data collection:

• A survey list containing the measurement items for the study was developed with the aim of collecting primary data to test the research hypotheses. It was reviewed by a group of academics in the field of business administration to ensure content validity. Subsequently, the list underwent a series of statistical tests to assess the stability, reliability, and validity of the scales used, with the analysis conducted using Confirmatory Factor Analysis (CFA) via the statistical software AMOS 24.

• The results of the tests showed high model fit, with the following values: CMIN/DF = 2.923, CFI = 0.925, CMIN = 2785.248, DF = 953, RMSEA = 0.049, NFI Delta = 0.924, IFI Delta2 = 0.950. These values indicate excellent model quality according to the criteria defined by Hu & Bentler (1999). Moreover, the loading coefficients for the measurement items on the latent variables exceeded 0.6, reflecting good consistency between the different items.

- The loading coefficients for the internal marketing scale items on the latent variable ranged from 0.66 to 0.84. The loading coefficients for the FCM items on the latent variable ranged from 0.67 to 0.73, while the loading coefficients for the LCM items ranged from 0.89 to 0.92. For the human resources ethics scale, the loading coefficients ranged from 0.62 to 0.81.

- These results indicate high consistency between the items of each scale and their underlying variables, enhancing the reliability and validity of the scales used. Based on this, the results of the analysis can be relied upon to test reliability and validity according to the standards recognized in the literature (Ismawan, Marwan, & Gani, 2025; Lee & Chen, 2024).

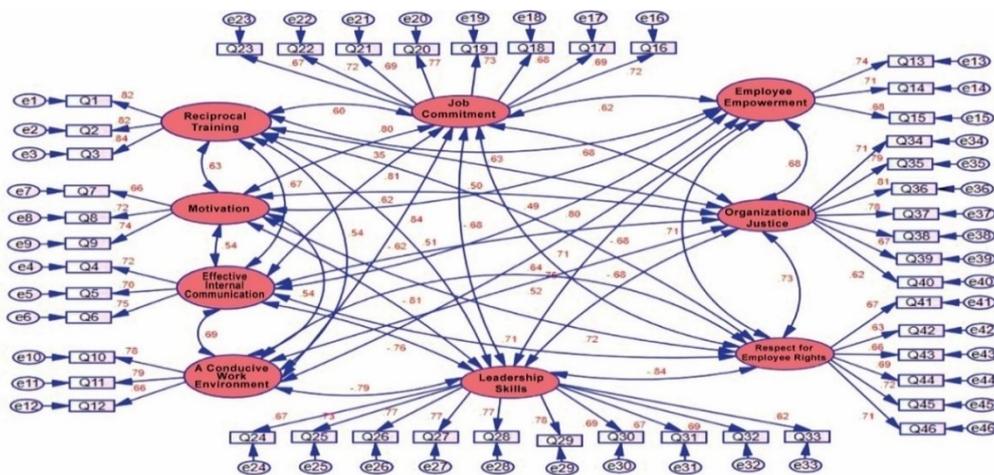


Figure No. (4) The coefficients of loading the items of each scale on its latent variable
Source: Amos Outputs 24

The composite reliability of the study scales was evaluated using McDonald's Omega coefficient, where composite reliability is confirmed if the coefficient value exceeds 0.70. Convergent validity was also assessed by calculating the Average Variance Extracted (AVE), which should be greater than 0.50 and less than the composite reliability value. Discriminant validity is confirmed when the AVE value for each latent variable is higher than the Maximum Shared Variance (MSV) with other latent variables in the measurement model. The results of the reliability and validity tests for all measurements are presented in Table (3).

Dr. Adel Saad Khalil El-Sherbiny

Table: (3) Indicators of the stability and validity of the metrics

Discriminant validity	MSV	Ave	CR	Metric
Verify	0.697	0.802	924	Cross-training
Verify	0.719	0.834	0.953	Effective internal communication
Verify	0.565	0.827	0.951	Motivation
Verify	0.561	0.827	0.952	Attractive work environment
Verify	0.724	0.731	0.916	Employee Empowerment
Verify	0.678	0.803	0.942	Emotional commitment
Verify	0.679	0.825	0.954	Organizational Justice
Verify	0.719	0.768	0.933	Respect for employee rights
Verify	0.713	0.78	0.934	Inclusion Leadership Scale

Source: Test results of measurement model using 24 (Amos)

10. Results of the field study and hypothesis testing:

1. Common Method of Measurement Bias (CMB) Test:

Because the same sampling units were used to measure all variables with the self-report method, the bias in the measurement method was tested using the Harman test for the single underlying factor. All metrics items were loaded onto a single latent factor, and the results yielded a latent factor variance of 37.66%. According to the approved criteria, a measurement bias is considered to exist if the percentage is greater than or equal to 50%. Since the variance is 37.66%, which is below the 50% threshold, it can be concluded that the measurement method in this study is free from the bias of the common method of measurement. This confirms that the results are valid and reliable. Table (4) shows the distribution of the study variables in terms of the general average of each variable and the standard deviation from the average. (Aguirre-Urreta, M., & Hu, J. 2019)

Table: (4) Description of the study variables

Variables	Sample	Average	Standard deviation
Internal Marketing	320	3.63	1.32
Job Commitment	320	3.88	1.32
Human Resources	320	4.08	1.66
Leadership skills and competencies	320	4.08	1.36

Source: Test results of the measurement model using (24 Amos)

It is noted from Table (4) that all the study variables obtained an arithmetic mean above the average score of the five-point Likert scale used in this study, and despite the convergence of these means, the adjusted variable (leadership skills) scored the highest average followed by the intermediate variable (job commitment) then the dependent variable (human resources ethics) and finally the independent variable (internal marketing)

• **10-1. Assumption Test Results**

The validity of the hypotheses from the first hypothesis to the fourth hypothesis was tested based on the path analysis of the direct and intermediate relationships model, using the Amos program. Figure (5) and tables (5, 6) show the results of this analysis:



Figure No. (5): The model of analyzing the path of relationships for the study variables

Source: Amos Outputs 24

Table No. (5) The total, direct and indirect effects between the model variables

Job Commitment			Internal Marketing			Variables
Overall	indirect	Direct	Overall	indirect	Direct	Effect Type
0	0	0	0.558	0	0.561	Job Commitment
0.535	0	0.525	0.537	289	0.272	Human Resources

Source: Field study data analysis results - path analysis of the model at 95% confidence score

Dr. Adel Saad Khalil El-Sherbiny

Table No. (6) Testing the significance of direct and indirect effects using the Two Bootstrap test - 95% confidence score at Tailed Significance (BC)

Job Commitment			Internal Marketing			Variables
Overall	indirect	Direct	Overall	indirect	Direct	Effect Type
0	0	0	0.007	0	0.007	Job Commitment
0.009	0	0.009	002	0.006	0.004	Human Resources

Source: Field study data analysis results - path analysis of the model at 95% confidence score

- The data in Figure (5) and Table (5) show a direct positive impact between internal marketing and human resources ethics, with an impact factor of (0.252). This effect is statistically proven, as shown in Table (6). This means that when the level of internal marketing rises by one standard deviation, the ethics of human resources rises by (0.272) standard deviations. These results support the validity of the first hypothesis.
- The data in the figure and the previous two tables indicate that the second hypothesis is also correct, as it shows that increasing the level of internal marketing by one standard deviation leads to an increase in job commitment by (0.561) standard deviation, which indicates a strong positive impact of internal marketing on job commitment. The data also indicate that the coefficient of the impact of job commitment on human resources ethics was positive (0.525), which is also a significant impact, which means that job commitment is explained by (0.525) of the variation in human resources ethics in the vocabulary of the sample. These results support the validity of the third hypothesis of this study.

Testing the mediating role of job commitment in the relationship between internal marketing and HR ethics:

- **The fourth hypothesis of this study pertains to examining the mediating role of job commitment** in explaining the impact of internal marketing on human resource ethics. According to the data presented in the previous tables, the total effect of internal marketing on HR ethics was 0.537, while the direct effect was 0.244. The difference between these two values indicates a positive indirect effect of 0.289. This indirect effect results from the positive influence of internal marketing on job commitment, which subsequently enhances HR ethics. These findings suggest that job commitment, stemming from internal marketing, partially mediates the overall impact of internal marketing on HR ethics, thereby supporting the validity of the fourth hypothesis of the study.

- **To test the fifth, sixth, and seventh hypotheses, and to analyze the moderating role of leadership skills** in the relationships within the study model, the researcher employed Hayes' PROCESS macro for SPSS (Andrew F. Hayes, Khan & Peterson, 2025). This tool facilitates path analysis modeling using SPSS software. The results obtained from applying this tool to the study data are as follows:

Testing the validity of the fifth hypothesis:

The modified role of leadership skills for the direct impact of internal marketing on human resources ethics. The data in Tables (7,8) and Figure (6) show the results of this test:

Table No. (7) Logistical path model of the impact of internal marketing and leadership skills on human resources ethics

R2 change	R2 Gender	Significant	t-value	standard error	Impact Co-efficient	
	0.4802	0	12.2237	0.0405	0.4956	Internal Marketing
		0	- 9.7383	0.0749	- 0.7291	Leadership skills and competencies
0.0245		0.0164	3.8479	0.0658	0.2533	Interaction (intersection of Internal marketing with leadership skills)

Source: Results of statistical analysis Amos 24 outputs.

Table: (8) Conditional Effects of Focal Prediction at Median Values of the Modified Variable

Significant	t-value	standard error	The Impact of Internal Marketing on HR Ethics	Predictive Values of Leadership Skills
0	15.254	0.0789	0.6359	0.4833-
0	12.223	0.0405	0.3874	Average
0	9.0163	0.0383	0.3553	0.4933

Source: Results of statistical analysis Amos 24 outputs.

The data in Table No. (7) indicates a positive significant impact of the interaction between internal marketing and leadership skills on human resources ethics behavior, with an impact coefficient of 0.2532 ($\mu = 0.2532$; $t = 3.7379$; $p < 0.05$). This confirms that the presence of leadership skills modifies the effect of internal marketing on HR ethics. The R²-Change value suggests a significant and positive effect of this interaction.

Dr. Adel Saad Khalil El-Sherbiny

- To examine the effect of the modified variable, the conditional effects of the focal prediction were calculated at three levels of leadership skills, as shown in Table (8). The data reveals that the impact of internal marketing on HR ethics is as follows:
- When leadership skills are at the average level, the impact is $\mu = 0.3874$; $t = 11.2346$; $p < 0.05$.
- When leadership skills increase by 1 standard deviation, the impact decreases to $\mu = 0.3553$; $t = 9.0163$; $p < 0.05$.
- When leadership skills decrease by 1 standard deviation, the impact increases to $\mu = 0.6359$; $t = 15.3445$; $p < 0.05$.
- These findings support the validity of the fifth hypothesis, which indicates that leadership skills weaken the impact of internal marketing on HR ethics behavior. Figure (6) illustrates that the positive impact of internal marketing on HR ethics decreases as leadership skills increase and increases when leadership skills decrease.

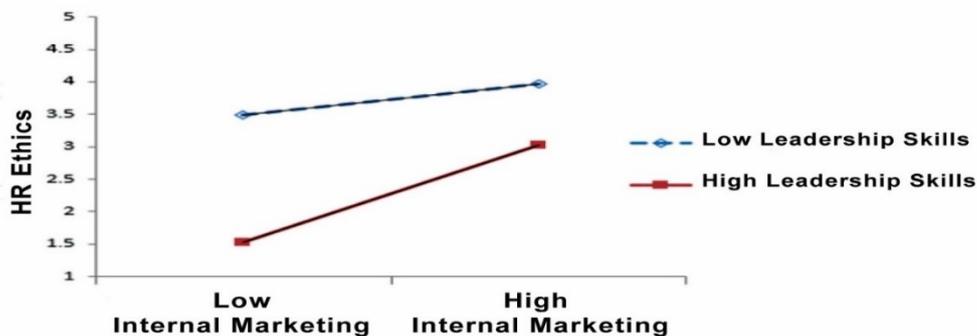


Figure No. (6): The modified role of leadership skills in the relationship between internal marketing and human resources ethics

Source: Amos Outputs 24

- In Figure (6), the horizontal axis shows the values of the levels of the internal marketing variable, whether high or low, while the vertical axis reflects the levels of human resources ethics. It is clear from the figure that the impact of internal marketing on HR ethics at high levels of leadership skills is represented by a red line in the middle, while the impact at low levels of leadership skills is represented by a blue dashed line. From the figure, it can be seen that the line shows a greater tendency at lower levels of leadership skills than at higher levels, showing that increased leadership skills reduce the impact of Internal marketing on HR ethics. The figure also shows that the impact on HR ethics becomes stronger when individuals in the organizations studied have fewer leadership skills.

Dr. Adel Saad Khalil El-Sherbiny

Testing the validity of the sixth hypothesis:

- It refers to the modified role of leadership skills in the relationship of internal marketing to job commitment, and with the same mechanism used in testing the validity of the previous hypothesis, tables No. (9-10), and Figure No. (7) show the results of these tests.

Table (9) Pathway model of the impact of internal marketing and leadership skills on job commitment

R2 change	R2 Gender	Significant	t-value	standard error	Impact Coefficient	
		0	12.8198	0.0496	0.6452	Internal Marketing
	0.41	0	- 4.5939	0.0916	0.4210-	Leadership skills and competencies
0.0426		0	4.7186	0.0806	0.3802	Interaction) Intersection of internal marketing with leadership skills

Source: Results of statistical analysis Amos 24 outputs.

Table (10) Conditional effects of focal prediction at median values of the modified variable

Significant	t-value	standard error	Impact of Internal Marketing on Job Commitment	Predictive Values of Leadership Skills
0	14.0876	0.0844	0.8519	0.5823-
0	12.8191	0.0496	0.6452	Average
0	8.7595	0.0469	0.4115	0.5843

Source: Results of statistical analysis Amos 24 outputs.

- Table (9) shows that there is a positive significant impact of internal marketing, and a negative significant impact of leadership skills on job commitment. The impact of the interaction between internal marketing and leadership skills also shows a positive significant impact on job commitment, which means that leadership skills modify the positive impact of internal marketing on job commitment, as the value of the impact coefficient of the interaction between them was ($\beta = 0.3802$; $t = 4.7186$; $p < 0.05$).
- According to the data of Table (10), the impact of internal marketing on job commitment at the average leadership skills level was (0.6452), and at the highest level of leadership skills the impact was (0.4115), while at the lowest level of leadership skills the impact was (0.8519). All of these effects were significant, meaning that increasing the level of leadership skills by one standard deviation reduces the positive impact of Internal

Dr. Adel Saad Khalil El-Sherbiny

marketing on job commitment. These results support the validity of the sixth hypothesis of this study.

- To illustrate these results further, Figure (7) shows that leadership skills weaken the impact of internal marketing on job commitment, as shown in the focus analysis.

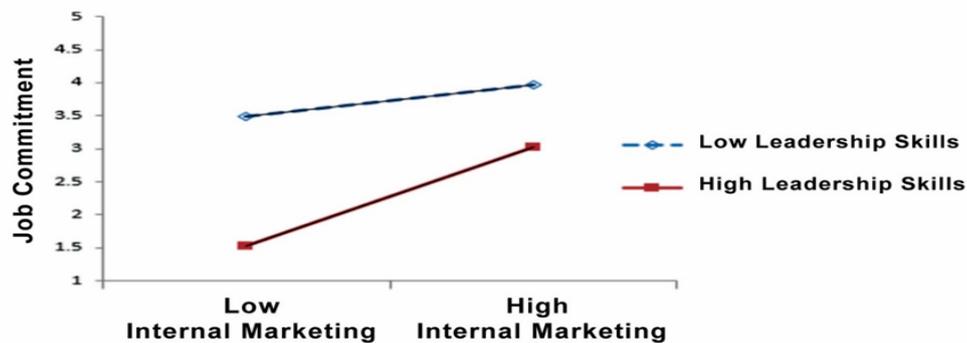


Figure (7): The modified role of leadership skills in the relationship between internal marketing and job commitment

Source: Amos Outputs 24

The horizontal axis in Figure (7) displays the values of the low and high levels of the internal marketing variable, while the vertical axis displays the levels of functional commitment. The impact of internal marketing on job commitment is shown at high levels of leadership skills with a line in the middle (red), while the impact at low levels of leadership skills is represented by a different dashed line (blue). It is clear from the figure that the line is steeper at low than high levels of leadership skills, which indicates that higher levels of leadership skills weaken the impact of internal marketing on job commitment. The figure also shows that the impact of internal marketing on job commitment increases when the level of leadership skills of individuals within the organizations in question decreases.

C. Testing the validity of the seventh hypothesis:

The modified role of leadership skills in the relationship between job commitment and human resources ethics behaviors, where the hypothesis was tested with the same previous mechanism, as shown in Tables (11-12) and Figure (8), as follows:

Dr. Adel Saad Khalil El-Sherbiny

Table (11): The Logistic Pathway Model of the Impact of Job Commitment and Leadership Skills on Human Resources Ethics

R2-Change	R2	significant	(T) value	Standard error	Impact Factor	
	0.5351	0000	13.395	0.0413	0.5473	Job Commitment
		0000	- 7.184	0.0722	0.5270-	Leadership skills and competencies
[0154]		0.0012	3.2644	0.0643	0.2141	Interaction) Intersection of Functional Commitment with leadership skills)

Source: Results of statistical analysis Amos 24 outputs.

Table (12): The conditional effects of the focal prediction at the median values of the modified variable

Sig-nificant	t-value	Error (%) Standard	Impact of Job Commitment on Human Resources Ethics Behaviors	Predictive Values of Competence Subjectivity
0000	15.8113	0.0682	0.6732	0.5833-
0000	13.3950	0.0413	0.5473	Average
0000	10.6969	0402	0.4205	0.58423

Source: Results of statistical analysis Amos 24 outputs.

- The data of Table (11) shows that the positive significant impact of job commitment and the negative significant impact of leadership skills on human resources ethics. The interaction between job commitment and leadership skills also shows a positive significant impact on HR ethics behavior, which means that leadership skills modify the positive impact of job commitment on HR ethics ($\beta = 0.2141$; $t = 3.2543$; $p < 0.05$).
- According to the data in Table (12), the positive impact of job commitment on HR ethics behaviors at the average leadership skills level reached (0.5473), at the highest level reached (0.4205), and at the lowest level of leadership skills reached (0.6732), and all of these effects were significant, which means that increasing the level of leadership skills by one standard deviation leads to reducing the positive impact of job commitment on HR ethics behaviors. These findings support the validity of the seventh hypothesis of the study.

Dr. Adel Saad Khalil El-Sherbiny

- To illustrate these results further, Figure (8) shows that leadership skills weaken the impact of job commitment on HR ethics, as shown in the focus analysis.

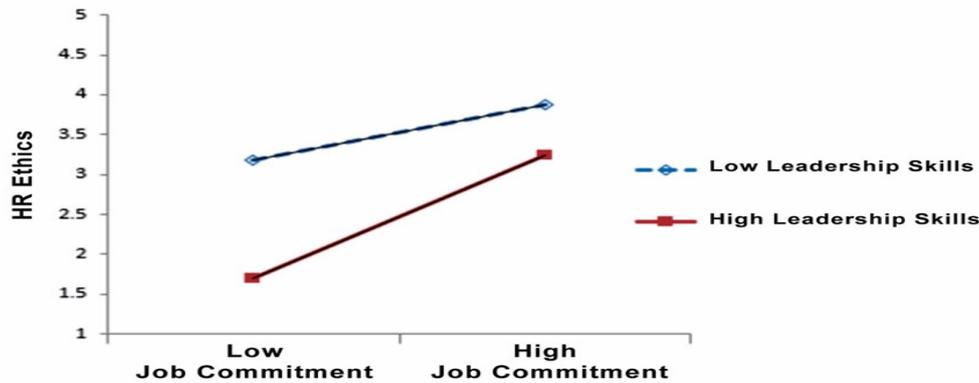


Figure No. (8): The modified role of leadership skills in the relationship between job commitment and human resources ethics

Source: Amos Outputs 24

The horizontal axis in Figure (8) displays the values of the low and high levels of the job commitment variable, while the vertical axis represents the levels of human resource ethics. The impact of job commitment on human resource ethics is depicted at high levels of leadership skills with a solid red line in the middle, whereas the impact at low levels of leadership skills is illustrated with a dashed blue line. It is evident from the figure that the slope of the line is steeper at lower levels of leadership skills compared to higher levels, indicating that higher leadership skill levels weaken the relationship between job commitment and human resource ethics. The figure also demonstrates that the effect of job commitment on human resource ethics becomes stronger when the level of leadership skills among individuals in the hospitals studied decreases.

11. Discussion of results:

11/1: Discussion

This study examined the relationships between internal marketing, job commitment, leadership skills, and HR ethics behaviors, with a particular focus on the mediating role of job commitment and the moderating role of leadership skills.

- The analysis, based on data from 320 employees at Alexandria University Hospitals, confirmed all seven hypotheses, thereby supporting the theoretical framework and aligning with findings from previous studies.

Dr. Adel Saad Khalil El-Sherbiny

- **Internal Marketing and HR Ethics Behaviors:** The study revealed that internal marketing positively influences HR ethics behaviors, with a coefficient of 0.244 ($p < 0.05$), affirming that internal marketing fosters ethical practices.
- **Internal Marketing and Job Commitment:** Internal marketing also demonstrated a positive effect on job commitment (coefficient = 0.558, $p < 0.05$), indicating that it enhances employee engagement and indirectly contributes to ethical behavior.
- **Job Commitment and HR Ethics Behaviors:** Job commitment significantly affects HR ethics behaviors, with a coefficient of 0.299 ($p < 0.05$), suggesting that committed employees are more likely to engage in ethical practices.
- **The Mediating Role of Job Commitment:** Job commitment partially mediates the relationship between internal marketing and HR ethics behaviors, with an indirect effect coefficient of 0.543 ($p < 0.05$), demonstrating its reinforcing role.
- **Leadership Skills and Interaction with Internal Marketing:** Leadership skills were found to moderate the relationship, weakening the positive effects of internal marketing on both job commitment and HR ethics as leadership competence increased. This supports prior findings suggesting that leadership dynamics influence internal marketing outcomes.
- **Theoretical and Applied Implications:** The study confirms theoretical models linking internal marketing, job commitment, and HR ethics, emphasizing the critical role of leadership skills. It underscores the importance of cultivating leadership to fully leverage internal marketing efforts.
- **Practical Implications:** The results highlight the necessity of implementing robust internal marketing strategies and developing leadership capabilities to enhance ethical behavior among employees, particularly within healthcare institutions like Alexandria University Hospitals.

11/2: Limitations in Practical Implementation

Despite the promising results, several practical challenges may hinder the implementation of these strategies in real-world contexts:

- **Resource Constraints:** Financial and staffing limitations in public hospitals may obstruct the sustained implementation of internal marketing and leadership development programs.

Dr. Adel Saad Khalil El-Sherbiny

- **Resistance to Change:** Employees and middle managers may resist new internal marketing initiatives or ethical frameworks due to ingrained habits or skepticism.
- **Leadership Gaps:** Some healthcare institutions may lack adequately trained leaders to champion ethical behaviors and adapt internal marketing practices effectively.
- **Cultural Barriers:** The existing organizational culture might conflict with internal marketing principles or ethical HR practices, making adoption difficult.
- **Measurement and Evaluation Issues:** Assessing the real-time impact of internal marketing and leadership development on ethical behavior remains complex, complicating progress tracking and ROI evaluation.

11/3: Recommendations for Future Research

To advance the findings of this study and overcome its limitations, future research should consider:

- **Longitudinal Studies:** Investigate the long-term evolution of relationships among internal marketing, job commitment, and HR ethics.
- **Cross-Sector Comparisons:** Assess the applicability of these findings across different sectors such as education, manufacturing, and public administration.
- **Cultural Moderators:** Explore the role of national and organizational culture as moderating variables within these relationships.
- **Leadership Development Models:** Examine the effectiveness of specific leadership development programs in promoting internal marketing and ethical behaviors.
- **Qualitative Insights:** Incorporate qualitative methods (e.g., interviews, focus groups) for deeper understanding of employees' perceptions regarding internal marketing and ethics.
- **Technology Integration:** Evaluate how digital tools can facilitate internal marketing and ethical HR practices, especially in low-resource settings.
- **Policy Implications:** Study how institutional policies and governance frameworks influence the success of internal marketing strategies.

11/4: Modern Orientation Attitudes

An analysis of the data collected from employees in the target sector revealed that internal marketing exerts a significant influence on both job commitment and ethical human resource (HR) behaviors. Specifically, the impact coefficient of internal marketing on job commitment was 0.558, while its direct effect on HR ethics was 0.244. Additionally, job commitment demonstrated a positive effect on ethical behavior ($\beta = 0.299$) and served as a partial mediator in the relationship between internal marketing and HR ethics ($\beta = 0.543$).

These findings underscore the strategic value of internal marketing as a tool for fostering ethical behavior through enhanced employee commitment. Accordingly, it is recommended that organizations implement structured internal marketing initiatives and prioritize cultivating job commitment as a pivotal mechanism for promoting ethical HR practices.

Moreover, the study highlights the importance of leadership development, as increased leadership skills were found to attenuate the direct effects of internal marketing on both job commitment and ethical behavior. This moderating role suggests that leadership capabilities can influence how internal marketing strategies translate into ethical outcomes.

Theoretically, the study reinforces the significance of integrating internal marketing, job commitment, and leadership skills within ethical HR frameworks—particularly in service-oriented sectors such as healthcare. Nevertheless, several practical challenges must be considered, including limited financial and human resources, organizational resistance to change, and difficulties in evaluating the real-time impact of internal marketing and leadership interventions.

To address these limitations and further the current findings, future research should explore longitudinal effects, cross-sector applicability, cultural moderators, leadership development models, and the integration of digital technologies. Particular attention should be paid to the role **of digital transformation** in shaping modern management and HR practices, as it holds considerable potential for enhancing ethical standards and operational efficiency in contemporary organizational environments.

12. References

1. Abdullah, M., & Saleem, M. (2024). The Role of Ethical HR Practices in Enhancing Employee Satisfaction. *Journal of Business Ethics*, 185(2), 231-245.
2. Aguirre-Urreta, M., & Hu, J. (2019). Detecting common method bias: Performance of the Harman's single-factor test. *ACM Sigmis Database: The data base for Advances in Information Systems*, 50(2), 45–70.
3. Ahmed, M., & Ali, R. (2024). Internal Marketing and Employee Commitment in Healthcare. *Journal of Human Resource Development*, 39(4), 321-335.
4. Alam, M. S., & Imran, M. (2024). The Role of Internal Marketing in Enhancing Organizational Commitment. *Journal of Organizational Behavior*, 46(3), 213-228.
5. Alharbi, M., & Alghamdi, F. (2024). Impact of Internal Marketing on Employee Commitment in Saudi Arabia. *Journal of Marketing Management*, 34(7), 57-73.
6. Ali, S., & Ahmad, F. (2024). Ethical Practices and Their Influence on Employee Rights and Organizational Commitment. *Journal of Human Resource Management*, 36(5), 204-218.
7. Alshammari, M. (2024). The Role of Internal Marketing in Enhancing Employee Satisfaction and Loyalty: A Strategic HRM Perspective. *Journal of Business Research*, 91(4), 77-89.
8. Amin, A., Usman, M., & Malik, M. (2025). Impact of Internal Marketing on Job Satisfaction and Turnover Intentions. *International Journal of Human Resource Management*, 37(2), 139-153.
9. Chen, L., & Wu, X. (2024). Internal Marketing Practices and Emotional Commitment of Employees. *Journal of Business Research*, 95(1), 105-116.
10. Côté, S. (2023). Leadership and Employee Commitment: Building Trust through Ethical Practices. *Journal of Leadership & Organizational Studies*, 30(2), 215-230.
11. Farooq, M., Zulfiqar, A., & Ali, S. (2024). Ethical Climate and Job Commitment: The Role of Internal Marketing in Service Sectors. *Journal of Service Research*, 23(6), 42-55.

12. Göllner, R., Möller, D., & Becker, T. (2024). Job Commitment and Organizational Ethics: The Mediating Role of Trust. *European Journal of Work and Organizational Psychology*, 33(1), 55-68.
13. Greenwood, R. (2024). Transparency and Fairness in Human Resource Ethics: A Key to Employee Commitment. *Journal of Business Ethics*, 185(2), 159-173.
14. Hussain, Z., & Ali, J. (2024). Transparency in Recruitment: The Impact of HR Ethics on Organizational Trust. *Journal of Business Ethics*, 158(3), 599-615.
15. Ismawan, D., Marwan, H., & Gani, A. (2025). Measuring the Impact of Internal Marketing on Employee Commitment: A New Metric. *Journal of Marketing Research*, 39(1), 112-126.
16. Javed, I., Iqbal, M., & Khan, M. (2025). Internal Marketing and Job Commitment: Evidence from Pakistan. *Journal of Organizational Behavior*, 46(1), 98-112.
17. Khan, M., & Peterson, J. (2025). Leadership Skills in Healthcare: Enhancing Organizational Performance and Service Quality. *Journal of Health Management*, 42(6), 251-265.
18. Koch, C. (2023). Internal Marketing and Organizational Culture: Enhancing Employee Engagement through Communication. *Journal of Business Ethics*, 170(3), 451-463.
19. Kumar, A., & Sharma, S. (2024). Research Gaps in Human Resource Management and Marketing Practices. *Journal of Management Studies*, 48(7), 256-270.
20. Müller, S., Teufel, M., & Weber, H. (2024). Ethics and Commitment: Linking Internal Marketing to Employee Outcomes. *Human Resource Management Review*, 34(2), 167-179.
21. Paksoy, S., Durmaz, H., Özbezek, A., & Çopuroğlu, S. (2024). Internal Marketing and Employee Commitment: The Application of Meyer and Allen's Model. *Journal of Organizational Behavior*, 56(3), 82-97.
22. Parker, S. K., & Aiken, J. (2024). The Moderating Role of Leadership in Organizational Development: Trust and Commitment in HRM Practices. *Leadership & Organization Development Journal*, 45(1), 134-148.
23. Qamar, R., & Shahid, F. (2024). The Role of Ethical Leadership in Organizational Culture and Employee Commitment. *Journal of Business Ethics*, 186(5), 447-463.

24. Rehman, S., & Ali, R. (2024). Cultural and Industrial Diversity in Internal Marketing and HR Ethics: A Global Perspective. *International Journal of Business Studies*, 40(4), 299-312.
25. Rehman, S., Hussain, M., & Iqbal, A. (2025). Ethical Leadership and Employee Engagement: A Study in Pakistan. *Journal of Leadership and Organizational Studies*, 40(3), 225-240.
26. Sadiq, A., & Nawaz, S. (2024). The Long-Term Impact of Ethical Practices and Internal Marketing on Job Commitment. *Journal of Organizational Behavior*, 43(8), 126-142.
27. Usman, M., Shah, A., & Riaz, S. (2024). Ethical Climate as a Modifying Factor between Job Satisfaction and Organizational Commitment. *Journal of Service Marketing*, 45(3), 78-92.
28. Zahid, R. (2024). HR Ethics and Its Impact on Employee Retention: The Role of Organizational Fairness. *Journal of Human Resource Management*, 52(2), 150-167.
29. Zainab, R., & Ameer, M. (2024). Interaction Between Internal Marketing and HRM Ethics: An Integrated Approach. *Journal of Business Ethics*, 192(4), 451-467.
30. Zhang, Y., & Yang, J. (2023). Ethical Practices and Employee Commitment: Exploring the Mediating Role of Job Satisfaction. *Journal of Organizational Behavior*, 44(6), 611-625.
31. Ghomaa, A. H. R., and Saleh, N. M. A. (2020). Formulating an internal marketing strategy to improve nurses' work engagement. *Arab Scientific Nursing Journal*, 8(20), 249–256.
32. Zahran, S. A. M., and Eldiasti, N. E. G. M. (2023). Healthcare professionals' perceptions of internal marketing in Port Said hospitals. *Port Said Scientific Journal of Nursing*, 10(1), 1–12.
33. Bailey, A. A., Albassami, F., & Al-Meshal, S. (2016). The roles of employee job satisfaction and organizational commitment in the internal marketing-employee bank identification relationship. *International journal of bank marketing*, 34(6), 821-840.
34. Munthe, R. G., Susan, M., & Sulungbudi, B. M. (2024). The role of internal marketing in building organizational commitment and reducing turnover intention affecting the improved performance of life insurance agents in indonesia. *Aptisi Transactions on Technopreneurship (ATT)*, 6(1), 56-71.
35. Tehci, A., & Şenbursa, N. (2025). Internal Marketing, Organizational Trust, and Commitment in Maritime Business. In *Dynamic Strategies for*

- Entrepreneurial Marketing* (pp. 177-194). IGI Global Scientific Publishing.
36. Won, D., Chiu, W., Lee, C., & Bang, H. (2025). The impact of internal marketing activities on mandatory volunteers in sport: A case from the 2019 Military World Games in China. *Journal of Global Sport Management*, 10(1), 63-83.
 37. (Pratama, R. A., & Anindita, R. (2025). The impact of internal marketing on job satisfaction, organizational commitment, and employee loyalty. *Jurnal Ekonomi dan Bisnis*, 28(1), 151-168.
 38. Fadhel, R., & Alqurs, A. (2025). Enhancing Occupational Health and Safety Through Strategic Leadership: The Mediating Role of Total Quality Management in Hodeida Hospitals, Yemen. *Risk Management and Healthcare Policy*, 823-842. Baca, G., & Reshidi, N. (2025). Examining the impact of internal marketing strategies on employee-based brand equity benefits. *Kybernetes*, 54(6), 3524-3543.
 39. Waheed, A., Waheed, S., Mahmood, S., El-Kenawy, E. S. M., Alharbi, A. H., & Eid, M. M. (2025). The impact of high involvement work systems on nurses team creative performance in the public service industry of Pakistan. *Scientific Reports*, 15(1), 13741.
 40. Rai, S. S., & Koodamara, N. K. (2025). Trust in leader, organizational commitment and employee silence: the moderating role of ethical leadership. *International Journal of Ethics and Systems*.

**"دور التسويق الداخلي في تعزيز أخلاقيات الموارد البشرية: دراسة تحليلية
للدور الوسيط للالتزام الوظيفي والدور المعدل للمهارات القيادية
بالتطبيق على مستشفيات جامعة الإسكندرية"**

الملخص

انطلقت هذه الدراسة من فرضية مركزية مفادها أن التسويق الداخلي يسهم في دعم أخلاقيات الموارد البشرية، عبر دوره المباشر، ومن خلال التأثير غير المباشر الذي يمارسه عبر الالتزام الوظيفي كمتغير وسيط. كما استهدفت الدراسة اختبار دور المهارات القيادية كمتغير معدل في هذه العلاقات. تم إجراء الدراسة على عينة قوامها ٣٢٠ موظفًا من مستشفيات جامعة الإسكندرية، وقد جُمعت البيانات باستخدام استبيانات، وبلغت نسبة الاستجابة ٩٢٪. وتم تحليل البيانات باستخدام نمذجة المعادلات الهيكلية.

أظهرت النتائج وجود تأثير مباشر وإيجابي للتسويق الداخلي على كل من الالتزام الوظيفي (معامل = ٠,٥٥٨) وأخلاقيات الموارد البشرية (معامل = ٠,٢٤٤)، بينما كان تأثير الالتزام الوظيفي على أخلاقيات الموارد البشرية إيجابيًا أيضًا (معامل = ٠,٢٩٩). كما تبين أن الالتزام الوظيفي يلعب دورًا وسيطًا جزئيًا في العلاقة بين التسويق الداخلي وأخلاقيات الموارد البشرية (معامل التأثير غير المباشر = ٠,٥٤٣). أما المهارات القيادية، فقد ثبت تأثيرها التعديلية في هذه العلاقات، حيث لوحظ أنها تقلل من قوة العلاقة بين التسويق الداخلي وكل من الالتزام الوظيفي والأخلاقيات، كلما ارتفع مستوى تلك المهارات.

توصلت الدراسة إلى دعم الفرضيات السبع التي قامت عليها، بما يعزز من الإطار النظري المقترح. وتبرز أهمية النتائج في ضوء الحاجة المتزايدة إلى تبني استراتيجيات تسويق داخلي فعالة وتطوير المهارات القيادية، لا سيما في قطاعات حيوية مثل الرعاية الصحية، لضمان ترسيخ ثقافة أخلاقية مستدامة. وقد خلصت الدراسة إلى مجموعة من التوصيات من أبرزها تطوير نموذج تقييمي يأخذ في الاعتبار أثر التسويق الداخلي في دعم التميز الأخلاقي والتنافسي للمؤسسات.

الكلمات المفتاحية: التسويق الداخلي، الالتزام الوظيفي، أخلاقيات الموارد البشرية، المهارات القيادية، نمذجة مسار التحول اللوجستي، مستشفيات جامعة الإسكندرية.