

Internal Marketing and Public Sector Modernization

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Abstract

This study aims to investigate the role of internal marketing strategies in the modernization of the public sector. Specifically, it examines how internal communication, employee engagement, and organizational culture affect the effectiveness, transparency, and quality of public services. The objective is to identify effective internal marketing practices that can support and accelerate digital transformation processes within government agencies. The research adopts a qualitative methodology, using multiple case studies of public sector organizations that have implemented internal marketing initiatives. Data collection included semi-structured interviews with key stakeholders, employee surveys, and analysis of organizational documents. The case studies provided in-depth insights into the practical application of internal marketing strategies, their challenges, and outcomes. The data were analyzed thematically to identify patterns and best practices that contribute to successful modernization efforts. The results demonstrate that internal marketing plays a crucial role in fostering a positive organizational culture, enhancing employee motivation, and promoting a shared vision for modernization. Organizations that actively implement internal marketing practices—such as transparent communication, participatory decision-making, and recognition programs—experience higher levels of employee commitment and service quality. The study concludes that internal marketing is not merely a communication tool, but a strategic approach essential for promoting innovation in the public sector. It emphasizes that leadership support and focus on internal stakeholder engagement are vital for sustainable modernization. Policymakers and public officials are encouraged to integrate internal marketing into reform strategies to improve internal processes and public service delivery, leading to more responsive, effective, and transparent governance.

Keywords

Internal Marketing, Organizational Culture, Digital Transformation, Public

1. Introduction

Modern public administration faces multiple challenges that require radical changes in the way public organizations operate and are organized (Vernardakis, 2020; Hood & Lodge, 2021). The traditional bureaucratic structure, slow processes, and lack of citizen orientation have created the need for comprehensive modernization (Panagiotopoulos, 2021). In this context, internal marketing emerges as an innovative and effective tool that can contribute decisively to the transformation of public administration (Koutoupis, 2018). Modernizing the public sector through internal marketing is a strategic approach that focuses on employees as “internal customers” to improve organizational performance and the quality of services provided (Berry & Parasuraman, 2019; Ahmed & Rafiq, 2020).

Key Dimensions

Organizational Culture Change: Internal marketing aims to transition from a bureaucratic mindset to a citizen-oriented culture (Foster & Williams, 2020). It promotes values such as transparency, accountability and efficiency, creating an environment that encourages innovation and continuous improvement (Antonopoulos, 2019).

Staff Development and Satisfaction: Includes continuous training, skills development and professional development programs (Collings & Mellahi, 2019). Employee satisfaction is directly linked to the quality of service to citizens, as motivated employees offer better services (Davis et al., 2018; Guest, 2020).

Internal Communication: Improving vertical and horizontal communication within public organizations facilitates the flow of information, reduces uncertainty and enhances collaboration between departments (Dimitriou & Papadopoulos, 2018; Ballantyne, 2018).

Participation and Empowerment: The active participation of employees in decision-making and policy formulation increases loyalty and ownership of results (Thomas & Velthouse, 1990; Buckley et al., 2018).

Internal marketing, although initially developed for the private sector, has found fertile ground for application in the public sector as well (Georgiou, 2020). Its philosophy is based on treating employees as internal customers and applying marketing techniques to promote the organizational vision, values, and goals (Rafiq & Ahmed, 2020; Grönroos, 2018). In public administration, this approach takes on particular importance, as public officials constitute the core of public service delivery to citizens (Avlonitis & Papastathopoulos, 2019).

2. Methodology

Qualitative methodology with data collection through semi-structured interviews

with key stakeholders. The case studies provided in-depth insights into the practical application of internal marketing strategies, their challenges, and outcomes. The data were analyzed thematically to identify patterns and best practices that contribute to successful modernization efforts. The sampling type that I used was Purposive sampling. Specific Inclusion/Exclusion Criteria for my topic (internal marketing in the public sector), include:

- Public sector organizations of a specific size or type (e.g., ministries, municipalities, hospitals).
- Position of participants (e.g., HR executives, employees).

The reason for choosing ministries is because they are the core of the central government administration and are responsible for the formulation and implementation of national policies (Makridimitris & Pravita, 2017). Studying them allows us to understand how internal marketing is applied in large, complex organizations with a hierarchical structure (Hood & Lodge, 2021). Also, Ministries are distinguished by the large number of personnel, the fragmentation of services and the complexity of their functions. This makes internal marketing particularly crucial for internal cohesion, communication and employee motivation (Konstantinou, 2021). Many ministries have implemented or are implementing modernization and digital transformation programs, which are often accompanied by internal marketing strategies for change management (Mergel, 2021; Cordella & Paletti, 2019). The practices implemented in ministries often have an impact on the entire public sector, as they act as models for other bodies. Furthermore, the reasons for choosing Local Municipalities are that these are the first link of communication between the state and citizens. Direct contact with the administrators makes the quality of service and staff satisfaction immediately visible and measurable. Municipalities provide a wide range of services (administrative, social, technical, cultural), allowing the study of internal marketing in different functional contexts within the same organization. The relative autonomy of municipalities allows them to experiment with innovative internal marketing practices, adapted to local needs and capabilities, without the strict bureaucracy of the central administration. Compared to ministries, municipalities are usually smaller organizations with less hierarchical structures, offering a different perspective on the implementation of internal marketing.

For the analysis of qualitative data, the thematic analysis method was followed in six basic stages:

1) Familiarization with the Data: The interviews were transcribed and the entire material was read repeatedly to gain a deep understanding of the content. Initial notes and observations were recorded during this process.

2) Initial Coding: Codes were identified and assigned to important sections of text related to the research question. Coding was done in a systematic manner across the entire data set, identifying recurring patterns, concepts and meanings.

3) Theme Search: The initial codes were grouped into broader categories and potential themes were identified. The relationships between the codes and catego-

ries were examined to form coherent thematic axes.

4) Theme Review: The preliminary themes were assessed for their internal coherence and distinct differences between them. Some themes were merged, others were separated into subthemes, while some were rejected as insufficiently documented.

5) Theme Definition and Nomenclature: Each final theme was clearly delineated and given a descriptive name that reflected its content. The “essence” of each theme and what it reveals about internal marketing in the public sector were identified.

6) Report Writing: The themes were presented in a coherent and logical manner, supported by representative excerpts from the interviews. The analysis was linked to the theoretical framework and research questions, providing interpretation and explanation of the findings.

The reliability of the analysis was ensured through the systematic documentation of all coding decisions and the maintenance of an “audit trail” that allows the process to be traced from the raw data to the final findings.

3. Theoretical Framework of Internal Marketing

3.1. Definition and Basic Principles

Internal marketing is defined as the application of marketing principles and techniques to an organization’s internal environment, with the aim of creating a culture that promotes the organization’s mission and goals (Rafiq & Ahmed, 2020; Ahmed & Rafiq, 2020). In public administration, this means developing strategies that aim to empower employees, promote innovation, and improve the quality of services provided (Panagiotopoulos, 2021). The basic principles of internal marketing include an employee-oriented approach, where employees are treated as customers who must be satisfied and actively engaged in organizational goals (Berry & Parasuraman, 2019; Gummesson, 2019). Additionally, the principle of internal communication emphasizes the importance of transparent and two-way communication between all levels of the hierarchy (Ballantyne, 2018). Finally, the principle of continuous improvement underlines the need for constant adaptation and evolution of processes and services (Grönroos, 2018).

3.2. Elements of the Internal Marketing Mix

Similar to traditional marketing, internal marketing consists of various elements that form the internal marketing mix (Kotler & Lee, 2017). The internal “product” refers to job positions, responsibilities, and development opportunities that the organization offers its employees (Ahmed & Rafiq, 2020). The internal “price” represents the cost that employees are called to pay for fulfilling their duties, including psychological cost, time, and effort. In the public sector, it is important to ensure that job requirements are realistic and that employees have the necessary resources and support to achieve their goals (Koutoupis, 2018). Internal “distribution” concerns the ways in which information, opportunities, and resources are

distributed within the organization. This includes communication channels, decision-making processes, and feedback mechanisms (Ballantyne, 2018). Finally, internal “promotion” refers to the communication strategies used to inform, educate, and mobilize employees (Dimitriou & Papadopoulos, 2018).

4. Application of Internal Marketing in Public Administration

4.1. Strategic Planning

The successful application of internal marketing in public administration requires systematic and strategic planning (Anderson & Smith, 2020). The first step involves analyzing the existing organizational environment and understanding employees’ needs, expectations, and motivations (Guest, 2020). This analysis can be done through surveys, interviews, and participatory workshops. Next, it is essential to formulate a clear vision and strategy for the modernization of public administration (Kotter, 2019; Armenakis & Harris, 2021). This vision must be understood and embraced by all employees, so they can adopt it and contribute to its implementation. Internal marketing can be used to “sell” this vision to employees and create enthusiasm and commitment (Georgiou, 2020).

4.2. Internal Communication and Information

Effective internal communication constitutes the central core of internal marketing (Ballantyne, 2018; Gummesson, 2019). In public administration, where communication is traditionally top-down and often one-way, the development of two-way communication channels is vital (Dimitriou & Papadopoulos, 2018). This includes creating regular meetings, establishing feedback systems, and using modern communication technologies (Mergel, 2021). The communication strategy must be adapted to the needs and characteristics of various employee groups. For example, younger employees may prefer digital communication channels, while more experienced ones may prefer more traditional forms of communication. Differentiating messages and communication channels according to the target audience’s needs is a basic marketing principle that can also be applied internally (Rafiq & Ahmed, 2020).

4.3. Incentive and Recognition Systems

The development of effective incentive and recognition systems is a critical factor for the success of internal marketing in public administration (Bhatnagar, 2019). Traditionally, public organizations rely mainly on external incentives, such as salary progression and job security. However, the modern approach to internal marketing emphasizes the importance of internal incentives, such as recognition, skills development, and participation in decision-making (Meyer & Allen, 1991; Vroom, 1964). Creating recognition programs that reward innovation, efficiency, and service quality can contribute to creating a culture of excellence (Foster & Williams, 2020). Additionally, providing opportunities for professional develop-

ment and training can increase employee satisfaction and commitment (Collings & Mellahi, 2019; Guest, 2020).

5. Benefits of Internal Marketing Application

5.1. Citizen-Customer Orientation

One of the main benefits of applying internal marketing in public administration is the development of citizen-customer orientation (Avlonitis & Papastathopoulos, 2019; Kotler & Lee, 2017). When employees understand and adopt the value of serving citizens, they are more likely to provide high-quality services (Davis et al., 2018). Internal marketing can contribute to developing this mindset through training, information, and creating incentives linked to citizen satisfaction (Schneider et al., 1998). Developing feedback systems from citizens and using this information to improve services is a basic element of customer orientation (Oliver, 1980). Internal marketing can help communicate this information to employees and mobilize them to implement necessary changes (Grönroos, 2018).

5.2. Improvement of Organizational Performance

Evolution of satisfaction indicators in public service



Figure 1. Impact of internal marketing on customer satisfaction.

The application of internal marketing strategies in public administration can lead to significant improvement in organizational performance (Anderson & Smith, 2020; Buckley et al., 2018). When employees feel valued, informed, and involved in the organization's goals, they are more likely to work with greater dedication and efficiency (Eisenberger et al., 1986; Blau, 1964). This has a direct impact on the quality of services provided and citizen satisfaction (Davis et al., 2018). Additionally, internal marketing can contribute to reducing resistance to change, which is one of the main obstacles to modernizing public administration (Piderit, 2018;

Kotter, 2019). Through appropriate communication and training, employees can understand the benefits of changes and actively participate in their implementation (Armenakis & Harris, 2021), as shown in **Figure 1**.

5.3. Enhancement of Innovation

Creating an environment that encourages innovation is another significant benefit of internal marketing (Konstantinou, 2021). When employees feel that their ideas are valued and that they have the ability to contribute to improving processes and services, they are more likely to propose innovative solutions (Deci & Ryan, 1985; Thomas & Velthouse, 1990). This is particularly important in public administration, where innovation can lead to significant improvements in efficiency and service quality (Cordella & Paletti, 2019; Janowski, 2020). Developing systems for collecting and evaluating ideas from employees, as well as creating incentives for innovation, can contribute to creating a culture that promotes continuous improvement and adaptation to new conditions (Grönroos, 2018), as shown in **Figure 2**.

Evolution of innovation metrics through internal marketing strategies

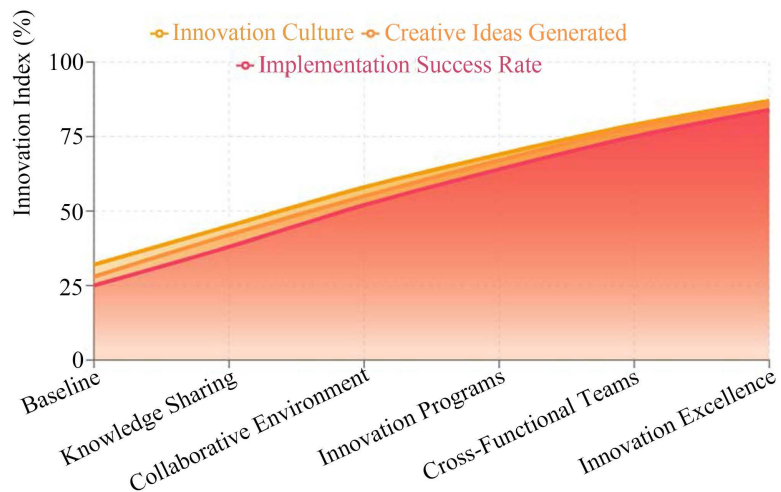


Figure 2. Impact of internal marketing on enhancement of innovation.

5.4. Improvement of Employee Satisfaction

Employee satisfaction is both a goal and a means of internal marketing (Guest, 2020; Bhatnagar, 2019). Satisfied employees are more likely to provide high-quality services and remain with the organization for a longer period (Meyer & Allen, 1991). In public administration, where retaining experienced employees is important for service continuity, improving satisfaction can have long-term benefits. Internal marketing can contribute to improving satisfaction through providing development opportunities, recognizing employees' contributions, and creating a positive work environment (Foster & Williams, 2020; Greenhaus & Powell, 2006). Additionally, employee participation in decision-making and providing feedback

can increase the sense of ownership and commitment (Thomas & Velthouse, 1990).

Evolution of employee metrics through internal marketing initiatives

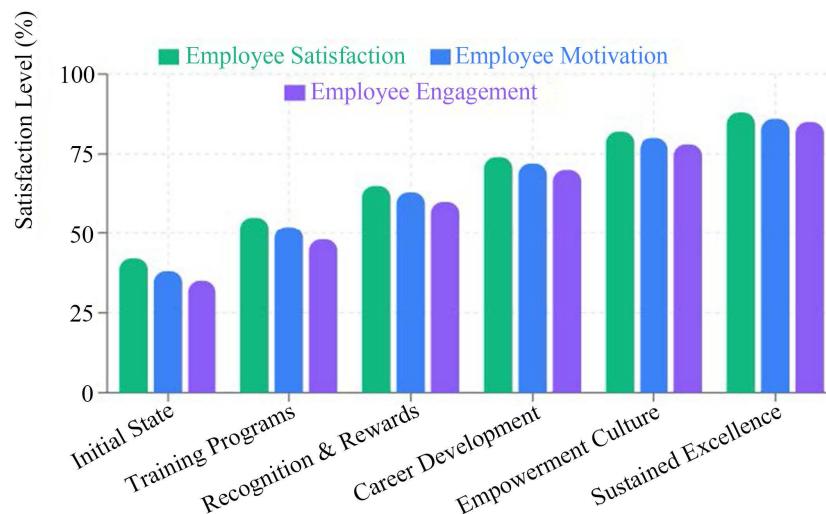


Figure 3. Impact of internal marketing on employee satisfaction.

The strategic distinctiveness of internal marketing lies in its fundamental reorientation of traditional marketing principles (Berry & Parasuraman, 2019; Ahmed & Rafiq, 2020): it treats employees as the organization’s first market and primary customers whose needs must be satisfied before they can effectively serve external customers (Grönroos, 2018). This approach applies the classic marketing mix (product, price, place, promotion) inward—where “products” are jobs and work experiences that must meet employee needs, “price” represents the psychological and physical costs of employment, “place” involves how work is delivered and organized, and “promotion” encompasses internal communications that sell the organizational vision (Rafiq & Ahmed, 2020). What makes this particularly strategic is the recognition that employee satisfaction and engagement directly influence service quality and organizational performance (Schneider et al., 1998), creating a value chain where internal customer satisfaction becomes a prerequisite for external customer satisfaction (Berry & Parasuraman, 2019). Unlike traditional HR management that focuses primarily on compliance, administration, and basic employee relations, internal marketing adopts a market-oriented philosophy that emphasizes understanding employee needs through research, segmenting the internal workforce, positioning the organization as an employer of choice, and creating exchange relationships where employees “buy into” organizational goals because they perceive genuine value (Blau, 1964; Social Exchange Theory). This transforms employees from passive recipients of policies into active co-creators of organizational success, making them strategic assets whose commitment must be earned through continuous value delivery rather than

simply commanded through hierarchical authority (Eisenberger et al., 1986), as shown in **Figure 3**.

6. Internal Marketing Tools and Techniques

6.1. Internal Surveys and Analysis

Conducting regular internal surveys is a basic tool of internal marketing (Anderson & Smith, 2020). These surveys can provide valuable information about employee satisfaction, their training and development needs, as well as their views on changes and reforms (Guest, 2020). Analyzing this data can lead to developing targeted internal marketing strategies (Rafiq & Ahmed, 2020). Surveys can take various forms, from simple satisfaction questionnaires to more specialized organizational culture and climate surveys (Foster & Williams, 2020). The frequency and methodology of surveys must be adapted to each organization's needs and capabilities.

6.2. Training and Development Programs

Employee training and development are central elements of internal marketing (Collings & Mellahi, 2019; Bhatnagar, 2019). In public administration, where changes often require acquiring new skills and knowledge, training can play a decisive role (Panagiotopoulos, 2021). Training programs must be designed based on employees' needs and the organization's goals (Deci & Ryan, 1985; Self-Determination Theory). Training can include technical skills, such as using new technologies, but also soft skills, such as communication and citizen service (Dimitriou & Papadopoulos, 2018). Additionally, training in internal marketing principles and techniques can help employees understand and participate in the change process (Armenakis & Harris, 2021).

6.3. Internal Communication Channels

Developing effective internal communication channels is vital for the success of internal marketing (Ballantyne, 2018; Gummesson, 2019). These channels can include traditional media, such as newsletters and meetings, but also modern digital tools, such as intranets, internal blogs, and mobile applications (Mergel, 2021). The choice of appropriate communication channels depends on the target audience's characteristics and the message's nature. For example, complex information may require personal communication or detailed written documents, while simple informational messages can be disseminated through email or internal networks (Dimitriou & Papadopoulos, 2018).

6.4. Digital Transformation

Digital transformation is one of the main pillars of public administration modernization (Janowski, 2020; Chen & Wang, 2021). The integration of new technologies can contribute to simplifying processes, reducing service time, and increasing transparency (Cordella & Paletti, 2019). However, the successful imple-

mentation of digital transformation requires not only the installation of new systems but also changing the culture and mindsets of employees (Mergel, 2021). Here internal marketing can play a crucial role, as it can contribute to preparing and training employees for new technologies, as well as developing a positive attitude toward change (Armenakis & Harris, 2021). Through internal communication and training strategies, employees can understand the benefits of digital transition and actively participate in the process (Makridimitris & Pravita, 2017).

7. Challenges and Obstacles

7.1. Organizational Challenges

The application of internal marketing in public administration faces various organizational challenges (Anderson & Smith, 2020; Antonopoulos, 2019). The traditional hierarchical structure of public organizations can hinder the development of two-way communication and employee participation in decision-making (Hood & Lodge, 2021). Additionally, the lack of flexibility in processes and regulations can limit the ability to implement innovative internal marketing strategies (Vernardakis, 2020). Resistance to change, which often characterizes public organizations, is another significant challenge (Piderit, 2018; Kotter, 2019). Employees may be skeptical of new approaches, especially if they are perceived as coming from the private sector. Managing this resistance requires careful planning and gradual implementation of changes (Armenakis & Harris, 2021).

7.2. Bureaucracy and Process Complexity

One of the greatest challenges facing public administration is excessive bureaucracy (Vernardakis, 2020). Complex processes, multiple approvals, and lack of coordination between services create delays and frustration for citizens (Hood & Lodge, 2021). The traditional structure of public administration, characterized by hierarchical silos, often prevents rapid and effective problem-solving (Panagiotopoulos, 2021). The public sector faces difficulties in attracting and retaining specialized personnel, especially in the field of new technologies (Collings & Melahi, 2019). Lower salaries and limited advancement opportunities often lead talented professionals to turn to the private sector (Bhatnagar, 2019).

7.3. Resources and Funding

Limited resource availability is a chronic challenge for public administration (Koutoupis, 2018). Implementing internal marketing programs requires investments in training, technology, and human resources, which may be difficult to secure. Developing cost-effective strategies that can be implemented with limited resources is a significant challenge. However, it is important to emphasize that internal marketing does not necessarily require large investments (Ahmed & Rafiq, 2020). Many strategies, such as improving internal communication and de-

veloping recognition systems, can be implemented at relatively low cost (Georgiou, 2020).

8. Future Directions

8.1. Digital Transformation and Internal Marketing

Digital transformation offers new opportunities for applying internal marketing in public administration (Chen & Wang, 2021; Janowski, 2020). New technologies can facilitate communication, training, and feedback collection from employees (Mergel, 2021). Additionally, the use of artificial intelligence and data analysis can improve understanding of employees' needs and preferences (Cordella & Paletti, 2019). However, digital transformation also poses new challenges, such as the need for training in new technologies and managing concerns about data security and protection. Internal marketing can play a significant role in addressing these challenges through appropriate communication and training (Dimitriou & Papadopoulos, 2018).

8.2. Sustainable Development and Social Responsibility

Increasing awareness of sustainable development and social responsibility issues also affects public administration (Moore, 1995; Public Value Theory). Internal marketing can contribute to promoting these values through their integration into organizational culture and the daily operation of public organizations (Kotler & Lee, 2017). Training employees on sustainability issues, developing environmentally friendly practices, and promoting social responsibility can be part of internal marketing strategies. This approach can contribute to creating a more integrated and responsible public administration (Panagiotopoulos, 2021).

8.3. Organizational Transparency in Public Sector

Based on studied cases, internal marketing practices contributed to enhanced organizational transparency by fostering open communication, information sharing, and trust between management and employees. Initiatives such as internal newsletters, staff briefings, participatory planning sessions, and recognition programs created bidirectional communication channels through which employees were informed about organizational goals, performance indicators, and decision-making processes (Ballantyne, 2018; Dimitriou & Papadopoulos, 2018). Drawing on Internal Marketing Theory (Berry & Parasuraman, 2019) and Service Climate Theory (Schneider et al., 1998), these practices positioned employees as internal customers who are entitled to clear and consistent information, thereby reducing information asymmetry within the organization. Furthermore, by aligning internal messages with external service commitments, such as quality standards and citizen charters, organizations signaled procedural openness and accountability (Moore, 1995), reinforcing perceptions of transparency both internally and externally. Through this internal alignment, employees became better equipped to communicate service processes, criteria, and rationales to citizens, thereby extending

internal transparency into public-facing transparency. In this way, internal marketing not only enhanced employee engagement and service quality but also institutionalized transparency as a core value and operational norm within the modernization process.

9. Case Studies

Table 1. Internal marketing in public sector-global studies.

COUNTRY	ORGAN/TION	INITIATIVE	KEY STRATEGIES	OUTCOMES AND RESULTS	PERIOD
United Kingdom	National Health Service (NHS)	Employee Engagement & Wellbeing Program	Staff recognition schemes, Mental health support programs, Career development pathways, Internal communication platforms	15% increase in staff satisfaction, Reduced turnover by 12%, Improved patient care ratings, Enhanced service efficiency	2018-2022
Singapore	Public Service Division	PS21 (Public Service for the 21st Century)	Innovation and excellence awards, Continuous learning culture, Work-life harmony initiatives, Leadership development programs	High public sector satisfaction (85%), International recognition for excellence, Increased employee engagement, Culture of continuous improvement	1995-Present
Australia	Australian Public Service (APS)	APS Employee Census & Action Plans	Annual employee engagement surveys, Diversity and inclusion programs, Flexible working arrangements, Internal mobility opportunities	Employee engagement score: 72%, Improved workplace culture, Better service delivery outcomes, Enhanced organizational agility	2018-2023
Denmark	Danish Ministry of Finance	Digital Transformation & Employee Development	Digital skills training programs, Employee co-creation initiatives, Internal branding campaigns, Cross-departmental collaboration	Successful digital adoption, High employee satisfaction (80%), Improved service efficiency, Enhanced innovation capacity	2016-2021
New Zealand	Public Service Commission	Workforce Development & Engagement Strategy	Leadership capability building, Cultural competency programs, Employee voice mechanisms, Wellbeing and resilience training	Increased engagement scores by 18%, Better Māori partnership outcomes, Improved service quality ratings, Enhanced organizational performance	2019-2023
Canada	Treasury Board Secretariat	Public Service Renewal Initiative	Employee development programs, Mental health and wellness support, Internal communication strategy, Recognition and reward systems	Employee engagement: 70%, Reduced absenteeism, Improved workplace culture, Better citizen service outcomes	2017-2022

Continued

United Arab Emirates	UAE Government	Happiness & Positivity Programs	Chief Happiness Officer positions, Employee happiness measurement, Work environment enhancement, Innovation labs and competitions	88% employee happiness rate, Global recognition for innovation, Enhanced service delivery, Improved government efficiency	2016-Present
Netherlands	Dutch Civil Service	Talent Management & Mobility Program	Internal job rotation schemes, Young professional programs, Skill development initiatives, Employee participation councils	High retention rates (85%), Improved skill diversity, Enhanced cross-agency collaboration, Better policy outcomes	2015-2022

1) Theory: Employees as Internal Customers

Theoretical Framework: Employees are viewed as the organization's "first market" to be satisfied (Berry & Parasuraman, 2019; Ahmed & Rafiq, 2020).

- NHS (UK): Mental health support programs, Staff recognition schemes;
- Canada: Mental health and wellness support;
- New Zealand: Wellbeing and resilience training;
- UAE: Employee happiness measurement, Chief Happiness Officer positions (88% happiness rate).

2) Theory: Employee Engagement & Motivation

Theoretical Framework: Employee engagement leads to better performance and service quality (Bhatnagar, 2019; Guest, 2020).

- Singapore: Innovation and excellence awards, Leadership development (85% satisfaction);
- Australia: Employee engagement score 72%, Annual surveys;
- New Zealand: Increased engagement scores by 18%;
- Canada: Employee engagement 70%.

3) Theory: Continuous Training & Development

Theoretical Framework: Continuous training and development of personnel enhances organizational performance (Collings & Mellahi, 2019; Deci & Ryan, 1985).

- NHS: Career development pathways;
- Singapore: Continuous learning culture (1995-Present);
- Denmark: Digital skills training programs;
- New Zealand: Leadership capability building, Cultural competency programs;
- Netherlands: Skill development initiatives, Young professional programs.

4) Theory: Internal Communication

Theoretical Framework: Effective internal communication ensures alignment with organizational goals (Ballantyne, 2018; Gummesson, 2019).

- NHS: Internal communication platforms;
- Denmark: Internal branding campaigns;
- Canada: Internal communication strategy;

- New Zealand: Employee voice mechanisms.
 - 5) Theory: Organizational Culture & Values
Theoretical Framework: Developing a positive organizational culture attracts and retains talent (Foster & Williams, 2020; Grönroos, 2018).
 - Singapore: Culture of continuous improvement;
 - Australia: Improved workplace culture, Diversity and inclusion programs;
 - Canada: Improved workplace culture;
 - UAE: Happiness & Positivity Programs, Work environment enhancement.
 - 6) Theory: Recognition & Reward Systems
Theoretical Framework: Recognition enhances performance and engagement (Meyer & Allen, 1991; Vroom, 1964).
 - NHS: Staff recognition schemes;
 - Singapore: Innovation and excellence awards;
 - Canada: Recognition and reward systems.
 - 7) Theory: Internal Mobility & Career Development
Theoretical Framework: Development opportunities reduce turnover and increase satisfaction (Collings & Mellahi, 2019).
 - Australia: Internal mobility opportunities;
 - Netherlands: Internal job rotation schemes (85% retention rate);
 - NHS: Career development pathways.
 - 8) Theory: Work-Life Balance
Theoretical Framework: Work-life balance improves well-being and productivity (Collings & Mellahi, 2019).
 - Singapore: Work-life harmony initiatives;
 - Australia: Flexible working arrangements.
 - 9) Theory: Innovation & Co-creation
Theoretical Framework: Employee participation in innovation enhances organizational excellence (Deci & Ryan, 1985; Thomas & Velthouse, 1990).
 - Denmark: Employee co-creation initiatives, Enhanced innovation capacity;
 - UAE: Innovation labs and competitions;
 - Singapore: Innovation and excellence awards.
 - 10) Theory: Diversity & Inclusion
Theoretical Framework: Diversity enhances creativity and organizational performance (Buckley et al., 2018).
 - Australia: Diversity and inclusion programs;
 - New Zealand: Cultural competency programs, Better Māori partnership outcomes;
 - Netherlands: Employee participation councils.
- Measurable Results (Service-Profit Chain)
The Service-Profit Chain theory is confirmed (Schneider et al., 1998; Berry & Parasuraman, 2019) as shown in **Table 1**:
- Employee Satisfaction → Service Quality → Citizen Satisfaction
- NHS: 15% increase in satisfaction → Improved patient care ratings;

- Singapore: 85% satisfaction → High public sector satisfaction;
- UAE: 88% happiness → Enhanced service delivery;
- New Zealand: 18% engagement increase → Improved service quality ratings.

All these can be explained through the theory:

Wellbeing programs, for instance, enhance employees' psychological resources and reduce burnout as explained by Conservation of Resources Theory (Hobfoll, 1989), while also fostering feelings of support and reciprocity consistent with Social Exchange Theory (Blau, 1964) and Perceived Organizational Support (Eisenberger et al., 1986). These programs also create positive emotions that broaden employees' cognitive flexibility and service orientation, as suggested by the Broaden-and-Build Theory of Positive Emotions (Fredrickson, 2001), and provide job resources that enhance motivation in line with the Job Demands-Resources Model (Bakker & Demerouti, 2007). Similarly, recognition and reward programs increase motivation and commitment, drawing on Expectancy Theory (Vroom, 1964) and Affective Commitment Theory (Meyer & Allen, 1991), which encourage employees to deliver higher-quality service. Training and development initiatives strengthen employees' sense of competence and autonomy, consistent with Self-Determination Theory (Deci & Ryan, 1985), and reinforce a shared service-oriented culture as described by Service Climate Theory (Schneider et al., 1998). Flexible work policies further enhance work-life balance and satisfaction, supported by Work-Family Enrichment Theory (Greenhaus & Powell, 2006), and increase intrinsic motivation through greater autonomy, as explained by Empowerment Theory (Thomas & Velthouse, 1990). Altogether, these initiatives improve employees' wellbeing, motivation, and satisfaction, which leads to enhanced service quality through greater engagement, empathy, and performance. In turn, improved service quality heightens citizen satisfaction, in line with Expectancy-Disconfirmation Theory (Oliver, 1980) and Public Value Theory (Moore, 1995), as citizens perceive services to be more responsive, reliable, and trustworthy. Thus, wellbeing and HR initiatives are theorized to operate through psychological and motivational mechanisms that transform internal organizational conditions into improved external service outcomes.

10. Conclusion

Internal marketing is a powerful tool for modernizing public administration that can contribute to addressing many of the challenges the public sector faces today (Anderson & Smith, 2020; Panagiotopoulos, 2021). Through the application of internal marketing principles and techniques, public organizations can improve their performance, increase employee and citizen satisfaction, and create a culture of innovation and continuous improvement (Grönroos, 2018; Foster & Williams, 2020). However, the successful application of internal marketing in public administration requires careful planning, gradual implementation, and continuous adaptation to the public sector's specificities (Ahmed & Rafiq, 2020; Hood & Lodge, 2021). The challenges associated with organizational culture (Foster & Williams,

2020), political and legal constraints (Vernardakis, 2020), as well as resource availability (Koutoupis, 2018), must be addressed strategically. The future evolution of internal marketing in public administration will be influenced by technological developments (Chen & Wang, 2021; Mergel, 2021), changing citizen expectations (Kotler & Lee, 2017), and new social and environmental challenges (Moore, 1995). The adoption of adapted practices from the private sector can lead to substantial improvements in service quality and public administration effectiveness (Berry & Parasuraman, 2019). The digital age offers new opportunities for innovative internal marketing strategies that can transform public administration operations, making it more effective, accessible, and citizen-friendly (Janowski, 2020; Cordella & Paletti, 2019).

A public agency can implement an internal marketing strategy by first assessing current employee perceptions and engagement levels (Guest, 2020), then clearly articulating the organizational mission and values in ways that connect daily work to meaningful public service outcomes (Moore, 1995). The agency should develop two-way communication channels that allow dialogue rather than just top-down messaging (Ballantyne, 2018), while training managers to serve as effective brand ambassadors who can reinforce key messages (Armenakis & Harris, 2021). It's essential to segment the internal audience and tailor communications to different employee groups (Rafiq & Ahmed, 2020), recognize and reward behaviors that exemplify agency values (Vroom, 1964; Meyer & Allen, 1991), and invest in professional development opportunities that demonstrate commitment to staff growth (Collings & Mellahi, 2019; Deci & Ryan, 1985). Throughout implementation, the agency should continuously measure engagement metrics like satisfaction scores and retention rates, using this data to refine the approach and ensure employees become genuine advocates for the organization's mission both internally and when interacting with the public (Schneider et al., 1998; Davis et al., 2018).

Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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