

Effect of Marketing Program on Organizational Commitment of Head Nurses at Zagazig University Hospitals

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Abstract:

Background: marketing is an imaginative technology-based activity that includes utilizing interactive technologies to create and intercede compatibility between the health care setting and the client .It is innovative because it creates better approaches of interacting with client and provides new service delivery systems and processes that reduce cost. **Aim:** The present study aimed to determine organizational commitment among head nurses with marketing program. **Design:** A quasi-experimental design was used to conduct the present study. **Setting:** the study was conducted at Emergency sector hospitals belonging to Zagazig University hospitals. **Subjects:** All head nurses working at the previously mentioned settings at time of data collection (70). **Tools:** Two tools were used for data collection: Marketing Knowledge questionnaire and Organizational Commitment Scale. **Results:** Indicated that 90% of head nurses had adequate level of marketing knowledge after program implementation. Additionally, the percentage of organizational commitment for head nurses increase after program implementation to 78.6%. **Conclusion:** Implementation of marketing training program was associated with improvement in head nurses marketing knowledge and also there was a statistically significant improvement in all types of organizational commitment after program implementation. **Recommendation:** the hospital should adopt the marketing strategy to improve head nurses' organizational commitment. Nurses' suggestions for work commitment should be considered and establish a marketing committee and marketing department with an experienced manager in healthcare setting.

Key words: Marketing, Organizational Commitment, Head nurses.

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1.Introduction

Marketing plays an important role in helping healthcare professionals to create, communicate, and provide value to their target market. Modern marketers start from customers rather than from products or services. They are more interested in building a sustainable relationship, than in ensuring a single transaction. Their aim is to create a high level of consumer satisfaction so that they return to the same supplier. Marketers have used many traditional methods that include marketing research, product design, distribution, pricing, advertising, promotional sales, and sales management. These methods need to be joined by new ones, related to new technology and new concepts, to attract customers through messages and offers (Gheorghe, 2021).

According to American Marketing Association - "Marketing is an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders" (AMA, 2012). Marketing plays a critical role in services organizations particularly in hospitality ones where a strong emphasis is given to employees as an element of the services marketing mix. Marketing refers to all the actions that an organization has to perform in order to develop, train and motivate its employees in order to enhance the quality of the services provided to customers and improves both productivity of the employees and customers' satisfaction (Moghmara, et al., 2020).

Most studies suggest that marketing practice such as treating nurses as customers and corporate partners, providing adequate management support for nurses and enabling them to grow professionally. Marketing measures are also essential for attracting, developing, inspiring and retaining employees who meet organization requirement. Therefore, employees in enterprises that include marketing concepts in their organizational philosophy tend to have high job satisfaction and high level of commitment toward organization (Chasanah, et al., 2021).

Organizational commitment is one of the issues that widely researched today in various disciplines including psychology, sociology, organizational behavior, accounting, socio-politics as well as marketing science. Organizational commitment (OC) is defined as a view of an organization's member's psychology towards his/her attachment to the organization that he/she is working for. Organizational commitment plays a pivotal role in determining whether an employee will stay with the organization for a longer period of time and work passionately towards achieving the organization's goal. OC is one of the variables that affect employee intention to leave (Fu & Zhang, 2020).

Organizational commitment can be analyzed from three different perspectives continuance or permanence commitment, which is based on the rootedness that the employee feels towards his institution caused by the small investments he has developed over time; affective commitment

,which is more linked to the psychological rewards received by the employee, such as the recognition or support shown by other colleagues, so that the worker feels identified with his organization, accepting and sharing the company's values and objectives; and normative commitment, which is related to the values of the worker himself and his responsibility with respect to his ethics in the workplace (Rodríguez-Fernández et al., 2021).

In Past, nurses are not inclined to promote or market the nursing profession to the general public or to other professions. But Now, an understanding and engagement on basic marketing activities can help nurses to tactic for promoting the care delivered, managing stakeholders' expectations at a practice and community level and creating a positive image for nurses in their field. Marketing must be integrated into job performance criteria at all levels of practice to promote marketing and branding success. Nurses could contribute to the marketing of primary healthcare services by communicating with the community (promotion), ensuring effective service (product) delivery at the right price and place (Patarru et al., 2020).

Significant of the study

Healthcare organizations that currently faces threats and opportunities. Technological advancement coupled with the rising needs of people created tremendous demands for ever new services. marketing strategy is necessary in medical organizations to ensure their success. Thus, the strategy leads to a significant impact on the medical organization, including its performance measured by patient satisfaction, the co-ordination of planned marketing efforts to address organizational performance being essential (Kakeesh, et al., 2021).

Marketing helps management of organizations to enhance their commitment to their jobs and workplace. Marketing is a valuable tool that increases employees' awareness about the organization, its goals and policy. It leads to an engagement of employees in the organizational operations, increases their satisfaction about their work, and creates a positive attitude towards their organization (Chasanah, et al., 2021).

Aim of the study

The aim of this study was to examine the effect of marketing training program on organizational commitment of head nurses at Zagazig University Hospitals.

Research hypotheses:

Organizational commitment of head nurses will be increased after implementation of training program about marketing.

2. Subjects and methods

Research Design: a quasi-experimental research design

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Setting: The study was conducted at Emergency sector hospitals belonging to Zagazig University hospitals.

Subjects:

The subject was included all head nurses working at Emergency sector hospitals who available at the time of data collection (n=70).

Tools of data collection:

Tool I: Marketing Knowledge Questionnaire: It was developed by Saylor foundation, (2009), Buckley, (2009), & Moderandi, (2013) to assess head nurses' knowledge regarding marketing before and after implementing the training program. It consisted of two parts:

Part 1: Personal characteristics data e.g., age, gender, marital status, educational qualification, years of experience.

Part II: It consists of 45 questions classifying as a series of multiple choices (16 items), true & false questions (17 items), matching & arranging questions (5 items), finally matching only as (7 items).

Scoring system:-

The questions were scored as " 1 " for correct, and " zero " for incorrect so the total scores (45). The score of each participant was categorized into two categories, " inadequate knowledge" that had score less than 60% and "adequate knowledge" that had score 60% or more (Abedel-Ghani et al., 2017).

Tool II: The Organizational Commitment Scale (Appendix IV): It was developed by Tayyab (2012), to measure organizational commitment among head nurses. It consists of 24 items divided into 3 dimensions namely: affective (8 items), normative (8 items), and continuance (8 items).

Scoring system:

The score of the items were summed up and the total divided by the number of the items giving a mean score for the part. These scores were converted into percent score. low level of head nurse's organizational commitment less than 60%, and high level of head nurse's organizational commitment 60% or more.

Validity & Reliability

The tools of data collection were tested for their content and face validity sheet by a jury of five experts from nursing administration of the faculty of nursing at Zagazig University. Cronbach's alpha test was used to test the reliability of data collection tools through measuring their internal

Pilot study:

A pilot study was carried out with 10% of the study sample (7) head nurses to test the tools feasibility, understandability and to estimate the time consumed for filling in the forms.

Field work:

The field work for study includes preparation, implementation and evaluation phase. Preparation phase includes reviewing the theoretical and empirical literature of national and international resources concerning the topic of the study using textbooks, articles, magazines, research, and internet search in order to get a clear picture of all aspects related to the study. Preparation of tools of data collection and then the validity of the content for the tools was examined by 5 experts. The pre-test forms were distributed to the participants to assess the baseline participants' needs about the marketing practices. Based on the result of pre-test, the participants learning needs were identified. Accordingly, the objectives of the program were stated and the content was designed.

Implementation phase was executed in two months from the beginning of November to the end of December 2021. A special class of continuous education center was allocated for teaching the program sessions at new surgical hospital, Zagazig University hospitals. The training program designed for this study has been implemented through 8 sessions from them 5 theory sessions and 3 practice sessions. The program consisted two main parts; the first theoretical part that covers knowledge about introduction to the program, definition, importance, components of marketing , marketing process.....etc.

The second part is a practical part in form of giving activities, exercises, situations for head nurses about healthcare marketing practices such how to apply marketing process, Apply marketing mix strategy and Apply guidelines to marketing success. The investigator used various teaching methods to attract head nurses' attention and motivate them to participate. At the beginning of each session, the researcher summarized the previous sessions and giving time for questions and discussions. Finally, the evaluation phase which the researcher assesses the impact of the training program on head nurses' knowledge about marketing practice. The program evaluation was applied two times for head nurses, one before the program and second occurred immediately after completion of the training program.

Administrative Design:

Official permissions were obtained from the Dean of the Faculty of nursing, Zagazig University to conduct the study.

Ethical considerations:

The study was approved by the ethics research committee at the Faculty of Nursing, Zagazig University. Oral and written consent were taken from subjects and reassured them about confidentiality and anonymity of the study and their right to refuse or withdraw from the study at any time without giving any reason.

Statistical Design:

Data entry and statistical analysis were done using Statistical Package for Social Sciences (SPSS). Suitable descriptive statistics were used. Chi-square test was used to detect the relation between the variables. Paired t-test was used to compare between mean scores; r (correlation) to correlate between studied variables. Pearson correlation analysis was used for assessment of the interrelationships among quantitative variables. P-values which were less than 0.05, 0.001 were considered as statistically significant and highly significant respectively.

3. Results:

Total number of head nurses was (70). The major group of age ranged between (25-45) years. Moreover, the majority of them were married (85.7%). The studied group has (10-15) years of experience, more of them had bachelor degree in nursing (75.7%) and finally all of the studied participants were female.

Table 1: This table shows mean scores of head nurses' knowledge about marketing throughout the program phases. This table shows statistical significant improvement in all domains of knowledge after implementation of the program. The highest mean score was related to Marketing Models (6.44 ± 2.3) post program. On contrary, the lowest mean score throughout the program phases was related to Marketing process (pre: 1.77 ± 1.2 & post = 2.23 ± 1.6 , respectively).

Table 2: This table shows statistical significant improvement in the levels of all knowledge dimensions after implementation of the program. Before program implementation all head nurses had inadequate level of knowledge in the domains related to marketing types and head nurse role on marketing, but after program implementation all head nurses had adequate level of knowledge in this two domains. Regarding total level of knowledge, the highest percentage of head nurses (95.7%) had inadequate level of knowledge before implementation of the program, while 90% of them had adequate level after program implementation.

Table 3: This table shows mean scores of organizational commitment as reported by head nurses throughout the program phases. This table shows statistical significant improvement in all types of organizational commitment after implementation of the program. The highest mean score was related to normative (39.22 ± 2.1) post program. On contrary, the lowest mean score throughout the program phases was related to continuance (pre: 18.42 ± 2.1 & post = 26.52 ± 3.1 , respectively).

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Table 4: This table shows that less than half of head nurses were having high commitment before the program implementation, while this percentage increase after program implementation to 78.6%. The highest was the continuance type (88.6%), while the lowest was the affective one (78.6%). The post-program phase revealed statistically significant improvements in all three types. This was most evident in continuance commitment ($p < 0.001$).

Table 5: This table shows correlation between knowledge of head nurses about marketing and organization commitment score throughout the program phases. It shows that, no significant correlation between marketing knowledge and organization commitment score of head nurses throughout the program phases.

Table 1: Mean scores of head nurses' knowledge about marketing throughout the program phases (n=70)

Knowledge dimensions	Time		T Test	P-Value
	Pre (n=30)	Post (n=30)		
	Mean±SD	Mean±SD		
Definition of concepts related to marketing	2.54±1.3	5.14±1.2	69.4	0.001*
Importance of marketing	3.14±0.6	5.14±1.5	23.56	0.001*
Marketing process	1.77±1.2	2.23±1.6	12.51	0.001*
Marketing Models	3.54±2.3	6.44±2.3	14.32	0.001*
Marketing types	3.23±1.4	5.74±1.3	32.87	0.001*
Head nurse role on marketing	2.71±1.2	5.24±1.3	80.62	0.001*
Total scores	18.54±3.2	30.3±4.2	120.81	0.001*

Table 2: Levels of head nurses' knowledge about marketing throughout the program phases (n=70)

Levels of knowledge	Time				X ² test	p-value
	Pre (n=100)		Post (n=100)			
	No.	%	No.	%		
Definition of concepts related to marketing:					27.307	<0.001*
Adequate	10	14.3	50	71.4		
Inadequate	60	85.7	20	28.6		
Importance of marketing:					21.855	<0.001*
Adequate	8	11.4	60	85.7		
Inadequate	62	88.6	10	14.3		
Marketing process:					11.655	0.001
Adequate	2	2.9	55	78.6		

Inadequate	68	97.1	15	21.4		
Marketing models:						
Adequate	1	1.4	62	88.6	18.714	<0.001*
Inadequate	69	98.6	8	11.4		
Marketing types :						
Adequate	0	0.0	70	100.0	9.441	0.003*
Inadequate	70	100.0	0	0.0		
Head nurse role on marketing :						
Adequate	0	0.0	70	100.0	15.026	<0.001*
Inadequate	70	100.0	0	00.0		
Total knowledge levels:						
Adequate	3	4.3	63	90	39.045	<0.001*
Inadequate	67	95.7	7	10		

(*) Statistically significant at $p < 0.05$

Table 3: Mean scores of Organizational commitment as reported by head nurses throughout the program phases (n=70)

Organizational commitment Types	Time		T Test	P- Value
	Pre (n=30)	Post (n=30)		
	Mean±SD	Mean±SD		
Affective	20.51±3.1	38.32±4.1	47.05	0.001*
Continuance	18.42±2.1	26.52±3.1	34.01	0.001*
Normative	33.32±4.2	39.22±2.1	50.00	0.001*
Total scores	45.43±3.6	63.42±3.2	66.78	0.001*

Table 4: Organizational commitment levels as reported by head nurses throughout the program phases (n=70)

Organizational levels	commitment	Time				X ² test	p-value
		Pre (n=100)		Post (n=100)			
		No.	%	No.	%		
Affective:							
High		20	28.6	55	78.6	18.04	0.001*
Low		50	71.4	15	21.4		
Continuance:		10		2		20.67	0.001*
High		60	14.3	8	88.6		

Low		85.7		11.4		
Normative:						
High	12	17.1	57	81.4	22.69	0.001*
Low	58	82.9	13	18.6		
Total levels:						
High	30	42.9	55	78.6	32.32	0.001*
Low	40	57.1	15	21.4		

(*) Statistically significant at $p < 0.05$

Table 5: Correlation between knowledge of head nurses about marketing and organization commitment score throughout the program phases (n=70)

Variables		Marketing Knowledge	
		Pre program	Post program
Organization commitment	Pre program	r=0.145 p=0.162	r=0.146 p=0.112
	Post program	r=0.134 p=0.253	r=0.043 p=0.411

4. Discussion:

Human resource as the first market of any organization, they need to be motivated, educated and maintained in organizations at all costs to be globally competitive. Successful marketing depends on the acceptance of the concept by top management down to the staff. The effective implementation of marketing is expected to result in positive employee attitudes towards their tasks, organizational commitment and job satisfaction (Ragab & Ali, 2020).

The finding of the current study reveals that the highest percentage of the head nurses were unsatisfactory level and mean score of knowledge about marketing before implementation of the program. This could be due to they didn't have adequate training for marketing than before or negligence and lack of interest from nurse managers to acquire new knowledge. And that was new object and most of them the first time to listening about program. Also it may be due to the hospital administration did not allow for head nurses to participate in the marketing process.

After implementation of training program, the present study finding revealed that improvement in head nurse knowledge level about marketing. This improvement could have attributed to utilizing creative teaching approaches that facilitated the interactions and collaboration in the learning process and the availability of relevant media that gave more illustration for understanding the text and frequent repetition and motivation them to share in the program. In

addition to, during sessions the head nurses showed an interest to the program content revealed by the positive interaction during program sessions.

This finding was in agreement with **Elmonem et al., (2019)** who conducted study about Enhancing Nurses toward Internal Marketing and its Effect on Patients' Outcome at Benha University Hospital and revealed that there was a highly statistically significant improvement in total knowledge level of the nurses about internal marketing throughout post immediate and follow up phases (after three months) of program than the pre-program phase.

This result was incongruent with **Kyriazopoulos et al., (2012)** they conducted study about implementation internal marketing through employee's motivation, who had stated that, a non-statistically significant difference of effect of internal marketing program on enhancing the awareness and knowledge of employees after program implementation.

The result of the present study clarified that, there were statistical significant improvement in all types of organizational commitment after implementation of the program this could be due to marketing program is helpful in positively influencing head nurses' organizational commitment, and also due to they participate in decision making, they had more opportunities to deal with supervisor directly, they had a clear channel of communications at hospital and had more years of experiences.

In this respect, **Elzohairy et al., (2019)** who examined the relationship between organizational commitment and intention to leave among professional nurses and indicate that professional nurses got moderate level of organizational commitment. It might be attributed to professional nurses feel that they are part of the organization.

The findings of the current study reveals that, continuance commitment level has the highest mean scores after program implementation this could be due to respondents with a high continuance commitment had high identification with their employing hospital. Further information from hospital managers improve this identification, and use of marketing encourages nursing management to transmit the visions and goals of their hospital. It also allows nursing staff to understand the overall aims and mission. These findings in disagreement with the results of **Tsai, (2014)** who study learning organization, internal marketing, and organizational commitment in hospitals and demonstrated that continuance commitment had the lowest average among the three constructs of organizational commitment.

The result of the present study clarified that, there were no significant correlation between marketing knowledge and organizational commitment score of head nurses throughout the program phases. In this respect, **Chasanah et al., (2021)** who study internal marketing in its influence on organizational commitment and demonstrated that the practice of internal marketing did not influence organizational commitment. Also this finding is consistent with that of the study carried out by **Kyriazopoulos et al., (2012)** about implementation internal

marketing through employee's motivation, who had stated that, a non-statistically significant difference of effect of internal marketing program on enhancing the awareness and knowledge of employees after program implementation.

This result is not consistent with a study done by **Abd-Elmageed et al., (2021)** who study internal marketing and its impact on the organizational commitment of employees in airlines and founded that internal marketing elements (internal product, internal price, internal promotion, internal people, internal processes) have a statistically significant effect on the employee organizational commitment in airlines.

5. Conclusion:

In the light of results of the current study, it can concluded that, there were statistically significant improvement on head nurses marketing knowledge after program intervention. Also there was a statistically significant improvement in all types of organizational commitment after program implementation.

6. Recommendation:

- 1- More research should be conducted in the marketing in nursing field.
- 2- Establish a marketing committee and marketing department with an experienced manager in healthcare setting.
- 3- Nurses' suggestions to increase nurses work commitment should be considered by the hospital management.
- 4- Provide orientation program regards hospital mission and vision with a clear organizational objectives.

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