Jurnal Industri Kreatif dan Kewirausahaan **e-ISSN: 2620-942X**
Vol 9, No. 1, 2026

EXPLORING THE OUTCOMES OF INTERNAL MARKETING: A SYSTEMATIC LITERATURE REVIEW

Andi Juanna[1*], Mohamad Rizan[2], Setyo Ferry Wibowo[3]
[1]*Economics and Business Faculty & Universitas Negeri Gorontalo, Kota Gorontalo*
[2] *Economics and Business Faculty & Universitas Negeri Jakarta, Rawamangun Muka, Jakarta*
[3] *Economics and Business Faculty & Universitas Negeri Jakarta, Rawamangun Muka, Jakarta*
Email Correspondence: andijuanna@ung.ac.id

ABSTRACT

Internal marketing has increasingly attracted scholarly attention as an organizational approach that treats employees as internal customers and seeks to enhance employee-related and organizational outcomes through communication, support, development, empowerment, and alignment with organizational goals. Among these outcomes, job satisfaction has emerged as one of the most frequently examined and strategically important constructs because of its close relationship with employee retention, engagement, performance, and well-being. This study aims to systematically review and synthesize the existing literature on internal marketing and its outcomes, with particular emphasis on job satisfaction and related employee outcomes. A systematic literature review approach was employed using the Publish or Perish application to retrieve records indexed in the Scopus database. The search process used the keywords "job satisfaction" AND "internal marketing," "job satisfaction" AND "internal market orientation," and "internal marketing" AND "job satisfaction in service industry." The initial search identified 124 records. After applying eligibility criteria and PRISMA-based screening procedures, 24 articles published between 2018 and 2024 were selected for in-depth analysis. The findings indicate that internal marketing consistently contributes positively to job satisfaction and is also associated with organizational commitment, work engagement, customer orientation, task performance, employee retention, and broader well-being outcomes. The review further shows that internal marketing is commonly operationalized through dimensions such as empowerment, communication, work environment, development, compensation, vision, and organizational support. Overall, the study confirms that internal marketing should be viewed as a strategic organizational framework with significant implications for both employee satisfaction and wider organizational effectiveness.

Keywords: *Internal Marketing, Job Satisfaction, Employee Outcomes, Organizational Outcomes, Systematic Literature Review*

INTRODUCTION

Job satisfaction has long been recognized as a central construct in organizational psychology and management research because it reflects the extent to which employees evaluate their work positively or negatively. It encompasses both cognitive and affective responses to the job and to the broader work environment, making it a multidimensional construct rather than a simple emotional reaction. Prior studies also suggest that job satisfaction is inherently subjective, as employees may respond differently to similar workplace conditions depending on their expectations, experiences, and personal priorities (Akkerman et al., 2014; Došenović, 2019).

Job satisfaction is shaped by a broad set of antecedents, including leadership style, demographic and environmental characteristics, organizational culture, and job-related conditions (Kim et al., 2015; Nyoni, 2024; Rahnavard et al., 2016; Tanuwijaya & Jakaria, 2022). Transformational leadership, for instance, has repeatedly been associated with higher employee satisfaction because it inspires, supports, and motivates employees (Tanuwijaya & Jakaria, 2022). At the same time, demographic variables such as age, tenure, and marital status may influence how employees perceive their work (Rahnavard et al., 2016), while job-related characteristics, including physical working conditions, role clarity, and organizational support, also play a significant role in shaping satisfaction (Kim et al., 2015). These findings demonstrate that job satisfaction emerges from a complex interaction between individual, structural, and organizational factors.

Employee retention strategies are also closely intertwined with job satisfaction. Organizations that provide competitive compensation, supportive working conditions, professional development opportunities, and a positive employment climate are more likely to maintain a satisfied workforce (Nyoni, 2024). In this context, internal marketing has become increasingly relevant. Although internal marketing does not originate exclusively within the human resource management tradition, it has strong implications for HR-related outcomes because it treats employees as internal customers and emphasizes the creation of value for them through communication, support, development, empowerment, and alignment with organizational goals (Bailey et al., 2016; Chen et al., 2013; Kanyurhi, 2016; Ocak & Marangoz, 2019). Through this approach, internal marketing can strengthen motivation, engagement, commitment, and, ultimately, job satisfaction.

The literature further indicates that the relationship between internal marketing and job satisfaction has attracted growing attention across the fields of human resource management, services marketing, hospitality, healthcare, banking, and public administration. Studies consistently show that internal marketing practices can improve employee satisfaction, which in turn contributes to stronger organizational commitment, employee loyalty, and overall performance (Haolinmin, 2023; Ieong, 2016; Mainardes et al., 2019; S.-M. Nemțeanu & Dabija, 2021). More specifically, initiatives such as job rotation, internal communication, employee development, supportive supervision, and recognition mechanisms have been shown to create a more satisfying work environment and reinforce positive employee attitudes (Chen et al., 2013).

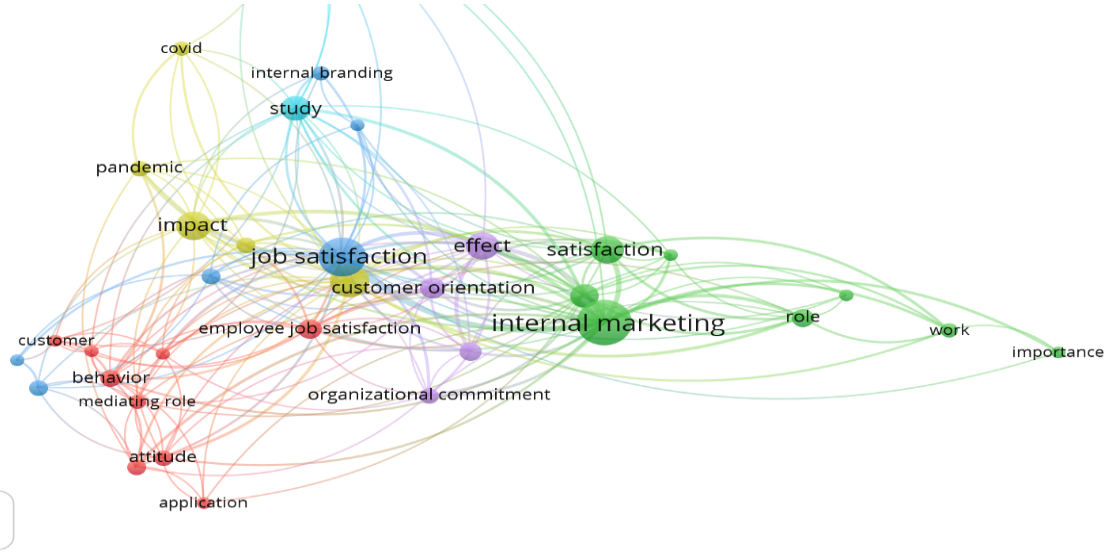


Figure 1. VOSviewer Mapping of Internal Marketing and Job Satisfaction Research
Source: Scopus database retrieved through Publish or Perish and visualized using VOSviewer, processed by the authors (2025)

The VOSviewer mapping presented in this study illustrates that research on internal marketing and job satisfaction is already well established and distributed across the domains of human resource management and marketing. This pattern suggests that the topic is not confined to a single disciplinary stream; rather, it reflects a broader scholarly conversation in which internal marketing is increasingly recognized as a relevant mechanism for improving employee-related outcomes. In substantive terms, the literature points to a reciprocal relationship in which internal marketing benefits employees through higher satisfaction and stronger commitment, while also benefiting organizations through better performance and loyalty (Haolinmin, 2023; Mainardes et al., 2019; S.-M. Nemțeanu & Dabija, 2021)

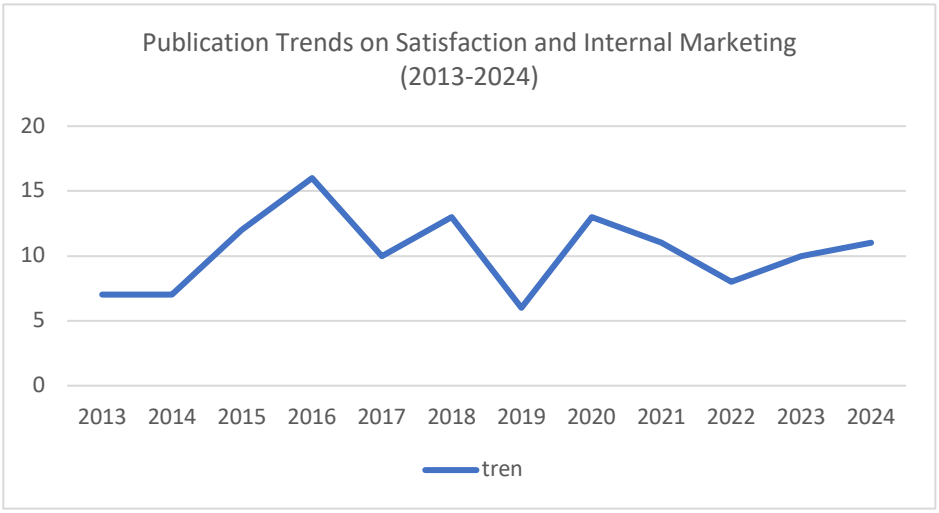
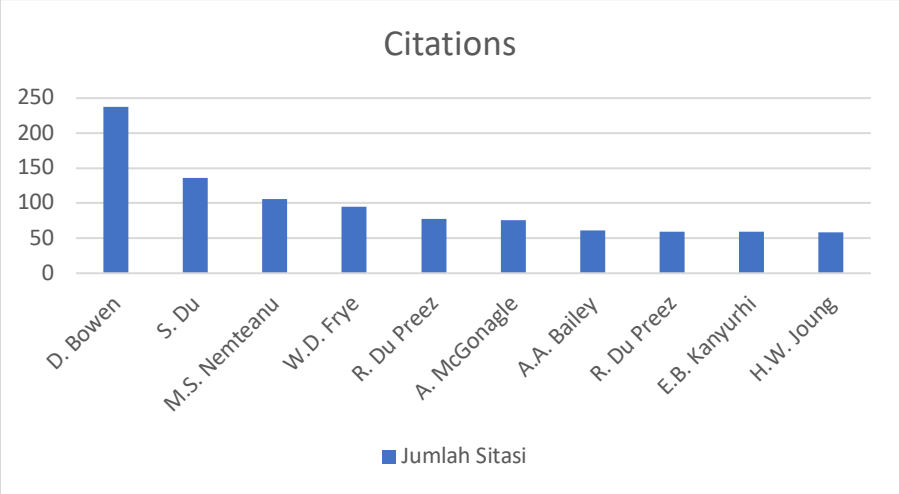


Figure 2. Annual Publication Trend on Internal Marketing and Job Satisfaction
Scopus: database retrieved through Publish or Perish, processed by the authors (2025)

The annual publication trend further shows that studies on internal marketing and job satisfaction have developed over a considerable period and continue to attract scholarly attention. This sustained growth indicates that the topic remains relevant in organizational and service research and that the body of literature has reached a sufficient level of maturity to support systematic synthesis. The publication trend also suggests that internal marketing has evolved from a peripheral managerial concept into a more established framework for understanding employee-related outcomes, especially job satisfaction.



Figures 3. Citation Dynamics and Influential Contributions in the Literature
Source: Scopus database retrieved through Publish or Perish, processed by the authors (2025)

The citation dynamics presented in the manuscript indicate that the literature on internal marketing and job satisfaction has not only expanded in quantity, but has also generated notable academic influence. High citation visibility suggests that this body of work offers meaningful empirical findings, robust methodological approaches, and theoretical value for subsequent studies. The presence of influential authors and frequently cited studies reinforces the relevance of conducting a systematic literature review, since the field already contains a sufficiently diverse and established evidence base that warrants structured synthesis and critical evaluation.

By applying a systematic literature review approach, this study aims to systematically review and synthesize the existing body of literature on internal marketing and its outcomes within organizational settings, with particular attention to job satisfaction as one of the most frequently discussed employee-related outcomes. In addition, the study seeks to map the development of research on the relationship between internal marketing and job satisfaction, identify the dimensions of internal marketing most commonly employed in previous studies, examine the range of outcomes associated with internal marketing, and propose directions for future research to advance a more comprehensive understanding of internal marketing and its implications for both employee and organizational outcomes.

METHODS

This study employed a systematic literature review (SLR) to examine the existing body of knowledge on internal marketing and its relationship with job satisfaction and other related organizational outcomes. A systematic literature review was selected because it provides a structured approach for reviewing previous studies, with the aim of minimizing bias and strengthening the reliability of the findings. In this sense, the SLR process is commonly organized into several major stages, including planning, conducting, and reporting the review, so that the procedure remains comprehensive and replicable (Saleh et al., 2023; Thai et al., 2023). In line with this logic, the present study was designed to generate a systematic and transparent understanding of how internal marketing has been discussed in relation to employee outcomes, especially job satisfaction, across different organizational contexts.

More specifically, this study follows the view that a systematic literature review is a research method developed to identify, collect, evaluate, and synthesize studies relevant to a particular topic in a structured manner (Triandini et al., 2019). Consistent with the procedure outlined in the original manuscript, the review process in this study was organized into four main stages, namely search strategy, source of information, eligibility criteria, and quality assessment. These stages were used to ensure that the review remained focused on studies relevant to internal marketing and job satisfaction, while also maintaining methodological rigor throughout the selection and synthesis process.

The search strategy was conducted using the Publish or Perish application by retrieving documents indexed in the Scopus database. To align the search with the objective of the review, several keyword combinations were used, namely "job satisfaction" AND "internal marketing," "job satisfaction" AND "internal market orientation," and "internal marketing" AND "job satisfaction in service industry." These keyword combinations were selected to capture studies that explicitly or implicitly addressed the relationship between internal marketing and job satisfaction in organizational and service settings. The initial search yielded 124 records. In line with systematic review procedures, this search stage formed the basis for subsequent screening, selection, and synthesis of the relevant literature.

The eligibility criteria consisted of inclusion and exclusion principles. The inclusion criteria specified that the studies had to be international journal articles, indexed in Scopus, accessible in full text, published between 2018 and 2024, and explicitly related to factors influencing job satisfaction as well as the dimensions of internal marketing associated with employee satisfaction. The review also focused on studies whose designs were relevant for examining the relationship between internal marketing and job satisfaction. To clarify the scope of the review, the study adopted the PICO framework, which is often used to define the key elements of a review question in a more systematic way (Calderón & Ruiz, 2015). In this review, the Population/Problem referred to internal marketing in relation to job satisfaction, the Intervention referred to internal marketing dimensions that may enhance job satisfaction, the Comparison element was not applied, and the Outcomes focused on the improvement of job satisfaction through dimensions such as vision, development, work environment, communication, and compensation.

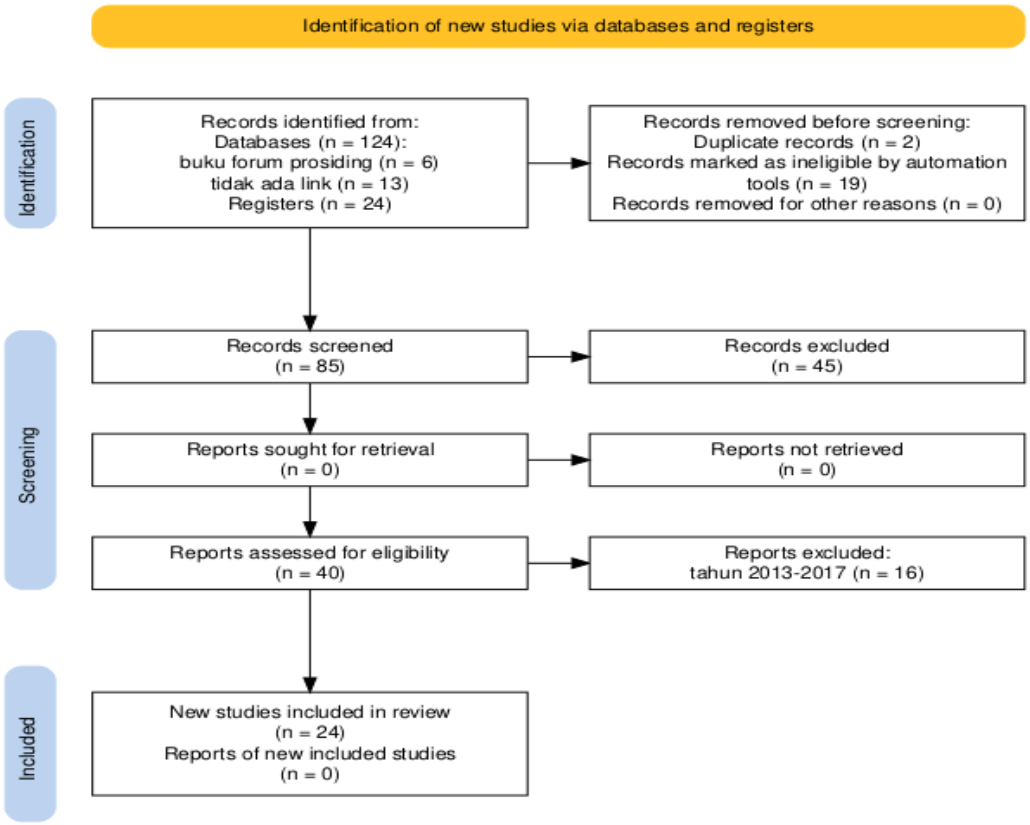
Table 1. Summary of the PICO Framework Used in the Review

Component	Description
P (Population/Problem)	Internal marketing in relation to job satisfaction

Component	Description
I (Intervention)	Internal marketing dimensions that enhance job satisfaction
C (Comparison)	Not applicable
O (Outcomes)	Improvement in job satisfaction through internal marketing dimensions, including vision, development, work environment, communication, and compensation

Source: Developed by the authors based on the PICO framework applied in this systematic literature review (2025)

The quality assessment stage applied the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) approach to guide article screening and selection. This stage involved the removal of duplicate records, non-article publications, and studies that were inaccessible or not explicitly relevant to the relationship between internal marketing and job satisfaction. After this screening process, 85 articles remained for further review. A more focused eligibility assessment then identified 40 articles that were directly relevant to the topic, and after restricting the publication period to 2018–2024, the final corpus consisted of 24 articles for in-depth analysis. This staged selection process reflects the structured nature of systematic reviews, which aim to identify, evaluate, and interpret available research relevant to a specific research question or phenomenon (Calderón & Ruiz, 2015; Triandini et al., 2019)



Source: Developed by the authors based on the PRISMA-guided article screening process (2025)

The selected studies were subsequently analyzed descriptively and thematically in order to identify publication trends, dominant methodological approaches, commonly used internal marketing dimensions, and the main employee and organizational outcomes associated with internal marketing practices. Through this procedure, the study was able to provide a structured synthesis of the literature and to identify the theoretical, methodological, and contextual gaps that remain in the field. In line with the purpose of systematic review studies, this approach allows the review not only to summarize prior findings, but also to provide a comprehensive and transparent account of how research on internal marketing and job satisfaction has developed over time (Saleh et al., 2023; Thai et al., 2023; Triandini et al., 2019).

RESULTS

Descriptive Overview of the Reviewed Literature

The review process began with the identification of 124 records retrieved from the Scopus database through the Publish or Perish platform, indicating that the topic of internal marketing and job satisfaction has generated a sufficiently broad literature base for systematic screening and synthesis (Calderón & Ruiz, 2015; Saleh et al., 2023; Triandini et al., 2019). After duplicate records, non-article documents, and inaccessible publications were excluded, 85 articles remained for preliminary screening, showing that only part of the initial corpus met the formal requirements of the review design (Ruiz & Calder, 2015; Triandini et al., 2019; Nst, 2024). The geographical distribution of these publications indicates that the literature on internal marketing and job satisfaction has been dominated by outlets based in Europe and the United States, suggesting that the field has developed more intensively in Western academic contexts than in many other regions (ELSamen & Alshurideh, 2012; Mainardes et al., 2019; M. S. Nemțeanu et al., 2022). This pattern is also consistent with the broader view that internal marketing has increasingly been associated with internal service quality, employee satisfaction, and organizational performance, thereby sustaining academic interest in the topic across management and service research (ELSamen & Alshurideh, 2012; Kanyurhi, 2016; Ma et al., 2019; Spector & Ma, 2019; Sung, 2021).

A more focused screening stage was then conducted to identify articles explicitly examining the relationship between internal marketing and job satisfaction, and this process reduced the corpus to 40 studies, indicating that only a subset of the broader literature directly addressed the core concern of this review (Calderón & Ruiz, 2015; Saleh et al., 2023; Triandini et al., 2019). After restricting the publication period to 2018–2024, the final sample consisted of 24 articles, which formed the analytical core of this study and represented the most directly relevant evidence base for recent developments in the field (Mainardes et al., 2019; Mainardes & dos Cerqueira, 2016; Santiago, 2023; Serafim, 2024b). This narrowing process is important because it shows that, although job satisfaction has been widely studied, the number of studies that explicitly connect it with internal marketing in a sufficiently direct and contemporary way remains more limited (A. d. S. Cerqueira, 2018; Chasanah, 2021; Sung, 2021; Yi et al., 2023).

Table 2. Literatur Review

No	Author	Title	Year
1	M.A.R. Sarker, et al.	The relationship between internal marketing and employee job satisfaction: A study from retail shops in Bangladesh	2018

No	Author	Title	Year
2	H. Joung et al.	Investigating differences in job-related attitudes between full-time and part-time employees in the foodservice industry	2018
3	A.S. Cerqueira et al.	Internal-market orientation and job satisfaction in the public sector: a case study of fire inspectors in Brazil	2018
4	A.A. Nointin et al.	Hierarchical model of internal marketing to predict employee satisfaction and turnover intention	2018
5	E.W. Mainardes et al.	Effects of internal marketing on job satisfaction in the banking sector	2019
6	R. Eid et al.	Integrating internal branding antecedents, customer and job satisfaction in the public sector	2019
7	W.D. Frye et al.	What factors influence Generation Y's employee retention in the hospitality industry?: An internal marketing approach	2020
8	S. Kazakov et al.	The impact of information and communication technology and internal market orientation blending on organisational performance in small and medium enterprises	2020
9	A.M. Al Samman et al.	The mediating role of job satisfaction and affective commitment in the relationship between internal marketing practices and customer orientation	2020
10	J.H. Cheng et al.	Based on social capital to discuss the correlation between internal marketing strategy and employees' job satisfaction in medical equipment industry	2020
11	M.S. Nemteanu et al.	The influence of internal marketing and job satisfaction on task performance and counterproductive work behavior in an emerging marketing during the covid-19 pandemic	2021
12	Y.K. Sung et al.	The impact of airline internal branding on work outcomes using job satisfaction as a mediator	2021
13	U. Chasanah et al.	Internal marketing in its influence on organizational commitment: The mediation of job satisfaction and organizational justice	2021
14	F.M.O. Almaslukh et al.	The Impact of Internal Marketing Practices on Employees' Job Satisfaction during the COVID-19 Pandemic: The Case of the Saudi Arabian Banking Sector	2022
15	Ö.U. Arıkan et al.	Carrying the Burden of the Pandemic: The Relationship Between Internal Marketing, Burnout, and Job Satisfaction in Courier Service Industry	2022
16	T.D.H. Thai et al.	The roles of internal marketing and person-organization fit in hospitality employees' life satisfaction: an integration of work and nonwork domains	2023
17	I. Ataíde et al.	Grateful Workers, Satisfied Workers? A Portuguese Study about Organizational Happiness during COVID-19 Quarantine	2023
18	W.J. Chen et al.	Innovative Service Behaviors of Hotel Employees: An Internal Service Perspective	2023
19	A.P. Rodrigues et al.	The impact of internal marketing on employee attitudes and behaviours in local public secto organisations	2023

No	Author	Title	Year
20	H.T. Yi et al.	Internal marketing and salespeople's out-of-role behaviour: The mediating role of job satisfaction	2023
21	M.M.P.F.F. Santiago et al.	How can internal marketing practices help achieve organizational success?	2023
22	O. Uludag et al.	Congruent internal marketing efforts to reduce turnover intentions among restaurant employees in the midst of COVID-19	2023
23	A. Serafim et al.	Emotional Intelligence and Internal Marketing as Determinants of Job Satisfaction and Satisfaction with Life among Portuguese Professionals	2024
24	A. Serafim et al.	Toward a scale to assess the emotional intelligence and internal marketing of business employees in Portugal	2024

The reviewed studies were drawn from a wide variety of organizational settings, confirming that internal marketing has been investigated across both public and private sector environments (Eid et al., 2019; Rodrigues et al., 2023; Sarker & Ashrafi, 2018; Uludağ et al., 2023). Retail and banking settings were represented in studies on employee satisfaction and service-sector work outcomes, while hospitality and foodservice contexts highlighted retention, life satisfaction, and job-related attitudes as relevant consequences of internal marketing (Frye et al., 2020; Joung, 2015; Thai et al., 2023). Public sector and service-related organizations also appeared prominently in the reviewed literature, showing that internal marketing is relevant not only in commercial settings but also in institutional and administrative environments (A. d. S. Cerqueira, 2018; Chasanah, 2021; Eid et al., 2019; Mainardes & dos Cerqueira, 2016). Overall, this contextual breadth indicates that internal marketing has been examined not as a sector-bound concept, but as a cross-sector organizational strategy with implications for employee satisfaction and broader work outcomes (Kazakov et al., 2020; S.-M. Nemțeanu & Dabija, 2021; Serafim, 2024a)

Main Findings and Research Trends

The evidence synthesized in the first manuscript consistently shows that internal marketing contributes positively to job satisfaction across multiple organizational contexts (Al Samman & Mohammed, 2021; Almaslukh, 2022; A. d. S. Cerqueira, 2018; Mainardes et al., 2019). Positive associations between internal marketing and job satisfaction were reported in public sector institutions, banking organizations, service settings, and pandemic-related work environments, suggesting that the effect is not limited to a single sector or organizational form (Eid et al., 2019; S.-M. Nemțeanu & Dabija, 2021; Uludağ et al., 2023). These findings support the argument that internal marketing has become an important mechanism for strengthening favorable employee attitudes and sustaining positive work-related outcomes under both stable and turbulent conditions (Arikan & Öztürk, 2022; Frye et al., 2020; Sung, 2021).

Job satisfaction also appears to function as a central mechanism through which internal marketing affects broader organizational outcomes (Eid et al., 2019; Sung, 2021; Yi et al., 2023). In several studies, job satisfaction mediated the relationship between internal marketing and organizational commitment, work outcomes, customer-related outcomes, and discretionary employee behavior, indicating that satisfaction occupies a strategically important explanatory position in this literature (Al Samman & Mohammed,

2021; Yi et al., 2023). This mediation pattern suggests that internal marketing does not simply improve isolated employee feelings, but works through satisfaction to generate wider organizational consequences, including commitment, performance, and customer-oriented behavior (M. S. Nemțeanu et al., 2022; Yi et al., 2023).

The outcomes associated with internal marketing extend beyond narrowly defined job attitudes and include broader dimensions of employee well-being and psychological functioning (Ataíde et al., 2023; Serafim, 2024b; Thai et al., 2023). Internal marketing has been linked to life satisfaction, organizational happiness, and satisfaction with life, indicating that its relevance may extend beyond the workplace and into the employee's broader experience of professional and personal well-being (Serafim, 2024a; Thai et al., 2023). In more demanding work environments, internal marketing has also been associated with burnout-related issues and resilience under crisis conditions, which further broadens its explanatory relevance in the employee outcomes literature (Almaslukh, 2022; Arikan & Öztürk, 2022; S.-M. Nemțeanu & Dabija, 2021).

Conceptual and Measurement Patterns

The first file further indicates that internal marketing is consistently treated as a multidimensional construct rather than a single operational activity (Joung et al., 2018; Nointin, 2018; Sarker & Ashrafi, 2018). The most frequently identified dimensions include empowerment, work environment, compensation, managerial relationships, communication, vision, development, and organizational support, all of which point to a broader managerial framework through which employees experience support, value, and alignment with organizational goals (J. H. Cheng, 2020; Frye et al., 2020). The recurrence of these dimensions across the reviewed studies suggests that internal marketing is understood as a structured approach to shaping employee experience through both relational and organizational mechanisms.

At the same time, the literature does not always label the construct in the same way, which indicates a degree of conceptual expansion within the field (A. d. S. Cerqueira, 2018; Kazakov et al., 2020). Some studies approached the topic through internal market orientation, while others framed it through internal branding, internal marketing practices, or scale development related to internal marketing and emotional intelligence (A. d. S. Cerqueira, 2018; Eid et al., 2019; Serafim, 2024b; Sung, 2021). This variation suggests that internal marketing has evolved into a broader employee-centered domain of inquiry in which adjacent constructs are used to explain similar organizational dynamics and employee responses.

This conceptual diversity enriches the literature, but it also introduces fragmentation in how internal marketing is defined and measured across studies (Ataíde et al., 2023; Serafim, 2024b). Some studies connected internal marketing with organizational happiness, innovative service behavior, and emotional intelligence, thereby extending the concept into broader employee-centered explanatory models. While such expansion strengthens the reach of the field, it also suggests the need for greater conceptual clarity in future research to ensure that different labels do not obscure the common theoretical core of internal marketing.

Methodological Patterns in the Literature

The methodological profile reported in the first manuscript shows a strong dominance of quantitative approaches, especially regression analysis and structural equation modeling (Ataíde et al., 2023; Joung, 2015; Mainardes et al., 2019). Regression

analysis was frequently used to explain employee-related outcomes such as job satisfaction, work engagement, and life satisfaction across different sectors and respondent groups (Al Samman & Mohammed, 2021; Kazakov et al., 2020). Structural equation modeling was commonly used to test direct, indirect, and mediating relationships among internal marketing, job satisfaction, commitment, and other organizational outcomes (Almaslukh, 2022; Eid et al., 2019; Frye et al., 2020). This indicates that the literature has largely been oriented toward explanatory modeling and the testing of relational mechanisms rather than purely descriptive analysis.

Factor analysis also appeared in several studies, particularly those concerned with dimensional refinement and construct validation in the internal marketing field (C.-F. Cheng, 2020; J. H. Cheng, 2020; Chiu et al., 2014). Similar factor-based approaches were used in studies on retail, airline, and service-related settings to identify or confirm the dimensions underlying internal marketing and employee outcomes (Sarker & Ashrafi, 2018; Sung, 2021). By contrast, content analysis and correlation-based approaches appeared less frequently, although they still contributed to the diversity of methodological perspectives in studies examining burnout, job satisfaction, and public sector work environments.

This methodological diversity remains valuable because it shows that the field has developed through several analytical traditions, including predictive modeling, dimensional refinement, and relational testing (Ataíde et al., 2023; Chasanah, 2021). At the same time, differences in methods, respondent groups, sectors, and model composition may help explain why findings differ in strength and emphasis across studies, as also recognized in the first manuscript (Mainardes et al., 2019; S.-M. Nemțeanu & Dabija, 2021; Thai et al., 2023). The available evidence therefore suggests that the field has accumulated substantial empirical insight, but still shows room for more integrated methodological development across contexts and constructs.

DISCUSSION

The evidence synthesized from the first manuscript supports the view that internal marketing should be understood as a strategic organizational approach rather than a narrow internal communication activity (Al Samman & Mohammed, 2021; Mainardes et al., 2019; S.-M. Nemțeanu & Dabija, 2021). Positive effects of internal marketing have been reported not only on job satisfaction, but also on customer orientation, task performance, organizational success, and broader work-related outcomes, indicating that internal marketing helps create value for both employees and organizations (Al Samman & Mohammed, 2021; Eid et al., 2019). This reinforces the interpretation that internal marketing operates as an organizational capability that shapes employee attitudes while simultaneously contributing to broader performance-oriented objectives.

The literature also indicates that internal marketing contributes to organizational commitment, employee retention, and reduced turnover intention, which expands its relevance beyond satisfaction alone (Frye et al., 2020; Nointin, 2018; Uludağ et al., 2023). Retention and turnover-related effects were particularly visible in hospitality and restaurant settings, while commitment-related effects emerged in models that incorporated job satisfaction and organizational justice as mediating mechanisms (Frye et al., 2020; Uludağ et al., 2023). These findings demonstrate that internal marketing is relevant not only to how employees evaluate their jobs, but also to whether they remain committed to and continue within the organization .

A broader implication of these findings is that internal marketing offers an important bridge between marketing logic and human resource management practice (Bailey et al., 2016; Kanyurhi, 2016; Ocak & Marangoz, 2019). The literature consistently presents internal marketing as an approach that treats employees as internal customers and emphasizes communication, support, development, and value creation within the organization, thereby aligning employee well-being with organizational objectives (Bailey et al., 2016; ELSamen & Alshurideh, 2012).. This interpretation is reinforced by evidence showing that job rotation, supportive supervision, and internal marketing practices can strengthen job satisfaction and organizational commitment in professional service settings (Ieong & Lam, 2016; Mainardes et al., 2019). From this perspective, internal marketing does not merely complement HRM, but provides a meaningful interdisciplinary lens for understanding employee experience, loyalty, and performance.

Overall, the reviewed literature demonstrates that internal marketing has substantial relevance for both employee-related and organizational outcomes across diverse sectors and circumstances (A. S. Cerqueira, 2018; Mainardes et al., 2019; Thai et al., 2023). Its effects are visible not only in relation to job satisfaction, but also in relation to commitment, retention, performance, life satisfaction, and well-being in both routine and crisis contexts (Almaslukh, 2022; Arikan & Öztürk, 2022). Accordingly, internal marketing should be positioned not only as a marketing-related construct, but also as a meaningful framework for strengthening employee experience and organizational effectiveness across contemporary organizational environments.

CONCLUSION

This systematic literature review demonstrates that internal marketing has become an important organizational approach for explaining a wide range of employee-related and organizational outcomes, with job satisfaction emerging as one of the most central and consistently reported outcomes. Across the reviewed studies, internal marketing was shown to operate through dimensions such as communication, development, empowerment, managerial support, compensation, and work environment, all of which contribute to more positive employee attitudes and stronger workplace experiences. The review also shows that the effects of internal marketing extend beyond job satisfaction alone, as they are closely associated with organizational commitment, employee retention, work engagement, performance, customer-oriented behavior, and broader well-being outcomes. These findings confirm that internal marketing should be understood not merely as an internal communication mechanism, but as a strategic framework for strengthening employee experience and enhancing organizational effectiveness across diverse sectors.

At the same time, the review reveals that the literature has developed through diverse conceptual labels, methodological approaches, and sectoral contexts, indicating both the richness and the fragmentation of the field. Although the accumulated evidence strongly supports the positive role of internal marketing, future research is still needed to produce greater conceptual clarity, stronger methodological integration, and deeper understanding of the conditions under which internal marketing generates the most significant outcomes. Overall, this study highlights the continuing relevance of internal marketing as an interdisciplinary perspective that can enrich both management research and organizational practice.

REFERENCES

Akkerman, A., Janssen, C. G. C., Kef, S., & Meininger, H. P. (2014). Perspectives of Employees with Intellectual Disabilities on Themes Relevant to Their Job Satisfaction. An Explorative Study using Photovoice. *Journal of Applied Research in Intellectual Disabilities*, *27*(6), 542–554. https://doi.org/10.1111/jar.12092

Al Samman, A. M., & Mohammed, A. T. I. (2021). The mediating role of job satisfaction and affective commitment in the relationship between internal marketing practices and customer orientation. *International Journal of Organizational Analysis*, *29*(4), 847–872. https://doi.org/10.1108/IJOA-06-2020-2254

Almaslukh, F. M. O. (2022). The Impact of Internal Marketing Practices on Employees' Job Satisfaction during the COVID-19 Pandemic: The Case of the Saudi Arabian Banking Sector. *Sustainability (Switzerland)*, *14*(15). https://doi.org/10.3390/su14159301

Arikan, Ö. U., & Öztürk, E. (2022). *CARRYING THE BURDEN OF THE PANDEMIC: THE RELATIONSHIP BETWEEN INTERNAL MARKETING, BURNOUT, AND JOB SATISFACTION IN COURIER SERVICE INDUSTRY*. *18*(2), 173–183.

Arslan, Ç., Hakverdi, Ö. A., & Bulut, S. (2018). Assessment of the Job Satisfaction Levels of Family Physicians. *Ankara Medical Journal*. https://doi.org/10.17098/amj.435267

Ataíde, I., Araújo, P., Araújo, A. M., Fernandes, R., Martins, E., & Mendes, F. (2023). Grateful Workers, Satisfied Workers? A Portuguese Study about Organizational Happiness during COVID-19 Quarantine. *Behavioral Sciences*, *13*(2). https://doi.org/10.3390/bs13020081

Bailey, A. A., Albassami, F. A., & Almeshal, S. A. (2016). The Roles of Employee Job Satisfaction and Organizational Commitment in the Internal Marketing-Employee Bank Identification Relationship. *The International Journal of Bank Marketing*, *34*(6), 821–840. https://doi.org/10.1108/ijbm-06-2015-0097

Calderón, A., & Ruiz, M. (2015). A systematic literature review on serious games evaluation: An application to software project management. *Computers & Education*, *87*, 396–422. https://doi.org/https://doi.org/10.1016/j.compedu.2015.07.011

Cerqueira, A. d. S. (2018). Dimensions of Internal Market Orientation Related to Job Satisfaction and Appreciation in Brazilian Healthcare Service. *Journal of Health Management*, *20*(3), 291–308. https://doi.org/10.1177/0972063418779903

Cerqueira, A. S. (2018). Internal-market orientation and job satisfaction in the public sector: a case study of fire inspectors in Brazil. *International Review on Public and Nonprofit Marketing*, *15*(2), 143–160. https://doi.org/10.1007/s12208-018-0195-5

Chasanah, U. (2021). Internal marketing in its influence on organizational commitment: The mediation of job satisfaction and organizational justice. *WSEAS Transactions on Business and Economics*, *18*, 712–731. https://doi.org/10.37394/23207.2021.18.70

Chen, S.-Y., Wu, W., Chang, C.-S., & Lin, C. (2013). Job Rotation and Internal Marketing for Increased Job Satisfaction and Organisational Commitment in Hospital Nursing Staff. *Journal of Nursing Management*, *23*(3), 297–306. https://doi.org/10.1111/jonm.12126

Cheng, C.-F. (2020). Revisiting Internal Marketing for the Determinants of Job (Dis)Satisfaction by Using Asymmetric Approach. *Sustainability*, *12*(9).

https://doi.org/10.3390/su12093781

Cheng, J. H. (2020). Based on social capital to discuss the correlation between internal marketing strategy and employees' job satisfaction in medical equipment industry. *Revista de Cercetare Si Interventie Sociala*, *71*, 199–211. https://doi.org/10.33788/rcis.71.14

Chiu, W., Cho, N. H., & Won, D. (2014). The effects of internal marketing on job satisfaction and organizational commitment in Taipei sports centers. In *Journal of Global Scholars of Marketing Science: Bridging Asia and the World* (Vol. 24, Number 2, pp. 206–222). Taylor & Francis. https://doi.org/10.1080/21639159.2014.881609

Došenović, D. (2019). SKALE ZA OCJENJIVANJE ZADOVOLJSTVA POSLOM – ANALIZA ODABRANIH NAUČNIH ČLANAKA. *Facta Universitatis, Series: Economics and Organization*, (2), 363. https://doi.org/10.22190/FUEO1804363D

Eid, R., Al Zaabi, A., Alzahmi, R., & Elsantil, Y. (2019). Integrating internal branding antecedents, customer and job satisfaction in the public sector. *International Journal of Organizational Analysis*, *27*(5), 1480–1503. https://doi.org/10.1108/IJOA-09-2018-1548

ELSamen, A. A., & Alshurideh, M. (2012). The Impact of Internal Marketing on Internal Service Quality: A Case Study in a Jordanian Pharmaceutical Company. *International Journal of Business and Management*, *7*(19). https://doi.org/10.5539/ijbm.v7n19p84

Frye, W. D., Kang, S., Huh, C., & Lee, M. J. (MJ). (2020). What factors influence Generation Y's employee retention in the hospitality industry?: An internal marketing approach. *International Journal of Hospitality Management*, *85*(July 2019), 102352. https://doi.org/10.1016/j.ijhm.2019.102352

Haolinmin, C. (2023). The Influence of Extended Internal Market Orientation on Employee Engagement: A Study of Migrant Workers in the Chinese Manufacturing Industry. *Journal of Digitainability Realism & Mastery (Dream)*, *2*(06), 40–44. https://doi.org/10.56982/dream.v2i06.135

Ieong, C. Y. (2016). Role of Internal Marketing on Employees' Perceived Job Performance in an Asian Integrated Resort. *Journal of Hospitality Marketing and Management*, *25*(5), 589–612. https://doi.org/10.1080/19368623.2015.1067664

Ieong, C. Y., & Lam, D. (2016). Role of Internal Marketing on Employees' Perceived Job Performance in an Asian Integrated Resort. *Journal of Hospitality Marketing and Management*, *25*(5), 589–612. https://doi.org/10.1080/19368623.2015.1067664

Joung, H. W. (2015). Investigating relationships between internal marketing practices and employee organizational commitment in the foodservice industry. *International Journal of Contemporary Hospitality Management*, *27*(7), 1618–1640. https://doi.org/10.1108/IJCHM-05-2014-0269

Joung, H. W., Choi, E. K. (Cindy), & Taylor, J. J. (2018). Investigating differences in job-related attitudes between full-time and part-time employees in the foodservice industry. *International Journal of Contemporary Hospitality Management*, *30*(2), 817–835. https://doi.org/10.1108/IJCHM-03-2016-0129

Kanyurhi, E. B. (2016). Internal marketing, employee job satisfaction, and perceived organizational performance in microfinance institutions. *International Journal of Bank Marketing*, *34*(5), 773–796. https://doi.org/10.1108/IJBM-06-2015-0083

Kazakov, S., Ruiz-Alba, J. L., & Muñoz, M. M. (2020). The impact of information and communication technology and internal market orientation blending on

organisational performance in small and medium enterprises. *European Journal of Management and Business Economics*, *30*(2), 129–151. https://doi.org/10.1108/EJMBE-04-2020-0068

Kim, M., Knutson, B. J., & Han, J. (2015). Understanding Employee Delight and Voice From the Internal Marketing Perspective. *Journal of Hospitality Marketing and Management*, *24*(3), 260–286. https://doi.org/10.1080/19368623.2014.910482

Leskovic, L., Erjavec, K., Leskovar, R., & Vukovič, G. (2020). Burnout and Job Satisfaction of Healthcare Workers in Slovenian Nursing Homes in Rural Areas During the COVID-19 Pandemic. *Annals of Agricultural and Environmental Medicine*, *27*(4), 664–671. https://doi.org/10.26444/aaem/128236

Ma, L., Shao, Y., & Li, H. (2019). An Empirical Study on the Relationship Between Psychological Contract and Job Satisfaction of the Cenozioc Employees. *Open Journal of Social Sciences*, *07*(10), 105–120. https://doi.org/10.4236/jss.2019.710010

Mainardes, E. W., & dos Cerqueira, A. S. (2016). Measuring the Internal-Market Orientation in the Public Sector. *Public Organization Review*, *16*(2), 179–197. https://doi.org/10.1007/s11115-015-0307-1

Mainardes, E. W., Rodrigues, L. S., & Teixeira, A. J. C. (2019). Effects of Internal Marketing on Job Satisfaction in the Banking Sector. *The International Journal of Bank Marketing*, *37*(5), 1313–1333. https://doi.org/10.1108/ijbm-07-2018-0190

Nemțeanu, M. S., Dinu, V., Pop, R. A., & Dabija, D. C. (2022). Predicting Job Satisfaction and Work Engagement Behavior in the Covid-19 Pandemic: a Conservation of Resources Theory Approach. *E a M: Ekonomie a Management*, *25*(2), 23–40. https://doi.org/10.15240/tul/001/2022-2-002

Nemțeanu, S.-M., & Dabija, D.-C. (2021). The Influence of Internal Marketing and Job Satisfaction on Task Performance and Counterproductive Work Behavior in an Emerging Market During the COVID-19 Pandemic. *International Journal of Environmental Research and Public Health*, *18*(7), 3670. https://doi.org/10.3390/ijerph18073670

Nointin, A. A. (2018). Hierarchical model of internal marketing to predict employee satisfaction and turnover intention. *Journal of Applied Structural Equation Modeling*, *2*(1), 44–58. https://doi.org/10.47263/jasem.2(1)05

Nyoni, N. P. (2024). Employee Retention Strategies and Job Satisfaction in Local Government Authorities in Tanzania. A Case of Tabora Municipal Council. *South Asian Journal of Social Studies and Economics*, *21*(7), 55–69. https://doi.org/10.9734/sajsse/2024/v21i7844

Ocak, M., & Marangoz, Y. A. (2019). HOW DO INTERNAL MARKETING ACTIVITIES AFFECT ORGANIZATIONAL COMMITMENT? THE MEDIATING ROLE OF JOB SATISFACTION. *Uluslararası İktisadi ve İdari İncelemeler Dergisi*, (24), 115–130. https://doi.org/10.18092/ulikidince.542453

Rahnavard, F., Sadati, A. K., Hemmati, S., Ebrahimzade, N., Sarikhani, Y., Heydari, S. T., & Lankarani, K. B. (2016). The impact of environmental and demographic factors on nursing job satisfaction. *Electronic Physician*, *8*(10), 3057–3061.

Rodrigues, A. P., Barreira, M., Madeira, C. R., & Vieira, I. (2023). The impact of internal marketing on employee attitudes and behaviours in local public secto organisations | O papel do marketing interno nas atitudes e comportamentos dos colaboradores das organizações do sector público local. *Tourism and Management Studies*, *19*(3), 41–57.

Saleh, C., Hidayati, F., & Rasyid, N. (2023). *Public Human Resources Development Systematic Literature Review*. 249–262. https://doi.org/10.2991/978-2-38476-082-4_24

Santiago, M. M. P. F. F. (2023). How can internal marketing practices help achieve organizational success? *Revista de Administracao Publica*, *57*(4). https://doi.org/10.1590/0034-761220220364x

Sarker, M. A. R., & Ashrafi, D. M. (2018). The Relationship Between Internal Marketing and Employee Job Satisfaction: A Study From Retail Shops in Bangladesh. *Journal of Business & Retail Management Research*, *12*(03). https://doi.org/10.24052/jbrmr/v12is03/art-13

Serafim, A. (2024a). Emotional Intelligence and Internal Marketing as Determinants of Job Satisfaction and Satisfaction with Life among Portuguese Professionals. *Sustainability (Switzerland)*, *16*(5). https://doi.org/10.3390/su16051932

Serafim, A. (2024b). Toward a scale to assess the emotional intelligence and internal marketing of business employees in Portugal. *Journal of Organizational Change Management*. https://doi.org/10.1108/JOCM-06-2023-0229

Spector, J. M., & Ma, S. (2019). Inquiry and Critical Thinking Skills for the Next Generation: From Artificial Intelligence Back to Human Intelligence. *Smart Learning Environments*, *6*(1). https://doi.org/10.1186/s40561-019-0088-z

Sung, Y. K. (2021). The impact of airline internal branding on work outcomes using job satisfaction as a mediator. *Journal of Air Transport Management*, *94*. https://doi.org/10.1016/j.jairtraman.2021.102063

Tanuwijaya, J., & Jakaria, J. (2022). The Transformational and Toxic Leadership Effect on Employee Retention. *Jurnal Manajemen Dan Pemasaran Jasa*, *15*(1), 123–134. https://doi.org/10.25105/jmpj.v15i1.13348

Thai, T. D.-H., Nguyen, T. T., Chen, W.-K., & Tang, A. D. (2023). The roles of internal marketing and person-organization fit in hospitality employees' life satisfaction: an integration of work and nonwork domains. *Baltic Journal of Management*, *18*(2), 173–189. https://doi.org/10.1108/BJM-06-2022-0240

Triandini, E., Jayanatha, S., Indrawan, A., Werla Putra, G., & Iswara, B. (2019). Metode Systematic Literature Review untuk Identifikasi Platform dan Metode Pengembangan Sistem Informasi di Indonesia. *Indonesian Journal of Information Systems*, *1*(2 SE-Articles), 63–77. https://doi.org/10.24002/ijis.v1i2.1916

Uludağ, O., Oluwajana, D., & Ekanem, E. (2023). Congruent Internal Marketing Efforts to Reduce Turnover Intentions Among Restaurant Employees in the Midst Of COVID-19. *Kybernetes*, *52*(7), 2347–2370. https://doi.org/10.1108/k-03-2022-0478

Yi, H. T., Cho, Y., & Amenuvor, F. E. (2023). Internal marketing and salespeople's out-of-role behaviour: The mediating role of job satisfaction. *European Research on Management and Business Economics*, *29*(2), 100216. https://doi.org/10.1016/j.iedeen.2023.100216