

## Relationship between Marketing of Nursing Profession and Organizational Commitment among Staff Nurses

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### Abstract

**Background:** Marketing helps hospital administrators to improve the quality of service provided by nursing staff to their patients and allows hospitals to build a learning culture and enhance the organizational commitment of its nursing staff, when there was lack of knowledge and dissatisfaction toward the organization, the staff tended to perform behaviors that damaging this organization. **Aim:** This study aimed at assessing the relationship between marketing of nursing profession and organizational commitment among staff nurses. **Research design:** A descriptive, correlational design was used. **Setting:** The study was conducted at Shibin Elkanater central hospital. **Subjects:** 190 staff nurses were included in the study. **Tools of data collection:** Data were collected by using marketing of nursing profession questionnaire and questionnaire of nursing organizational commitment. **Result:** more than half of staff nurses had a low perception level of marketing of nursing profession, also more than half of the study participants had low level of organizational commitment. **Conclusion:** there was highly significant strong positive correlation between total level of marketing of nursing profession and organizational commitment. **Recommendations:** Managers have to make orientation program for new staff nurses who include their job description, hospital rules, policies, rewards and discipline systems. Provide fair amounts of bonuses and incentives for appreciating positive behaviors of employees.

**Keywords:** Marketing of Nursing Profession, Organizational Commitment, Staff Nurses.

### Introduction:

The health sector labor market in Egypt is suffering from a severe shortage of qualified nurses which is a result of increased demand more than supply of nurses. One approach that has received increasing interest is the use of marketing of nursing profession to reduce occupational and organizational turnover among practicing nurses (Nehad & Hussien, 2018).

Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. (American Marketing Association, 2017).

The marketing of nursing profession is important. Marketing creates a frame work by which others approach nursing as a profession, as well as each nurse individually. Marketing

influences patient safety, resource allocation, public policy and recruitment into the profession funding for health care whether at an organizational or governmental level, is dependent on a common understanding of the needs of the population and the professional group making the request (Gouda, 2018).

Organizational commitment was defined as “the psychological attachment felt by the person for the organization; it will reflect the degree to which the individual internalizes or adopts characteristics or perspectives of the organization (Kim et al., 2022).

Organizational commitment includes strong confidence and acceptance of organizational goals and values; willingness to exert great effort on behalf of the organization; and strong desire to keep working with the organization. Nurses’ ethic is the basis for

creating good working relationship that refers to nurses' intelligence to act in the organization (Goshime, 2020).

Nurses that are loyal are also more likely to work diligently and with devotion. This will result in a rise in their workplace productivity. Nurse loyalty and retention are critical issues currently facing the healthcare industry. Coping with recent challenges within the healthcare industry, managers must engage in the internal marketing of their various services. Internal marketing has been used as an effective management tool to increase nurse motivation, satisfaction, and productivity. Internal marketing has a significant impact on an organizational commitment. Nurse loyalty is also increased when organizations use effective internal marketing methods. Nurse organizational commitment is influenced by internal marketing variables (Adedej & Ugwumadu, 2018).

#### **Significant of the study:**

Professional marketing helps an organization to attract and retain outstanding employees and improves the capability of an organization to satisfy the needs of internal and external customers. The researcher observed that staff nurses do certain behaviors which considered as non-commitment to the organization such as excessive absenteeism, turnover and low attachment to the organization and those behaviors may be due to decrease in marketing of nursing profession in the hospital. So, this study will be conducted to assess the relationship between professional nursing marketing and organizational commitment among staff nurses.

#### **Aim of the study:**

This study aims to assess relationship between marketing of nursing profession and organizational commitment among staff nurses.

#### **Research question:**

Is there a relation between marketing of nursing profession and organizational commitment among staff nurses?

#### **Subjects and Methods:**

##### **I. Technical Design:**

It included research design, study settings, subjects and tools of data collection.

##### **Research Design:**

A descriptive correlational design was used in this study.

##### **Study Settings:**

This study was conducted at Shibin Elkanater Central Hospital which affiliated to health affairs directorate at EL Qalubia governorate. It provides care for patients in different medical specialties. Its total bed capacity is 59 beds. It contains three buildings; the first building consists of four floors divided to management offices, neonatal care unit, operation department and delivery department. The second building consists of two floors emergency department, physiotherapy department, intensive care unit and hemodialysis department. The third building contains the out-patient, pharmacy, X-ray and CT scan department and supplies stores.

##### **Subjects:**

The study subjects include 190 out of 364 staff nurses who working in the above mentioned setting participated in the study. Simple random sample technique was used for selection

$$n = \frac{N}{1+N(e)^2}$$

n=sample size

N=population size

e=co-efficient factor

\*95% confidence level and p = 0.5 are assumed. (Rayan, 2013).

##### **Tools of data collection:**

Data for this study were collected using two tools namely: Marketing of Nursing Profession Questionnaire and Organizational Commitment Questionnaire.

**First tool: Marketing of nursing profession questionnaire:** This questionnaire aimed to assess perception of staff nurses regarding marketing of nursing profession. It consisted of two parts, as the following:-

**Part 1:** - This part was intended to collect data related personal and job characteristics of the study subjects including age, gender, qualifications, years of experience, marital status and work place.

**Part2:** - This part aimed to assess perception of staff nurses regarding marketing of nursing profession. It was developed by *Kagan et al., (2015)* and adopted from *Nehad & Hussien, (2018)*. It consisted of 17 items divided into three dimensions: the nursing community (6 items), general public (4 items), physicians and other health care colleagues (7 items).

❖ **Scoring system:**

Responses were rated using three points Likert Scale ranging from (1) Agree to (3) Disagree. Statement of each component was summed-up, converted into percent score and the total divided by the number of the items giving a mean score for each component. Marketing of nursing profession was considered low if the total percent score was less than 60% and moderate if total score was ranged from 60-75% and high if the total percent score were more than 75%.

**Second tool: Organizational Commitment Questionnaire:** It aimed to assess organizational commitment among staff nurses. It was developed by *Meyer & Allen (1996)* and adopted from *Abdelmaksoud (2017)*. It consisted of (27) items divided into three dimensions; Affective commitment (8 items), Continuance commitment (8 items) and Normative commitment (11 items).

❖ **Scoring system:**

Responses were rated on five points likert scale ranging from strongly agree (5) to strongly disagree (1). The scores of the

statement of each component were summed-up, converted into percent score and the total divided by the number of the items giving a mean score for each component. Organizational commitment was considered low if the total percent score was less than 50 % and moderate if total score was ranged from 50-70 % and high if the another total scores were more than 70%.

## II. Operational Design:

The operational design for this study included preparatory phase, pilot study and field work.

### Preparatory Phase:

This phase started from the beginning of March 2021 and completed at the end of April 2021. In this phase revision of the national and international related literature including textbooks, scientific journals and magazines to be acquainted with study subjects.

### Tools Reliability:

The reliability test was done to assure the consistency, to determine how strongly the attributes were related to each other and to the composite score. Cronbach's Alpha coefficient of internal consistency was used to assess the internal reliability of the study tools. Marketing of nursing profession questionnaire was 0.853 and organizational commitment questionnaire was 0.903.

### Pilot study:

The pilot study was carried out on (19) staff nurses who represents 10% from the total of the study subjects. The aim of the pilot study was to examine the applicability of the tool, clarity of language, test the feasibility and suitability of the designated tools. It also served to estimate the time needed to complete the forms by each study subject and identifying potential obstacles and problems that may be encountered during data collection. The time for filling the questionnaires took around 15-20 minutes. A pilot study was conducted in May 2021. Data obtained from the pilot study was analyzed and no modifications were done. Study sample included in the pilot were

included in the main study sample as no changes done in the questionnaires.

### C- Field work:

The field work of the study took two months started in the beginning of Jun 2021 and completed at the end of July 2021. The researcher met the head nurse of each unit for determining the suitable time to collect the data from the staff in each unit. The researcher introduced herself to staff nurses in the workplace, explains the aim and component of the questionnaires and distributed the questionnaires to staff nurses in their work settings at different times. The researcher was present during the data collection period to explain how to filling the questionnaires, clarify any ambiguity and answer any questions. Data was collected three days per week at the morning and afternoon shifts. The researcher collected about twenty to thirty questionnaires every week. The filled forms were handed back to the researcher to check each one to ensure its completeness.

### Ethical consideration:

Prior to the actual work of research study, ethical approval was obtained from the Scientific Research Ethical Committee of the Faculty of Nursing at Ain Shams University. In addition, oral consent was obtained from each staff nurse to participate in the study. The subjects were informed about the study aim and their rights to participate or refuse or withdraw from the study at any time without giving any reason and the collected data kept confidential and used for research only.

### III- Administrative design:

Before starting in the study, an official letter was submitted from the Dean of the Faculty of Nursing, at Ain Shams University to the medical and nursing directors of Shibin – Elkanater Central Hospital to take their approval to conduct the study and collect data. The letter contained the aim of the study and forms of data collection tools. Then the

researcher met the nurse manager of each unit to explain the aim of the study, to obtain their approval and cooperation for data collection.

### IV- Statistical design:

The data were analyzed by using SPSS, (Statistical Package for Social Sciences), software program version 24, which was applied to frequency tables, statistical significance and relation were assessed using chi-square test and coefficient correlation to detect the association between the variables P value, number and percentage, mean ( $\bar{X}$ ) and stander deviation (SD) were used. A significant level value was considered when  $p \leq 0.05$  and a highly significant level value was considered when  $p \leq 0.001$ .

### Results:

**Table (1):** shows that more than half (56.3%) of nurses were less than 30 years old. Slightly more than three fifths (61%) of them had a nursing diploma. More than half (56.3%) of them had 10 to 20 years of experience in their units, and more than one quarter (26.4) of them work at intensive care unit.

**Figure (1):** reveals that more to three thirds (63.1%) of the staff nurses were females.

**Figure (2):** reveals that the three quarters (75%) of the staff nurses were married.

**Table (2):** Shows that more than half 56% of studied sample had low level of marketing of nursing profession regarding general public. While minority 17% of studied samples had high level of marketing of nursing profession regarding physicians and other health care colleagues

**Figure (3):** revealed that more than half 53.8% of staff nurses had a low perception level for total marketing of nursing profession. Slightly more than one quarter 29.3% for them had a moderate perception level of total

marketing of nursing profession and minority 16.9% of them had high total marketing of nursing profession.

**Table (3):** Shows that three fifths 60% of the studied sample had low level of organizational commitment regarding continuance commitment while the minority (13%) of studied sample had high level of organizational commitment regarding normative commitment.

**Figure (4):** concludes that more than half (53.5%) of the studied sample had low level of organizational commitment. and only (11%) of them had high level of organizational commitment.

**Table (4):** reveals that there was highly significant strong positive correlation between

total level of marketing of nursing profession dimensions and organizational commitment dimensions.

**Table (5):** reveals that there was highly significant strong positive correlation between total level of marketing of nursing profession and organizational commitment.

**Table (6):** shows that there weren't significant relationships between total level of marketing of nursing profession and participants' personal characteristics.

**Table (7):** shows that there were significant relationships between total level of organizational commitment and participants' qualification. (0.002).

**Table (1):** Distribution of personal characteristics of the studied sample (n= 190).

Personal characteristics	No.	%
<b>Age in years</b>		
< 30	107	<b>56.3</b>
30- 40	74	38.9
More than 40 years	9	4.7
$\bar{X} \pm SD$	34.33± 4.97	
<b>Qualification</b>		
Nursing Diploma	116	<b>61</b>
Technical Health Institute diploma	24	12.6
Bachelor degree	50	26.3
<b>Years of experience</b>		
Less than 10	36	18.9
10 years to 20	107	<b>56.3</b>
More than 20	47	24.7
$\bar{X} \pm SD$	7.24± 3.25	
<b>Work place</b>		
Emergency unit	40	21
Intensive care unit	50	<b>26.4</b>
Kidney dialysis unit	33	17.4
Operation unit	26	13.7
Incubator unit	22	11.5
Outpatient clinics	19	10

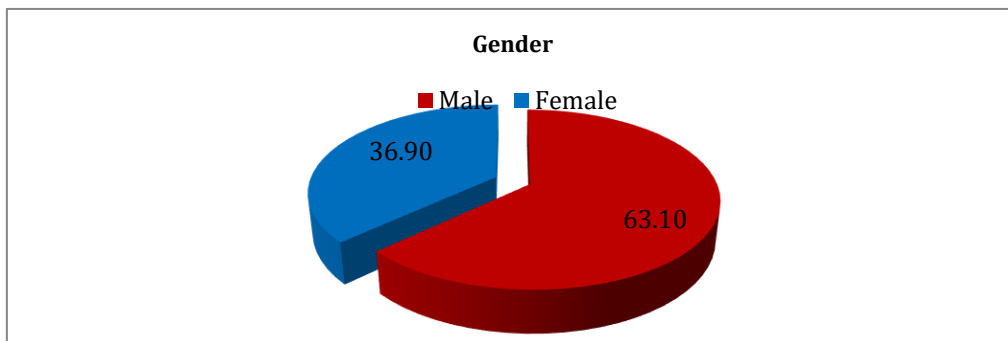


Figure (1): Distribution of staff nurses regarding gender (n= 190).

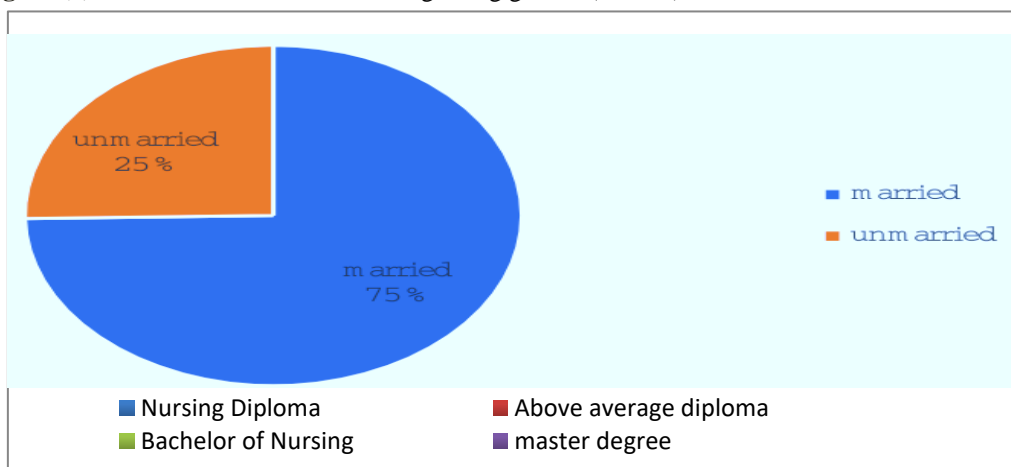
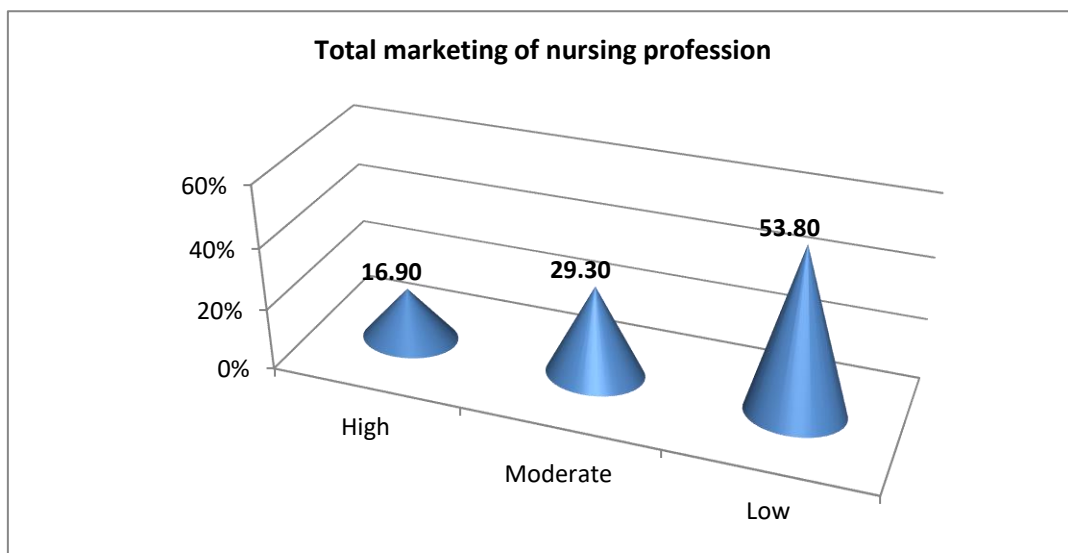


Figure (2): percentage distribution of staff nurses’ marital status (n=190).

Table (2): Staff nurses perception regarding total dimensions of marketing of nursing profession (n=190).

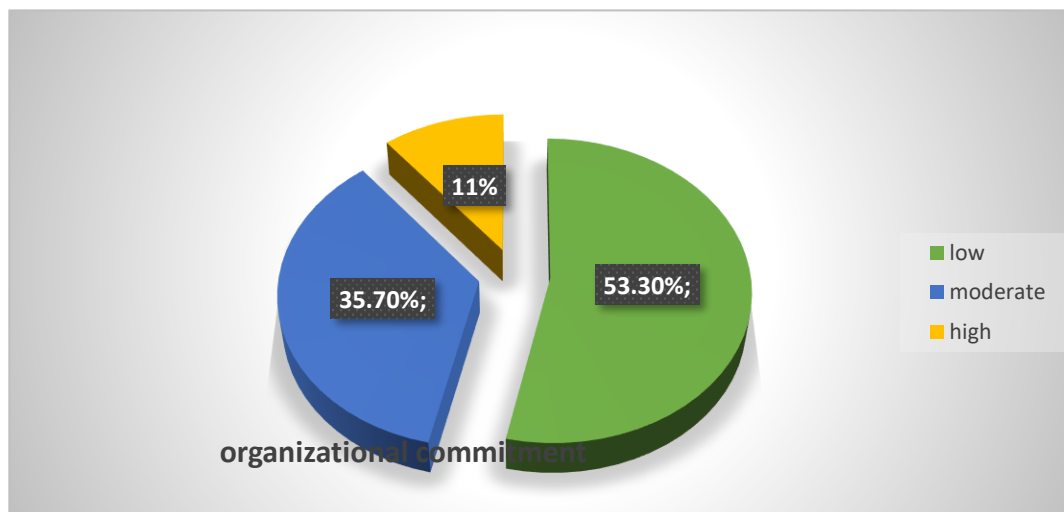
Dimensions	Low		Moderate		High	
	No	%	No	%	No	%
The nursing community	95	50	57	30	38	20
General public	107	56	48	25	35	19
Physicians and other health care colleagues	105	55	53	28	32	17



**Figure (3):** Percentage distribution of the studied nurses total marketing of nursing profession (n=190)

**Table (3):** Staff nurses, perception regarding total dimensions of organizational commitment (n=190).

Dimensions	Low		Moderate		High	
	No	%	N	%	N	%
Affective commitment	105	55.2	52	27.4	33	17.4
Continuance commitment	114	60	48	25	28	15
Normative commitment	110	57.8	67	35	41	13



**Figure (4):** Percentage distribution of the studied nurse's total organizational commitment (n=190)

**Table (4):** Correlation matrix between marketing of nursing profession and organizational commitment dimensions among staff nurses.

Organizational commitment	Marketing of nursing profession					
	the nursing community		general public		physicians and other health care colleagues	
	r	P	r	P	r	P
Affective commitment	0.271*	0.002*	0.249*	0.004*	0.283*	<0.001*
Continuance commitment	0.367*	<0.001*	0.294*	0.001*	0.262*	<0.001*
Normative commitment	0.324*	<0.001*	0.428*	<0.001*	0.370*	<0.001*
Overall	0.468*	<0.001*	0.378*	<0.001*	0.303*	<0.001*

R: Pearson coefficient

\*: Statistically significant at  $p \leq 0.05$ **Table (5):** Correlation between total perception of marketing of nursing profession and organizational commitment among staff nurses.

Correlation	Marketing of nursing profession	Organizational commitment
Marketing of nursing profession	1	.194**
Organizational commitment	-.194**	1

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

(\*\*) Highly statistically significant at  $P < 0.01$ **Table (6):** Relationship between staff nurses' personal characteristics and total marketing of nursing profession.

Personal characteristics	Total marketing of nursing profession						Chi square test	
	Low		Moderate		High		X2	P
	No.	%	No.	%	No.	%		
<b>Age in years</b>								
< 30	0	0	28	14.7	59	31		
30-40	17	8.9	10	5.4	57	30	.75	.39
More than 40	0	0	4	2.1	15	7.8		
<b>Gender</b>								
Male	14	7.3	7	3.6	46	24.2	1.03	.31
Female	3	1.5	35	18.4	85	44.7		
<b>Qualification</b>								
Nursing Diploma	0	0	25	13.1	72	37.3	.034	.85
Technical Health Institute	17	8.9	11	5.2	24	12.3		
Bachelor degree	9	4.7	2	1	30	15.7		
<b>Years of experience</b>								
Less than 10	0	0	14	7.3	13	6.8		
10 years to 20	17	8.9	17	8.9	73	38.4	12.37	.002
More than 20	0	0	11	5.7	45	23.6		
<b>Marital status</b>								
Married	0	0	38	20	116	61	2.15	.14
Single	17	8.9	0	0	19	10		
<b>Work place</b>								
Emergency unit	20	10.5	10	5.4	10	5.4	1.205	.056
Intensive care unit	20	10.5	15	7.8	15	7.8		
Kidney dialysis unit	11	5.7	11	5.7	11	5.7		
Operation unit	6	3.1	10	5.4	10	5.4		
Incubator unit	10	5.4	6	3.1	6	3.1		
Outpatient clinics	5	2.6	7	3.6	7	3.6		



**Table (7):** Relationship between staff nurses' personal characteristics and organizational commitment.

Personal characteristics	Total organizational commitment level						Chi square test	
	low No.	Moderate %	No.	%	High No.	%	$\chi^2$	P
<b>Age in years</b>								
< 30	45	23.6	34	17.8	18	9.4	.038	.85
30-40	37	19.4	20	10.4	0	0		
More than 40	24	12.6	10	5.2	2	1		
<b>Gender</b>								
Male	30	15.7	10	5.2	12	6.3	8.80	.003
Female	72	37.8	51	26.8	15	7.8		
<b>Qualification</b>								
Nursing Diploma	72	37.8	34	17.8	1	0.5	4.666*	<0.001*
Technical Health Institute	20	10.4	20	10.4	17	8.9		
Bachelor degree	10	5.2	10	5.2	6	3.1		
<b>Years of experience</b>								
Less than 10	20	10.5	14	7.3	5	2.6	11.07	.004
10 years to 20	58	30.5	40	21	0	0		
More than 20	28	14.7	8	4.2	17	8.8		
<b>Marital status</b>								
Married	84	44.2	52	27.3	18	9.4	2.45	.12
Single	18	9.4	18	9.4	0	0		
<b>Work place</b>								
Emergency unit	20	10.5	10	5.4	10	5.4	1.205	.056
Intensive care unit	20	10.5	15	7.8	15	7.8		
Kidney dialysis unit	11	5.7	11	5.7	11	5.7		
Operation unit	6	3.1	10	5.4	10	5.4		
Incubator unit	10	5.4	6	3.1	6	3.1		
Outpatient clinics	5	2.6	7	3.6	7	3.6		

### Discussion:

Organizations have noticed the importance of increasing and maintaining employees' motivation and commitment to reach high performance and to ensure continuance of human resources. Organizations should take internal marketing serious as external marketing to serve customers successfully. Especially service organizations aim to provide better working conditions for their employees considering happy customers can only be possible with happy employees (Metin, & Marangoz, 2019).

The present study was aimed at determining relationship between marketing of nursing profession and organizational commitment among staff nurses. The study subjects were 190 staff nurses working in Shibin EL kanater central hospital that affiliated to Ministry of Health / Egypt.

Regarding to the first variable investigated in the present study was marketing

of nursing profession. The present study finding revealed that the majority of the studied staff nurses had low perception toward physicians and other health care colleague's dimension. This may be due to disparities in status, authority, responsibility, gender and education, in particular between nurses and multidisciplinary healthcare staff especially physicians.

This finding is in an agreement with Mohamed et al., (2021) who found that the majority of the studied staff nurses had low perception toward communicating the staff nurses in the organization itself. In the contrary with this study finding a study conducted by Kagan et al., (2015) who found that more of the study participant had high perception toward marketing of nursing profession regarding physicians and other health care colleagues.

The present study finding revealed that more than half of staff nurses had a low perception level toward total marketing of nursing profession. This result may be due to

lack of training programs and practicing the field of work, both inside and outside the organization and the majority of the sample are females and having family responsibilities who have no extra time after work hours to do promotional activities, and more of the sample are diploma nurses who are not at the level of lecturing, making presentations at national or international conference. This finding was consistent with study conducted by **Nehad & Hussein (2018)** who mentioned that staff nurses had low perception toward total marketing of nursing profession.

In the contrary with this study finding a study conducted by **Mohamed et al., (2021)** who mentioned that the highest percentage of the studied nurses reported a high level of marketing,. While minority of them reported a low level of the marketing and nearly one third of them noted a moderate level of internal marketing.

The second variable in this study was organizational commitment, the present study finding revealed that, three fifths of the studied sample had low level of organizational commitment regarding continuous commitment these finding could be due to the salaries of the employees not good and there is no promotion system. While the minority of the studied sample had high level of organizational commitment regarding normative commitment. This may be due to the employees not satisfied in in this organization related to low salaries and decrease the chance to be in good work conditions. This study finding agreed with **Cherian et al., (2018)** who mentioned that the study sample had low organizational commitment toward continuance commitment. In the contrary to this result **Saleh et al., (2014)** mentioned that the studied sample had high organizational commitment toward continuance commitment.

Regarding to staff nurses perception toward total organizational commitment the finding of the present study concludes that more than half of the study sample had low level of

organizational commitment. The lowest percentage of them had high level of organizational commitment. This result may be due to decrease the positive organizational climate as a fundamental orientation toward the organization mission and strategic goals and dissatisfaction through low salary, no promotion system and empowerment.

This study finding agreed with **Lemma, (2018)** who mentioned that the employees had low level of organizational commitment. This finding disagreed with **Labrague et al., (2018)** who found that the employees had high level of organizational commitment.

Regarding to correlation between marketing of nursing profession dimensions and organizational commitment dimensions, this may be due to the effect of practicing, knowing to the organization policies and the employee's rights, the finding of the present study showed that there were highly significant strong positive correlation between total level of marketing of nursing profession dimensions and organizational commitment dimensions. The finding of the present study was supported by a study conducted by **Abd-Elmageed et al., (2021)** who concluded that there were statistically significant positive relation among employee's elements of internal marketing and organizational commitment dimensions.

More over the correlation between total marketing of nursing profession and total organizational commitment the finding of the present study showed that there was highly significant strong positive correlation between total level of marketing of nursing profession and organizational commitment. The finding of the present study was supported by a study conducted by **Tasi&Wu, (2011)**.

In addition, another interesting result shows that there weren't significant relationships between total level of marketing of nursing profession and participants' personal characteristics. This result may be due to decrease the chance for training, development

and promotion of the study participants in the work environment.

In agreement with the study finding a study conducted at Turkey by **Ocak & Marancoz (2019)** who mentioned that, there weren't significant relationship between total level of marketing of nursing profession and participants' demographic data. In the contrary to this result a study which conducted in the faculty of nursing in Menofia University by **Mohamed et al., (2021)** who mentioned that, there were a significant relationship between total marketing of nursing profession and participants personal characteristics. Also, **Jack & Cronin. (2000)** who mentioned that there was a significant relationship between demographic variables and marketing of nursing profession dimensions.

In addition, the present study shows that there were significant relationships between total level of organizational commitment and participants' qualification. These results may be due to that the staff nurses who having high qualification feeling a high sense of organizational commitment. The findings of the current study are consistent with **Labrague et al., (2018)** who indicated that, there were significant relationships between total level of organizational commitment and the participant's qualification.

### **Conclusion:**

In the light of the current study findings, it can be concluded that, more than half of studied sample had low level of marketing of nursing profession regarding general public dimension. Also, three fifths of the studied sample had low level of organizational commitment regarding continuance commitment. Moreover, more than half of staff nurses had a low perception level of marketing of nursing profession, while more than half of the study participants had low level of organizational commitment. There was highly significant strong positive correlation between total level of marketing of nursing profession and organizational commitment. there weren't significant relationships between total level of

marketing of nursing profession and participants' personal characteristics, organizational commitment had significant relationship toward participants' qualification.

### **Recommendations:**

Based on the current study findings, the following recommendations are suggested:

#### **A- Nurse Managers:**

- Managers have to make orientation program for new staff nurses who include their job description, hospital rules and policies and rewards and discipline systems.
- Provide fair amounts of bonuses and incentives for appreciating positive behaviors of employees.
- Enhancing the employees to participate in taking active decisions in the organization by sharing in putting goals and the ways to achieving these goals.
- Provide spiritual, trustful and friendly work environment for creating emotional relationship with employees and commitment.

Managers must create trust by communicating relevant and accurate information to the employees and treat employees with respect and dignity.

#### **B-Healthcare organizations:**

- Provide workshop and programs include the importance of the nursing field.
- Enhancing fairness in reward system and publishing the standard which the organization taking in rewarding the employees.

#### **Future researches can be suggested:**

- Studying the relationship between marketing of nursing profession and staff nurse's job satisfaction.
- Investigating the factors that affect marketing of nursing profession.
- Examining the influence of marketing of nursing profession on job performance and productivity.
- Examining the impact of work environment, job security, job characteristics, length of workday, time spent working from home, leadership style, employee status and

cultural differences on organizational commitment.

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