



ENHANCING THE PERFORMANCE OF JORDANIAN PRIVATE HOSPITALS THROUGH MARKETING COMMUNICATION STRATEGY

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ABSTRACT

Resolving the determinants of marketing communication strategy in the Jordanian private hospitals and determining the impact of these determinants on the performance. This descriptive method is in this research. The questionnaire is tool of collecting the data from research population. The full survey method for all hospitals in Amman city is used. There is a variation in the effect of MC determinants on the performance .The organizational structure affects the four sub-variables: sales volume , positioning, entering new markets, and profit margins. The financial resources affect profits margins, while communicative tools affect entering the new markets only. The research sample consists of all types of private hospitals in Amman city , and the public and university hospitals are excluded. Private hospitals use public relations activities such as sponsorship programs and social occasions. These tools have not been effective in spreading the medical services and access to new markets and such hospitals don't use the Internet and it is appliances.

1. Introduction

The marketing communication concept clear in the time that marketers, researchers and planners of advertising activities have pointed the problems faced the different businesses because of using the traditional tools of promotion. The research results have found many evidences clearly proved that most advertising campaigns may not worked effectively and can't produce the desired results in most cases viewed (Schultz, Tannenbaum, Lauterborn & Stanley,1993). However, these results have been greatly boomed according to changes and developments that have taken place in the world since last decade. The most key changes are the transformation from mass markets into single market, in addition to the changes of mass media and the new means such as internet. The competition between businesses also increased at all local and international levels (Kotler&Keller,1999, p.349).

Finally, these changes, with rising the advertising costs and the volume of advertising messages sent, so the decrease of reaching such messages to the target market is coupled, and thus such advertising messages failed to achieve the goals of businesses (Hanafizadeh&Behboudi,2012,P.43). From this point of view, marketers began to search for more effective communication tools to avoid the last difficulties caused by the traditional model, and the new trend toward adapting the new alternative model, which seems the different communication tools working within integrated system (Fisher,Maltz&Jaworski,1997,pp.56-57). The messages and methods used in the integrated model have a cumulative communicative advantage; will lead to more significant effects on the target customer, and the core concept of such model based on using more than one tool or message in the communication process at the same time (Kitchen& Schultz, 2003, p. 82).

Therefore, the marketing communication will effect on the concept of value added of information stored in the minds of consumers; and this could happen because of the integration among wide range of strategic (tools) systems such as: personal selling, advertising, direct selling, sales promotion and public relations, and these tools will achieve the desired limit of communicative influence by businesses (Gronroos,1998, pp. 3-11).

The marketing communication has made major changes in the world of marketing and advertising, academic and professional. Many businesses adopted this concept in their marketing practices. Many advertising agencies have become a marketing organization with integrated services such as marketing planning, public relations, sales promotion and advertising. There are many studies that proved the effectiveness of this model and some of these studies have proved the impact of this integrated concept on increasing the effectiveness of the communicative process and on the business

performance later (Chiang et al, 2002; Janet, 2008; Moses, 2011; Mosley and Matathett,1999; Rouhoma et al., 2018, Roger&Kirstina,2011; Saeed et al., 2018; Sujjan,Weitz&Sujan,2013).

Our research is considered one of the most serious attempts to diagnose the effect of marketing communication used on the performance of private hospitals. this sector is one of the most important economic sectors in the economy. The local and regional problems facing medical sector reduced the competitiveness in the sector, and the occupancy rates become less than 60% in private hospitals (Ministry of Health, 2017), all such reasons causing a decline in the profits that reduced success and growth opportunities. Because of the ambiguous and contracting between the marketing and marketing communication (promotion) in the executive management of those hospitals, local economic pressures and higher operating costs, so the marketing challenges facing them are expected to increase.

Hence, this study attempts to focus on one of the most important activities affecting the performance of private hospitals- the concept of marketing communication - as the first step towards integration in marketing communication, and therefore it is necessary of these hospitals to review their programs and re-planning the marketing communications, in the time that marketing is the most important obstacle facing them. Therefore, it is useful to diagnose the effect of application the marketing communication strategy and to investigate its impact on the performance of private hospitals in Jordan. It is hoped that this will be the beginning to conceptualize the integration in the marketing communications later.

2. Literature Review

2.1 The Concept of Marketing Communication:

The marketing communication is the key engine and one of the tools of communication process, which aims at exploit the communicative impact to achieve the business goals (Odunlami&Ofoegbu,2011,p.408), and transfer the information and messages from organization to the public in two ways, especially after discover the internet and technical developments (Krishnamurthy, 2000, P.38). The marketing communication is relatively modern, until the mid-1980s, and the marketing literatures continued to use the promotion model to express the marketing communication. In early 1990s, there was focus on the communicative dimension of the promotional process (Kitchen & Schultz, 1999). Some marketing researchers tend to expand such concept to include all of marketing activities such as: branding, packaging, designing (Popescu, 2003, p.116) , price, place, marketing research, in addition to the four traditional promotional tools advertising, personal selling, sales promotion and public relations (Sathish,2015, p.100).

The marketing communication is a communicative marketing activity at the same time. The communicative side represent the effective delivery of information and ideas to the target audience (Shimp,2003,P.4), while the marketing side ensures if the individuals have their valuable needs with others (Kotler,2012). The marketing communication include the four promotional tools used to communicate positively with the target market (Kanibira,Saydanb&Nartc,2014,P.14), then and the sellers attempt to persuade the potential buyer accept and store certain information about goods and services in the mind of customer, and recall them later (Odunlami & Ofoegbu,2011,p.408). The marketing communication is also used to transfer the information of product in persuasive way to the target audience and encourage them to accept the products promoted (Maselli&Jennifer,2000, p.32). Marketing communication is also defined as the set of contacts made used by the producer to prospective buyers for the purposes of showing, persuading and buying the goods produced (Schultz,1993). Also, it is communicative activity relying on the marketing environment and conducted by marketers make the influence, persuade and exchange information between buyers and sellers (Belch&Belch,2004).Finally, Mualla and Tawfiq (2002) provided a comprehensive definition of marketing communication ant they consider it as an persuasive communicative process aims at define the goods, services, ideas, places, and individuals, and influence the consumers to purchase the product promoted (Mualla&Tawfiq,2002, p 296).

In general , the core concept of marketing communication is process surrounded by a set of changeable variables that make the communication and contact with dynamic goals and environment is very complex (Low,2000). The marketing is leader activity in businesses and it attempts to deliver the product into consumption points easily (Lerkjarijumpon,2015,p.349). However, the great economic, social and technical changes in the world are evidences have led to set of problems related to how to create the markets rather than production itself (Kotler&Keller,2007). This circumstances have changed the marketing philosophy and its position in the business strategy, so the marketing efforts have been pre of production activity rather than post activity, and no longer focus on what the business produces, but on what the consumer wants and desires, and this trend reinforced the importance of communication in the marketing process, which considers the consumer as the starting and finishing points of businesses (Nsour,2018, p. 31-33).

Thus, the communicative dimension is clearly shown in the comprehensive concept of marketing, which has expanded to include all efforts aims at identifying the needs and desires of consumers (Fisher, Maltz, Jaworski, 1997, pp.56-57), transferring these needs and desires into goods and services (Lerkjarijumpon,2015, P.350), and then using the best distribution channels that deliver the products into suitable target markets in a timely manner (Abu Alfa, 2002, p. 385). The marketing communication aims at paying more efforts to create favorable images of the product, expanding markets,

changing consumer behavior, and changing purchasing power into effective demand of goods and services (Kitchen & Schultz, 2003, p.82).

Thus, through the marketing communication strategy, the organization looking for achieve wide range of objectives and functions that exceed the sales development to other influential goals (Fill,1999, p.604), such as product definition, increased demand by persuading target consumers of the products benefits and attributes (Low,2010, p.30). These advantages will satisfy the customers' needs and desires in an optimal manner, will change the attitudes and opinions and buying behaviors, and will reinforce the positive opinions and product recall (Duncan,Moriarty,1998, p.2). We add also that marketing communication is a map to achieve the product quality, to build a positive image of the business and products, and to strengthen the relationships with public; all of above features are sufficient elements in the marketing communication strategy (Banerjee,Siddhanta&Bandopadhyay,2012, p.311).

It is very important to say that changes occurred in the marketing communication environment such as: controverting in the mass communication effectiveness, fragmenting the consumer markets (Keller 2009; Nowak and Phelps, 1994); and expanding the marketing communication uses on internet (Mulhern,2009, p. 91). Therefore, all elements have become a motive for applying the integrated activates that may be used in marketing communication process, planning such process that addresses the added value of overall communication program , and evaluating the strategic role of traditional communication tools: advertising, personal selling, public relations, direct marketing, and sales promotion (Duncan & Caywood, 1993, p). It is necessary to merge all communicative tools in a clear, consistent and coordinated way to achieve the maximum level of influence on consumers (Saeed, Naeem, Bilal, & Naz, 2013, p.124). The integration among traditional and modern tools such as packaging, design, price, sponsorship, direct marketing, and branding, will ensure the double effect of efforts , and provide the information in consistent and unify way (Kotler&Keller, 2007)/ This also ensure the strategic control , build and enhance the positive profitable relations between organization and public (Duncan & Moriarty, 1998, p.113).

Finally, marketing communication strategy allows businesses to exploit the advantages and benefits of products offered and use the communicative process in searching of potential customers (Kotler,2006). Marketing communication improve the businesses ability to communicate with customers and get the appropriate feedback used to formulate communication strategies and tools effectively (Kotler,2006). The marketing communication plays an important role in improving organizational messages oriented to target markets, thereby the ability to persuade customers and accept the products offered, the final consumption, sales and margin profits will improve immediately (Abhijit,2012, P.14). These communications also easing the access new markets and forming a two-way communication model between the seller and customer (Venditi,Oginda,Ochieng&Oso,2012, P.223). Thus, the components of the marketing communication strategy are used to influence on purchase and consumption patterns and provide high rates of profit and return on investment for both of traders and producers (Chelliah&Kwon,2011).

Because of the problems facing the businesses, the marketing communication is a key tool for resolving such problems, promoting the brand in a rapidly changing competitive environment, and increasing levels of customer satisfaction and loyalty on the long term. Ultimately, all of these are responsible for achieving growth of sales and fluctuating in the demand (Yaa,Okyere,Agyapong&Nyarku,2011,p.53), Matthysens and Johnston (2006) also confirmed this result before.

2.2 Marketing Communication in The Medical Sector:

The concept of marketing communication has grown – and promotion before- in the medical sector for unknown reasons, and it is impossible to determine this concept precisely in this place. The reasons of using marketing communication in the hospitals are based on efforts of marketers, the virtual agreement between patient and hospital, the efforts by commercial promotion, and the role of production managers in medical institutions to exploit the market opportunities using creative tools to attract new patients (Sujan,Weitz&Sujan,2013). The high level of patient literacy and medical awareness, the increase of quantity and diversity in the medical services are reasons justify using the marketing communication in medical sector (Bakri,2005). The communication between patients and service providers became more easier, the information sent became more accurate, the advertising means are spread, the medical activities and uses are assorted, the possibility of providing medical services for urban areas is increased, and the competition among hospitals are higher, so the marketing communication caused the growth and development in the medical sector (Nsour,2008, p. 115).

The core concept of marketing communication in the health sector has different dimensions compared to other products, and this difference is relied on the influential objective of health organizations looking for , to create a positive behavior in the society served in. This behavior well done by developing the quality and quantity of medical services in the market (Saadi,2006, p.95). Through the marketing communication system, the hospitals send and receive accurate information that lead to improve the health patient, and to achieve the good health as soon as possible by avoid the danger diseases that may affect him (Sarma,2003,p.21).

Thus, marketing communication in the medical sector represents way of the hospital that inform the community members about the direct and indirect medical services and motivate them to purchase the appropriate services (Bakri,2005). The promoting of medical services deals with three parts which formulate the marketing communication model for health care services (Nsour,2008, p. 115. These parts are the physician who provides the service, the patient who ask about the service, and the health insurance companies whom afford the financial burden in most. The hospitals focus on attracting these companies. and try to satisfy them and fulfill their medical needs (Lovelock&Jochen,2004,p.366).

Marketing communication in the medical service is differs from other types used by tangible goods, and this difference is clearly shown in the size of information included in the advertising (Lovelock& Jochen, 2004,p.366). The theory of marketing communication say that the medical services need to be more tangible, and this help the customers to stimulate and accelerate the purchasing decision process and help the adverting to provide real accurate information for the patient. The advertising in tangible goods has more detailed information than the adverting in healthcare services (Masri,2002, P. 121). As a result, there has been a clear disparity in the size and quality of information that can be used in the goods or services advertisings (Mortimer,2000, p.121). The marketing theory confirm that the advantages of marketing communication in the medical services sector as follow (Shamout, 2016, p.75 ; Sheikh&Sheikh,2001):

- Tangibility: It is difficult to use some promotional tools such as display, samples, and price reduction because of the low degree of tangibility of medical service.
- The Need: The need to purchase of the medical service and the desire to acquire such service is greater than the need to acquire other goods and services. The urgency refers to the high correlation with health. Therefore, there is need for more effective communication tools to deliver the messages and the required information rather than offering price promotions or advertising for example.
- Related parties: The communication channels in the case of medical services can be extended to include the seller, the beneficiary and the payer. Here, the information and communication channels appear more complex, wide and spread , requiring communication tools that affect all parties in the relationship to achieve the communication objective.
- The nature of consumption: Consumers of tangible goods may repeat the purchase at different times and for long periods by delaying or postponing the decision before making the purchase, but this behavior is different in the medical services because it depends on the factor surprise and the inability to determine the date of service needed and it is difficult to buy the service before the need. In this case, however, marketing communication may build a positive word of mouth, enhance personal contact and positive communication with patients, and give a positive image of the hospital and its products.
- Results of Marketing Communication: Marketing communication leads to quick and direct results in the case of other goods and services. But such results appear to be longer and slower in the case of medical services.
- Communication Tools: Sales promotion tools such samples, price and quantity reductions , exhibitions and advertising are more suitable for tangible goods. Public relations and direct marketing are the most effective tools in medical services because of the quality of the information needed by the patient.

Finally, the planning and formulation of marketing communication programs in medical services is constant and at the same time it is fast and difficult. The marketing communication process depends on a combination of communication tools whose success depends on market research and the method of communication, as well as external marketing factors such as: target audience, objectives of campaigns and communication programs, financial resources of marketing communication, time of deliver the communication message, the criteria used to evaluate the effectiveness of the programs, and the target market.

3. Research Model and Hypotheses

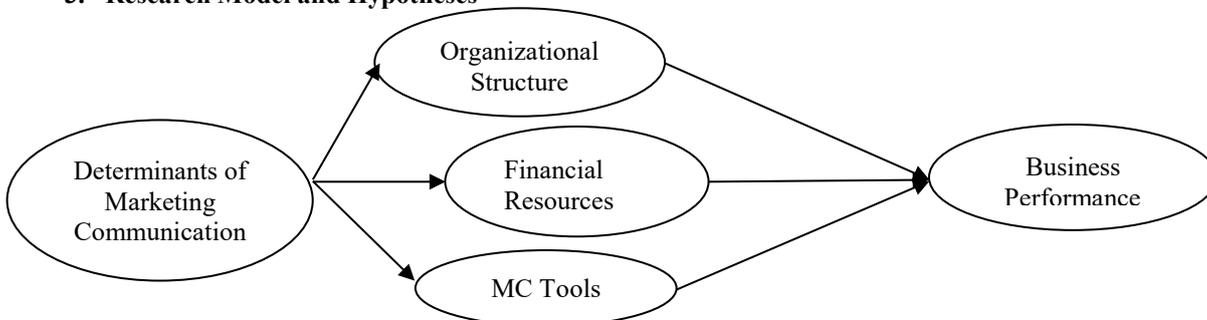


Fig. 1. Research conceptual model.

Therefore, the three hypotheses can be formulated as follow:

H1: There is a statistical significant impact of the determinants of integrated marketing communication strategy on the performance of private hospitals at the level of significance 0.05.

H2 : There are statistical significant differences in the integrated marketing communication strategy according to size of the hospital at the significance level of 0.05.

H3 : There are statistically significant differences in the performance of the private hospitals according to size of the hospital at the level of significance 0.05.

4. METHODOLOGY

4.1 Sampling

The Research population consist of all private hospitals in Amman city reached to 35 hospitals in the year 2018. The research sample the full survey method for all hospitals in the city of Amman is used. The unit of analysis is the departments of marketing, public relations , customer care service, sales...etc.

4.1 Measurement

In order to answer the research questions of testing the hypotheses, the appropriate measurement tool (questionnaire) was developed to collect the primary data needed for this purpose by reviewing the previous studies related to the hypotheses and variables of the research , and in order to analyze the research data needed to test hypotheses, we conducted the Cronbach’s alpha coefficients of research variables. Cronbach’s alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. Cronbach’s alpha is not a statistical test – it is a coefficient of reliability (or consistency). The Cronbach alpha coefficients of the research variables are between 0.7148- 0.7637. This means that the two variables have relatively accepted. Internal consistency of all variables and all of the coefficient values are statistically accepted since it is more than the statically permitted rate 60% (70% sometimes). Guttman Split-Half test is dividing the responses obtained into two parts, then calculating the correlation coefficient between them. The high value of the correlation coefficient indicates that the responses of the two parts are very closer or similar. The coefficient of the marketing communication reached 0.7271, and the performance reached to 0.7005, while the test value for the total variables is 0.7787.

Table 1: Cronbach’s Alpha & Coefficients of Research Variables

N	Research Variables	Cronbach’s Alpha	Guttman Split-Half
1	Marketing Communication	0.7637	0.7271
2	The Performance	0.8157	0.7005
Total Reliability		0.7148	0.7787

5. Data Analysis and Results

In order to analyze the results of the research sample, the descriptive statistical analysis (arithmetic mean, standard deviation, and relative frequency) were calculated.

5.1 *HO₁: There Is a Statistically Significant Effect of The Determinants of Marketing Communication Strategy On The Performance of Private Hospitals In Jordan At The Significance Level of 0.05.*

Table 2: Mean & Standard Deviations of Determinants of Marketing Communication

N	The Variable	Mean of Measurement	S.D	Mean of Variable	The Decision
1	The Organizational Structure	2.3	0.822	2.437	Accepted
	There Is Specialized Department	1.5	0.4804	1.692	Accepted
	Number of Employees	3.5	2.380	4.5	Accepted
	The Qualifications of Employees	2	00.00	1.00	Rejected
2	Financial Resources	3	0.483	1.23	Rejected
	The Amount of Money	3	0.6304	1.692	Rejected
	The Grants of Government	3.5	1.06	1.866	Rejected
3	Tools of Marketing Communication	2.2	0.712	2.56	Accepted
	The Traditional Tools	3.5	1.993	5.153	Accepted
	The Modern Tools	1.5	0.4385	1.230	Rejected
	The Promotion by Government	1.5	0.4423	1.25	Rejected

Testing of First Hypothesis:

The Model	The Determinant	R	R ²	t	Siq.	W.L	The Statistical Decision
1	Organizational Structure	0.889	0.79	11.323	0.001	0.955	There is an Effect

The results of descriptive statistics in the table 2, have accepted the two independent variables (determinants) affected performance of the private hospitals under study. These variables are the organizational structure and the tools used in

marketing communication, while the sample has rejected the impact of financial resources on the such performance. In spite of the results above, the financial resources are very important factor in life and one of the most important variables on performance of the private hospitals, but from statistically side, there is no effect of such variable on performance. In statistics this rejection is called the type 2 error (Atoum&Arori,1995,p.309). The rejection or acceptance decision are based on the comparison between mean values for each independent variable and the mean of scales as a whole (3) and of some variables.

Using the stepwise analysis, it shows the deleted variables according to their power in explaining the dependent variable (the performance), and it is found that the organizational structure of marketing communication department is statistically proved . this result means that organizational structure explains the changes in hospitals' performance. The organizational structure is the backbone of marketing activity in the hospitals, and it determines the success or failure of these organizations, and the flexibility that makes hospitals able to adapt with changes and new developments in the market. Therefore, without this the organizational structure of marketing communication, the organization can't produce effectively, and the clarity in the structure , the activities and relations among divisions well defined, and it helps to achieve the objectives and responsibilities of hospitals , and making the continuity and growth in the market.

The table above shows the results of analysis of variance ANOVA of the first main hypothesis. The significance level of the test (0.021) is lower than the significance level of the test 0.05 as a whole. Therefor it is possible to accept the HO, so there is a statistically significant effect of the marketing communication strategy on performance of the private hospitals in Jordan. Wilkes Lambda show the effect of removed variables from the model, so only 4.5% of changes refer to other determinants removed from the model. The determinants included in the model have a high power to explain the performance of private hospitals under study. Now the four sub hypotheses are derived from main hypothesis:

5.1.1 H011: *There Is a Statistically Significant Effect of The Determinants of Marketing Communication Strategy On Sales Volume In The Private Hospitals At The Significance Level of 0.05.*

Table 3: Testing of The First Sub Hypothesis

N	The Variable	t _{tabulated}	t _{calculated}	r	F _{calculated}	F _{tabulated}	R ²	Sig.	Statistical Decision
1	Organizational Structure	2.16	2.96	0.527	3.842	2.15	0.278	0.008	There is an Effect
2	Financial Resources	2.074	0.901	0.274	0.813	2.15	0.075	0.389	There is no Effect
3	Tools of Marketing Communication	2.16	0.243	0.077	0.059	2.15	0.0067	0.813	There is no Effect
	The Sub Dependent Variable	R²	R	B	F_{cal}	F_{tab}	Sig.		
	Sales Volume	0.178	0.422	2.97	2.17	2.15	0.171		There is no Effect

The results show that the organizational structure is the only significant determinant affect sales volume, according to the tabulated and calculated t-test values. This determinant explains 27.8% of the variation in sales volume and the correlation level reached to 52.7% between the two variables. This result explains that the marketing communication strategy of private hospitals in Jordan use the public relations more than other tools. This activity has a significant impact on improving the hospitals' image and its products. It focuses on the personal communication with stakeholders, so this determinant is reflected positively on the sales in these hospitals. Hospitals have focused on designing the sponsorship programs and social events to enhance interaction and communication with local communities.

The financial resources of marketing communication have no effect on sales volume, because these resources seems the first difficulty that facing the marketing communication strategy in private hospitals. Thus, the relative scarcity of financial resources has no effect on sales volume. The marketing communication strategy is based on the low-cost activities, primarily public relations and publicity. Hospitals have no any huge advertising and promotional campaigns, so the statistical analysis shows that the contribution of these two variables (the financial resources and the marketing communication tools) in generating sales no more than (1%). Therefore, generating of new sales in private hospitals is influenced only by the hierarchy of marketing communication in the organizational structure within hospitals. This is the source of the impact of the marketing communication strategy on the sales volume of medical services. However, the multiple regression shows that there is no statistical significant effect of the determinants of marketing communication strategy on sales volume in private hospitals in Jordan.

5.1.2 H012: *There Is a Statistically Significant Effect of The Determinants of Marketing Communication Strategy On The Positioning of Private Hospitals In The Minds of Patients At The Significance Level of 0.05.*

Table4: Testing of The Second Sub Hypothesis

N	The Variable	t _{tabulated}	t _{calculated}	r	F _{calculated}	F _{tabulated}	R ²	Sig.	Statistical Decision
1	Organizational Structure	2.16	2.589	0.449	2.525	2.15	0.202	0.043	There is an Effect
2	Financial Resources	2.074	0.617	0.191	0.38	2.15	0.037	0.551	There is no Effect
3	Tools of Marketing Communication	2.16	1.066	0.319	1.136	2.15	0.102	0.312	There is no Effect
	The Sub Dependent Variable	R²	R	B	F_{cal}	F_{tab}	Sig.		
	The Positioning	0.241	0.49	4.27	3.167	2.15	0.006		There is an Effect

Table 4 above shows that the organizational structure of marketing communication has an effect on the positioning of the medical services in the patients' minds. The two variable is positively correlated by 45% and the organizational structure can explain 20.2 % of the variation the positioning in the minds of patients. The other determinants of marketing communication strategy (financial resources and tools used of marketing communication) are ineffective and have no effect on the image of medical services provided by private hospitals, and the such tow determinants have a weak relationship with the positioning by no more 30%. Therefore, they can't explain more than 5% of the variation in the sub dependent variable. In spite of the weak positive relationship with the dependent variable, the promotional strategies currently have a lacking in financial resources and lacking in tools used in the marketing strategy . Both of the two determinants are the mainstay of any promotional strategy.

Therefore, the image of private hospitals affected only by the position or place of marketing communication department in the organizational structure of the hospitals, and statistical analysis shows that organizational structure affected on the marketing communication strategy. The multiple regression found that the calculated significance level (0.006) is less than the tabulated significance level (0.05). This means that is a statistically significant effect of the marketing communication strategy on positioning of the private hospitals in the minds of patients. The three determinants can explain 24.1% of variance in the sub dependent variable (positioning) and the correlation among them reached to 49%.

5.1.3 *H0₁₃: There Is a Statistically Significant Effect of The Determinants of Marketing Communication Strategy On Entering New Markets At The Significance Level of 0.05.*

Table 5 indicates that there is a strong positive significant impact of the determinants of marketing communication strategy (organizational structure and the tools used in marketing communication) on entering new markets. As the literature shows, the marketing communication department plays a vital role in studying the existing and potential markets, and implementing the expanding policies, achieving high rates of profitability and growth of private hospitals, and conducting the market research to discover the new markets. The contribution of such determinants reached to 38.8% of the variance in sub dependent variable (entering new markets) and the correlation between them reached to 62.3%. Thus, the marketing communication tools used by private hospitals can explain 17.8% in the variation in entering new markets, and such result explain why this hospital don't use the correct and suitable tools to deliver the accurate detailed information of the medical services to the target customer. This is also explaining the low and weak positive relationship with the sub dependent variable.

The tools of marketing communication are ineffective and has no effect on improving the access of medical services and entering new markets. The financial resources in this hypothesis have no any effect on the sub dependent variable and this result confirmed in the last hypotheses. The lacking in financial resources is clearly shown in most of the marketing strategies used by the private hospitals. In addition, access to external markets has been affected only by the place of marketing communication department in the organizational structure and the communicating tools used by the private hospitals. Such determinants explain the statistical impact of the marketing communication strategy on entering new markets. According to the calculated and tabulated tests, it is possible to say that there is a statistically significant effect of the marketing communication strategy determinants on entering the new markets.

Table5: Testing of The Third Sub Hypothesis

N	The Variable	t _{tabulated}	t _{calculated}	R	F _{calculated}	F _{tabulated}	R ²	Sig.	Statistical Decision
1	Organizational Structure	2.16	2.641	0.623	6.975	2.15	0.388	0.023	There is an Effect
2	Financial Resources	2.074	0.554	0.165	0.307	2.15	0.027	0.59	There is no Effect
3	Tools of Marketing Communication	2.16	2.554	0.422	2.384	2.15	0.178	0.035	There is an Effect
	The Sub Dependent Variable	R²	R	B	F_{cal}	F_{tab}	Sig.		
	Entering New Markets	0.267	0.517	3.35	4.01	2.15	0.031		There is an Effect

5.1.4 *H0₁₄: There Is a Statistically Significant Effect of The Determinants of Marketing Communication Strategy On Making Profit Margins At The Significance Level of 0.05 .*

Table 6 below shows that profit margin in the private hospitals is highly affected by the same two determinants. The specialized marketing communication department in the private hospitals with highly qualified marketing and medical human resources, and the financial resources needed to implement the marketing communication strategy, all of such factors are strong positively correlated with the sub dependent variable , and they are explained a large percentage of variance reached to 41%. The marketing communication tools used by private hospitals to make profits still suffer from a weakness in design and implementation, and it has a weak relationship with sub dependent variable and don't explain more than 12% of the variation in profit margin.

The accepted variables explained 37.7% of the variation in the profit margin of private hospitals, and there is a strong relationship with the sub-variable reached to 61.4%. Therefore, and based on the comparison between the significant

tabulated and calculated values, we can say there is a statistical significant effect of the determinants of marketing communication strategy on profit margins of private hospitals.

Table 6: Testing of The Fourth Sub Hypothesis

N	The Variable	t _{tabulated}	t _{calculated}	r	F _{calculated}	F _{tabulated}	R ²	Sig.	Statistical Decision
1	Organizational Structure	2.16	3.868	0.759	14.959	2.15	0.576	0.003	There is an Effect
2	Financial Resources	2.074	2.72	0.512	4.519	2.15	0.257	0.0486	
3	Tools of Marketing Communication	2.16	1.222	0.364	1.494	2.15	0.12	0.247	
The Sub Dependent Variable Profit Margins		R² 0.377	R 0.614	B 4.289	F_{cal} 6.664	F_{tab} 2.15	Sig. 0.026		There is an Effect

5.2 HO2: There Are Statistically Significant Differences In Effect of The Marketing Communication Strategy According To The Size of The Hospital At The 0.05 Significance Level .

The ANOVA analysis is used to determine the statistical differences in the effect of marketing communication according to size of hospital. The statistical rule says that if the calculated significance level less than 0.05, the nul hypothesis will be rejected (Sekaran,2002, P.243).

Table7: Testing of The Main Second Hypothesis

N	The Variable	Size of Hospital	Number	Mean	S.D	F	Sig.
1	Marketing Communication Strategy	Large	6	3.353	0.7123	12.987	0.00
		Medium	12	3.225	0.5386		
		Small	20	2.568	0.5451		

Table 7 above shows that there are clear differences in the influence level of the independent variable (determinants of marketing communication strategy) according to the hospital size. The comparison between (0.00) and (0.05) is clearly shown that there is a difference in the influence level of the marketing communication strategy according to the hospital size. Using Scheffe test value show that such differences are tend to large category of hospitals in the local market.

5.3 HO2: There Are Statistically Significant Differences In Performance of Private Hospitals According To The Size Of The Hospital At The 0.05 Significance Level.

Table8: Testing of The Main Third Hypothesis

The Sub Dependent Variables	Mean of Large Hospitals	Mean of Medium Hospitals	Mean of Small Hospitals	F	Sig.
Sales Volume	3.25	2.8	1.66	45.74	0.00
Positioning	3.4	2.4	1	100.2	0.00
Entering New Markets	3.4	2.6	2.33	40.68	0.00
Profit Margins	3.4	2.8	2.33	39.1	0.00

The ANOVA analysis is used to determine the statistical differences in the effect of marketing communication according to size of hospital. The statistical rule says that if the calculated significance level less than 0.05, the null hypothesis is rejected (Sekaran,2002, P.243). Table 8 above shows that there are clear differences in the performance of private hospitals (the four sub dependent variables) according to the hospital size. The comparison between (0.00) for all sub dependent variables with significance level as a whole (0.05), it is clearly showed that there is a difference in performance level of private hospitals according to the hospital size. Using Scheffe test , thee differences are tend to the large category of hospitals in the local market.

6. Discussion and implications

6.1 Discussion

This study shows that 29.4% of the private hospitals have marketing communication departments or one of its components such as public relations or sales. This department is available in all of the private hospitals , and such hospitals are large scale and using the profit margins criteria. Each department has 4 employees in average. This department suffers mainly from the lacking in financial resources that deny it to achieve the marketing functions and responsibilities. The results that the marketing expenditure of 83.1% of private hospitals is less than 1% of total profits, so the marketing communicative activities is very weak and the crowding effect among objectives and tools of marketing communication used on such small amounts of money (Kitchen,Schultz,2003, p. 82).

Much studies confirm the relationship among economic efficiency of marketing communication, sales volume and profit margins (Praude&Shalkovsak,2007,P.211). The current research confirm that financial resources factor is an important element in the marketing communication strategy, because of its ability to select and use the ways of deliver the messages needed to the target market, and this will lead to increase the sales volume in the future (Porcu, Garcia & Kitchen, 2012, P.318). Studies also have shown the positive correlation between financial resources of marketing communication and return on investment, and the accountability in the organization will increase also (Griniute,2012, P.5). However, other studies have shown that businesses can develop marketing communication programs without any consideration of financial resources available in (Jerma&Zavrnsniky,2012, p.365). The success of the marketing communication program depends on the correct analyzing of the program and the combination of performance measures used (Jerma,2007, p. 871).

We also point out that the organizational structure of marketing communication department is the key element to achieve the objectives of hospitals. This organizational structure is considered the key of success in these businesses, because it is the main reason for labor division and specialization , and such structure determine the required levels of efficiency and managerial skills needed for such success (Noghaimi,2008). So the good organizational structure of marketing communication department means more powers and responsibilities, and it is become the effective tool of success and achieve organizations' goals, therefore this result is confirmed by current study. The study of Sathish (2015, p. 103) linked between the evolution of marketing communication and its impact on organizational performance within the business, and the effective distribution of tasks and responsibilities on different managerial levels, will maximize the growth opportunities and market development. But other studies have found that there is no correlation between the number of employees in the marketing communication department , and the chances of success and growth (Jerma&Zavrnsniky,2012, p.365). Using the marketing communication strategy enables the organizations using the benefits and attributes of their products in the communication process during the searching for potential customers, and this also improve the organization's ability to communicate and receive the feedback from the markets, and this is very important issue in designing the relevant communication strategies and tools effectively and efficiently (Kotler,2000).

There is no doubt that marketing communication plays an important role in improving organizational messages at target markets, thereby increasing the awareness of target customers to accept the products offered, this will be the highly impacted on the final consumption and improving the sales and profits later (Abhijit,2012,P.14). These contacts enhance entering new markets by reducing the communication gap and creating a two-way communication model between the seller and customer (Venditi,2012). The components of marketing communication strategy are used to influence customer purchasing and consumption patterns, and to achieve high profit margins and returns on investment for traders and producers (Chelliah&Kwon,2011). But our current results have shown a lacking in use of the (integrated) marketing communication in private hospitals, where the fragmentation of spending and the independence of marketing communication tools is a clear feature in private hospitals. It highlights the dilemma of conflicting among roles, messages and the tools used by other parties in the medical sector such as : ministry of health and association of private hospitals. Organizations differ in using of marketing communication tools according to the products produced, the field and the target consumer. Therefore, this process is multi-directional (traditional tools of the communication mix) and multi-level (marketing communications with the environment operates in), and it is affect by cost and other determinants - as previously showed - and so many research that looking for search this concept were general and summarized (Malinowska,2007, p.134).

The current research show that private hospitals use public relations activity more than other tools , because of the great impact of this free activity on improving image of the hospital and its products, focusing on personal contact with stakeholders, and the private hospitals focus sponsorship and social events to improve the communication and contact with the community. These tools have no effect on improving the reach to medical services, entering new markets faster, and less using the modern tools of communication. This explains their inability to generate strong growth and demand on medical services, or even improved access to international markets. There is less use of internet in the communications , and it considers useless part in the marketing communication strategy, and there is weakness in the awareness about the importance of this activity in the marketing process within organizations. Our research results show the tools of marketing communication used by private hospitals as follow: events and special occasions, advertising in newspapers and magazines, newsletters, posters, medical publications, direct selling , and hospital websites. These results are agreed with Popescu (2003, p.12), which show that the advertising is the first tool followed by public relations and commercial sponsorship activities. Prins and Verhoef (2007, p.170) : Yaa, Okyere, Agyapong and Nyarku (2011) and Seukindo (2012, p.71) found that advertising, sales promotion, and commercial promotion are the less used compared to direct selling, and the relationship marketing has used in other businesses (Halim,Iqram,Yusuf&Chamariyah,2017, p.18). The study of Mahyari (2010, i) shows that consumers are becoming more integrated in the virtual communication environment, and it is show that there is weak effect of advertising and publicity on sales volume, while the effect of sales promotion is proved (Seukindo, 2012, pp. 74-76).

The current research shows that there is a variation in the effect of the three marketing communication tools: the organizational structure , the financial resources and the tools used in marketing communication on the performance of

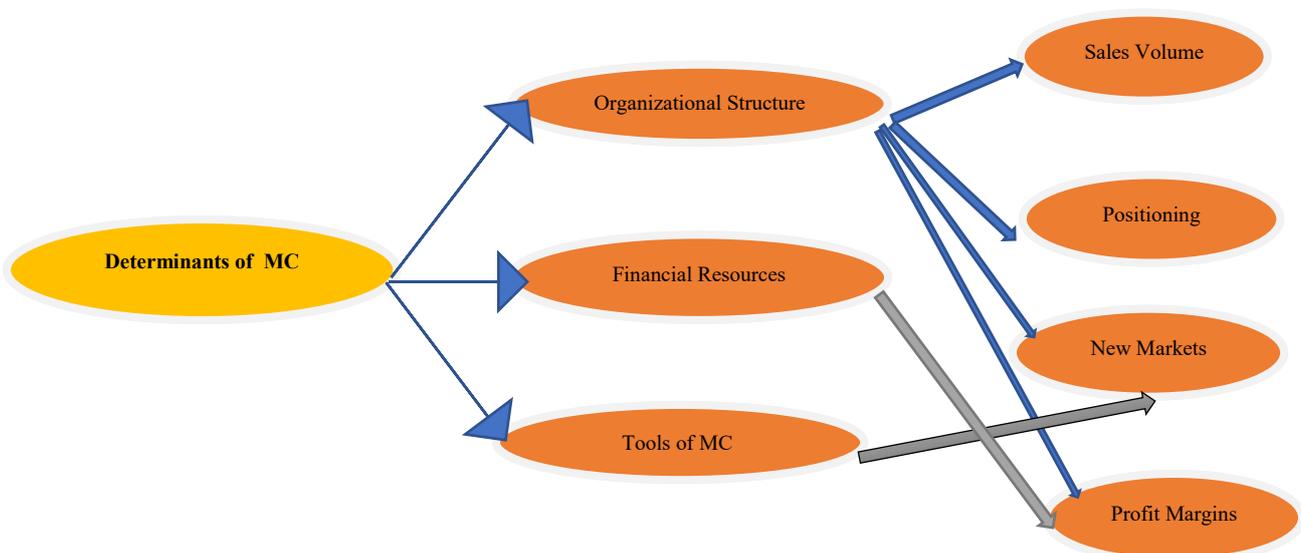
private hospitals. At the same time, the impact of organizational structure on the sub-variables : generating sales, positioning , entering new markets, and profit margins is proved. It appears that the financial resources have an impact on the profits only. While the marketing communication tools used have the impact on entering new markets only. current results are consistent with the other research results show that the marketing communication creates awareness toward the company and increases sales (Odunlami&Ofoegbu,2011,p.408; Seukindo,2012, p.77; Hussain,Shah&Hussain,2012, p.44). Marketing communication has an important role for organization success and making a strong relationship with customers and stakeholders (Halim,IqramYusuf&Chamariyah,2017, p.18) and it has played an important role in the globalization of the company and its products and facilitating the penetration into international environment (Praude&Shalkovska,2007,p.211). The consistency and harmonization achieved by marketing communication activities and the departments are responsible to improve the company's image and to increase levels of awareness (Mustari,Kadir&Sudirman,2016, p.574), and it is responsible to improve the purchasing behavior and consumer responsiveness toward the product (Jerman&Zavrnsnik,2013, P.204), as well as the ability to influence customer satisfaction and loyalty (Senguo,Xixiang&Kilango,2017, p.284).

Finally, the study shows number of obstacles that decrease the effect of marketing communication on the private hospitals. The lack of financial allocations is the main obstacle of expansion and growth. The lack of specialized marketing human resources, technical and administrative obstacles , as well as weakness of marketing plans seem are the key elements that decrease using of the marketing communication philosophy in target markets. However, other research results shown a number of 25 obstacles of the marketing communication strategies in organizations such as : issues related to decision making and coordination and control, customer culture, skills and centralization, resources and skills of organization, the problem of measurement , change and managerial skills, lack of vision and strategic culture of the organization, the lack of clarity of marketing communication in the organizational structure, the subculture of administrative units within organization, and finally the difficulties of budgeting and performance participation, etc. (Ewing,2009; Keller, 2009; Kitchen et al., 2004; Schultz, 2004: Keller, 2001).

6.2 Implications :

According to research findings, there is a matrix that illustrates the relationship between the determinants of marketing communication and the performance of private hospitals in Jordan. More specifically, hospitals that have specialized department of marketing communication are more capable of enhancing hospital performance by achieving the target sales , enhancing the positioning, entering new markets, and generating profit margins. These hospitals consider marketing communication as part of their medical investment, focus on the use of word of mouth within marketing communication tools. Such hospitals looking for employ the specialized human resources in marketing communication, for purposes of using the new tools of marketing communication such as internet and social media, and understanding customer requirements and needs quickly.

Moreover, financial resources are important element in marketing communication strategies, especially if these hospitals want to improve performance, but because of the lack of financial capabilities they tend to use the low-cost tools such as public relations. If these hospitals plan to achieve the high rates of profit, it should focus on the high-income markets. This require diversification among the modern communication tools. The use of price techniques in marketing communication will have a negative impact on profits in the short but will increase the sales volume and profits on the long run.



7. Conclusion

The study attempts to determine the determinants of the marketing communication strategy in the private hospital in Jordan, and to determine the impact of these determinants on their performance. It is found that there are three main determinants : organizational structure of the marketing communication department, the financial resources available, and the tools used in marketing communication. The organizational structure of marketing communication has shown a strong impact on the hospital's performance consist of sales volume, the positioning , access to new markets, and profit margins. There is an impact on the profits generated because of financial resources, while the communication tools affected entering new markets. Private hospitals use public relations activities such as sponsorship programs and social occasions. These tools have not been effective in spreading the medical services and access to new markets. These hospitals do not use the Internet its applications. Finally, marketing communication in the private hospitals has many obstacles such as lack of financial resources , lack of specialized expertise and marketing obstacles in general. This study recommends establishing the marketing communication departments and consider this job as one of the institutional functions in the hospitals and enhancing administrative awareness in these hospitals about the importance of marketing communication and its strategies. It also there is a need for more training of medical, administrative and technical staff at all managerial levels in the hospital, manage marketing communication methods and plans in the target markets , seek to achieve the concept of integrated marketing communication in the hospital. In this content, the financial submissions by private hospitals is very important tool to face lack of financial resources and use such amount to establish a specialized agency of promotion the private hospital in Jordan.

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