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## The role of internal marketing in improving service quality: A study of service companies

M. Rachman Mulyandi<sup>1\*</sup>, B. Wishman S Siregar<sup>2</sup>, Elizabeth<sup>3</sup>, Ridnawati<sup>4</sup>, Dede M. Riski<sup>5</sup>

Business and Tourism Department, Matana University, Tangerang, Banten, Indonesia.

\*e-mail : [ranchman.mulyandi@matanauniversity.ac.id](mailto:ranchman.mulyandi@matanauniversity.ac.id)

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### ABSTRACT

This study examines the role of internal marketing in improving service quality within service-oriented companies. In today's highly competitive business environment, organizations are required not only to satisfy external customers but also to pay close attention to their internal customers, namely employees. Internal marketing has emerged as an important managerial approach that focuses on motivating, supporting, and empowering employees to deliver high-quality services. The research employs a qualitative approach through a comprehensive literature review of relevant academic journals, books, and previous studies related to internal marketing, employee performance, and service quality. The findings indicate that internal marketing plays a significant role in enhancing employee satisfaction, engagement, commitment, and overall job performance. Employees who receive adequate support, clear communication, continuous training, and recognition for their contributions tend to demonstrate higher levels of motivation and dedication in performing their duties. As a result, they are better equipped to provide excellent service experiences to customers, leading to improved service quality and increased customer satisfaction. Furthermore, the study highlights that effective internal marketing practices contribute to the development of a positive organizational culture characterized by collaboration, innovation, trust, and employee well-being. These factors not only strengthen employee retention but also improve organizational effectiveness and competitiveness. The findings confirm that internal marketing should be viewed as a strategic investment in human resource management rather than merely an operational activity. By prioritizing employee needs and fostering a supportive work environment, service companies can optimize organizational performance and achieve sustainable growth. Therefore, organizations are encouraged to integrate internal marketing into their overall business strategies to ensure long-term success and continuous improvement in service quality.

**Keywords:** internal marketing; service quality

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RESEARCH & PUBLISHING



## 1. INTRODUCTION

As we know, one of the best Private Bank in Indonesia which is BCA emphasizes the importance of effective communication and employee engagement as the core of internal marketing to foster synergy and consistency in service delivery. Through open and transparent communication, BCA builds a work culture that supports active employee engagement in achieving the company's goals. Ongoing training programs and internal discussion forums serve as the primary channels for conveying the company's vision, mission, and values, which directly shape employees' understanding and commitment to their roles in marketing and customer service processes. The impact of this internal marketing strategy is significant in shaping BCA's image as a professional and trustworthy financial institution, as well as in enhancing the quality of service provided to customers. With engaged and motivated employees, BCA is able to deliver consistent and value-added services, thereby strengthening customer loyalty and reinforcing the company's market position. Effective implementation of internal marketing also fosters a sense of pride and ownership among employees toward the company, contributing to a positive work environment and overall organizational performance ([bca.co.id](http://bca.co.id), 2026).

A study conducted by [Tata, Lukman, and Syafrizal \(2026\)](#) indicates that internal marketing has both direct and indirect effects on employee performance through job satisfaction and employee engagement, using a case study at PT Semen Padang. The findings demonstrate that effective internal marketing practices can significantly improve employee satisfaction and engagement, which in turn positively influence employee performance. Employees who feel valued, supported, and involved in organizational processes are more likely to demonstrate commitment, enthusiasm, and responsibility in carrying out their duties. As a result, they are better able to meet customer expectations and contribute to the delivery of high-quality services. The study further reveals that internal marketing not only affects individual employee outcomes but also strengthens organizational performance by creating a work environment that promotes collaboration, communication, and continuous improvement. Therefore, according to this research, internal marketing ultimately contributes to improved service quality for customers and supports the achievement of broader organizational objectives.

The relationship between internal marketing and service quality can be explained through the important role employees play in service delivery. In service-oriented organizations, employees represent the primary point of contact between the company and its customers. Their attitudes, motivation, and level of commitment directly influence customer experiences and perceptions of service quality. Consequently, organizations that invest in employee development, recognition, communication, and empowerment are more likely to cultivate a workforce capable of providing superior customer service. This reinforces the argument that internal marketing should be regarded as a strategic management tool rather than merely a human resource practice.

A study conducted by [Hariyanto and Pramudya \(2026\)](#) highlights the importance of internal marketing strategies in improving business performance, particularly among small and medium-sized enterprises (SMEs) operating in the food and beverage sector. The study suggests that internal marketing forms an essential component of an organization's overall marketing strategy because it helps establish a strong corporate culture and enhances employee loyalty. A positive corporate culture characterized by trust, mutual support, and shared organizational values can encourage employees to work more effectively toward common goals.

Increased employee loyalty contributes to lower turnover rates, greater organizational stability, and higher productivity levels. Employees who are loyal to the organization tend to demonstrate stronger commitment to maintaining service standards and ensuring customer satisfaction. The study also emphasizes that internal marketing initiatives can improve communication between management and employees, facilitate knowledge sharing, and encourage innovation in service delivery. As a result, organizations are able to enhance operational efficiency and financial performance while simultaneously improving customer satisfaction and service quality. These findings further support the view that internal

marketing serves as a critical factor in achieving long-term organizational success and sustainable competitive advantage.

Based on the research conduct by (Sutomo & Putra, 2024) internal marketing is a strategic variable that significantly enhances employee satisfaction through effective internal communication mechanisms, training and competency development, reward mechanisms, and employee involvement in decision making. These measurable impacts include increased loyalty, productivity, and service quality, as well as reduced turnover and indirectly strengthen customer orientation through the mediation of satisfaction and organizational commitment. This is highly effective in fostering customer satisfaction as the service provided becomes optimal. Then (Imani, Foroudi, Seyyedamiri, & Dehghani, 2020) said that the practical implementation of internal marketing involves transparent internal communication, ongoing training, performance recognition, and employee involvement in decision-making. Collectively, these activities will enhance individual satisfaction and performance. This leads to increased productivity, consistent service quality, and employee loyalty while reducing employee turnover. Thus, internal marketing not only improves employee well-being and motivation but also serves as a strategic HRM mechanism that strengthens human capital and overall organizational performance, thereby impacting the quality of service provided to the users of the services delivered by these employees.

Internal marketing according to (Ramadhanty, 2023) is the application of marketing perspectives and techniques in the management of an organizations human resources with the aim of motivating, aligning, and empowering employees so that they are able to deliver high quality service. Hopefully it positions employees as an internal customers whose needs must be met through open communication, decentralized decision making, high autonomy, appropriate training, and mechanisms for rewards and recognition. Based on social exchange theory, commitment-based internal marketing practices foster a social climate conducive to innovation and collaboration, strong horizontal and vertical relationships accelerate the flow of information and the exchange of ideas. While empowerment, training, and supervisory roles that encourage risk taking enhance employees cognitive and affective capabilities. Consequently, the systematic implementation of internal marketing enhances intrinsic and extrinsic motivation, organizational commitment, psychological well-being, retention, as well as productivity and service quality; therefore, many researchers emphasize the importance of prioritizing internal marketing over external marketing to achieve sustainable organizational performance.

The theoretical foundation of internal marketing is often associated with social exchange theory, which suggests that employees tend to reciprocate positive organizational treatment through increased commitment, loyalty, and performance. When organizations invest in employee development and well-being, employees are more likely to demonstrate positive work attitudes and behaviors that benefit both the organization and its customers. Commitment-based internal marketing practices foster a social climate that promotes innovation, collaboration, and mutual trust among organizational members. Strong horizontal relationships among colleagues and vertical relationships between employees and management facilitate the efficient flow of information, knowledge sharing, and the exchange of creative ideas that support organizational learning and continuous improvement.

Empowerment initiatives, professional development programs, and supportive supervisory practices play a significant role in strengthening employees' cognitive and affective capabilities. Employees who are empowered to make decisions and solve problems independently often experience greater job satisfaction and a stronger sense of ownership over their work. Continuous training and skill development programs also enhance employees' competence, confidence, and adaptability in responding to changing customer needs and market demands. At the same time, supervisors who encourage participation, creativity, and calculated risk-taking contribute to the development of a positive organizational culture that supports employee growth and innovation.

The implementation of internal marketing also has important implications for employee motivation. Through recognition, fair rewards, career development opportunities, and supportive communication, organizations can enhance both intrinsic and extrinsic motivation. Higher motivation levels are associated with increased organizational commitment, psychological well-being, employee

retention, and overall productivity. These outcomes ultimately contribute to improved service quality, greater customer satisfaction, and stronger organizational competitiveness.

As a result, many scholars argue that internal marketing should be considered a strategic priority rather than a supplementary management practice. Organizations that prioritize internal marketing are better positioned to achieve sustainable organizational performance because motivated and engaged employees serve as the foundation for delivering exceptional customer experiences. Therefore, effective internal marketing represents a long-term investment that benefits employees, customers, and the organization as a whole.

Job satisfaction is an evaluative construct that encompasses an employee's cognitive and affective assessments of their workplace experience. Specifically, the extent to which tasks, responsibilities, working conditions, and rewards meet the individual's needs, expectations, and values. Scientifically, job satisfaction is viewed not merely as a fleeting positive feeling, but as the result of a stable subjective assessment of the fit between what the job provides and what the worker expects, thereby reflecting psychological well-being in the work context. Job satisfaction is measured through observable behavioural and attitudinal indicators. Those are retention intentions, the tendency to recommend the workplace to others, and actual service behaviours. Which the service behaviour are responsiveness, promptness, and accuracy in task performance. In research, it is typically operationalized using scale instruments that capture intrinsic dimensions which they are job content, autonomy, self-actualization, and extrinsic dimensions. Extrinsic dimension those are salary, physical conditions, interpersonal relationships. Empirical evidence shows that job satisfaction also predicts perceived service quality because satisfied employees tend to provide service that is faster, more accurate, and more responsive (Montuori, et al., 2022). Based on the background outlined above, which draws on previous research that provides insight into the relationship between internal marketing and service quality within an organization, the research question for this study is to analyse the relationship between internal marketing and the service quality provided by a company or organization.

## **2. METHODOLOGY**

This study employs a qualitative research method using a literature review technique. A qualitative literature review is a research method that collects, evaluates, and integrates findings from relevant literature to produce a new theoretical or thematic synthesis. An integrative literature review serves as a distinct form of research that synthesizes representative literature to generate an integrated understanding and advance theoretical development. In a qualitative context, literature synthesis can take the form of a narrative review, an integrative review, or a meta-synthesis, which emphasizes contextual understanding, the construction of meaning across studies, and theoretical coherence rather than statistical aggregation. This methodological perspective demands hermeneutic openness, the researcher's reflexivity regarding their interpretive assumptions, and systematic rigor in the processes of searching, selecting, critiquing sources, and the chosen synthesis techniques (Ramadhanty, 2023).

The methodological objective of this literature review is to provide a strong theoretical foundation for subsequent empirical research or to serve as a basis for policy recommendations. The steps involved include formulating research questions, conducting a literature search and selecting relevant studies, identifying highly relevant literature, interpreting the findings in light of assumptions from previous research, and drawing conclusions and providing recommendation.

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The literature search process was conducted by examining scholarly articles, books, conference proceedings, and other credible academic sources that are relevant to the topic of internal marketing and service quality. Sources were identified through academic databases such as Google Scholar, Scopus-

indexed journals, and other peer-reviewed publications. To ensure the relevance and quality of the reviewed literature, selection criteria were established based on publication credibility, thematic relevance, methodological rigor, and the contribution of each study to the understanding of internal marketing practices and their relationship with service quality.

After the selection process, the collected literature was systematically analyzed to identify recurring themes, patterns, and conceptual relationships. Particular attention was given to key dimensions of internal marketing, including employee communication, training and development, motivation, empowerment, organizational support, and reward systems. These dimensions were examined in relation to employee attitudes and behaviors, such as job satisfaction, organizational commitment, engagement, and service performance. The analysis also explored how these factors collectively influence customer satisfaction and overall organizational effectiveness.

To enhance the reliability of the findings, the study compared and contrasted perspectives from various scholars and research contexts. This comparative analysis enabled the identification of similarities, differences, and research gaps within the existing body of knowledge. Through this process, the study developed a comprehensive understanding of the mechanisms through which internal marketing contributes to service quality improvement.

Ultimately, this literature review provides an integrated synthesis of existing knowledge and offers insights for both academics and practitioners. The findings are expected to support future empirical investigations, contribute to theoretical development in the field of service management, and provide practical guidance for organizations seeking to strengthen service quality through effective internal marketing strategies.

### **3. RESULTS AND DISCUSSION**

Research that conducted by (Ferdianto, Padang, & Putra, 2024) at BSI Jember Gajah Mada Branch shows that internal marketing practices which is including training, motivation, and communication has significantly improve employee performance. That results positively give impacts the quality of service provided. Internal marketing offers special treatment and fosters employee engagement with the company, thereby enhancing employees motivation and work potential to deliver the best possible service. Because of that, work life balance plays a crucial role in supporting employee performance by enabling them to manage their responsibilities effectively, thereby maintaining consistent service quality. Thus, internal marketing serves as a strategic element in driving service quality through enhanced human resource performance.

Another research conducted by (Sutomo & Putra, 2024) emphasizes that internal marketing plays a crucial role in enhancing employee satisfaction, organizational commitment, and customer service orientation, which ultimately impacts service quality. Internal marketing is viewed as a philosophy of treating employees as internal customers who must be well-served to increase their satisfaction and commitment to the organization. Employees who feel valued and satisfied through internal marketing practices tend to demonstrate higher commitment, which mediates the positive relationship between internal marketing and customer orientation. With high commitment and satisfaction, employees will be more customer-service oriented, thereby improving service quality and contributing to the organization's overall development. Additionally, cultural fit moderates the relationship between internal marketing and employee satisfaction, underscoring the need for internal marketing strategies tailored to the organization's cultural context.

Internal marketing plays a crucial role in fostering organizational learning, which in turn becomes the primary driver of organizational innovation, significantly enhancing employee performance. This improved employee performance then directly contributes to an increase in the quality of services provided. A research model using structural equation modelling demonstrates that organizational innovation acts as a key mediator in the relationship between internal marketing and employee performance. Thus, internal marketing not only enhances employee engagement and motivation but also

facilitates learning and innovation processes that positively impact service quality within the organization according to the research conducted by (Imani, Foroudi, Seyyedamiri, & Dehghani, 2020).

The research about internal marketing and service quality conducted by (Golo & Garmelia, 2020) said that Internal marketing has a significant impact on the quality of internal services and employee job satisfaction. Internal communication, recognition, and education and training have been shown to significantly improve perceptions of internal service quality, whereas empowerment and teamwork do not show a significant impact. Improved internal service quality then plays a crucial role in driving employee job satisfaction. Thus, internal marketing, through these key dimensions, serves as a critical factor in enhancing internal service quality and job satisfaction, which ultimately strengthens the overall performance of the healthcare organization.

Ramadhanty (2023) on her previous research about internal marketing said that effective internal marketing can improve service quality by enhancing collaboration and staff motivation within the hospital. Optimal internal marketing facilitates better communication among employees and creates a conducive work environment, thereby driving better employee performance. With increased motivation and internal cooperation, the quality of service experienced by patients also improves significantly. Therefore, internal marketing not only impacts employee satisfaction and commitment but also plays a direct role in improving the overall quality of hospital services.

Another previous research conducted by Rahmawati & Sumiati (2025) a study conducted at the Central Java II Regional Tax Office (KPP) shows that internal marketing has a positive and significant impact on employee job satisfaction, which in turn leads to an improvement in the quality of service perceived by taxpayers. Internal marketing practices, which include training, internal communication, recognition, and empowerment, can boost employee motivation and satisfaction in performing their duties, thereby making the quality of service provided more accurate, professional, and responsive to public needs. Thus, the effective implementation of internal marketing is crucial as a foundation for creating superior public services and enhancing the organization's positive image.

Research at AirNav Indonesia's Denpasar Branch indicates that internal marketing does not directly influence employee loyalty, but it plays a significant role in enhancing job satisfaction and organizational commitment. These high levels of satisfaction and commitment subsequently have a positive impact on a professional service orientation and improved service quality. Although the direct influence of internal marketing on service quality through loyalty has not been proven, the indirect relationship through satisfaction and commitment underscores the importance of internal marketing as a strategy to strengthen overall human resource performance and organizational service. In other words, the implementation of effective internal marketing improves service quality by enhancing employee well-being and attachment to the company conducted on the previous research by (Pratama & Anindita, 2025).

Another previous study conducted by Haji, Imam, and Ridwan (2023) involving employees of Bank Syariah Indonesia in Ternate indicates that internal marketing plays a crucial role in enhancing employee engagement, which in turn mediates the relationship between internal marketing and job satisfaction. The study demonstrates that employees who experience effective internal marketing practices tend to develop stronger emotional and psychological connections with their organization. This higher level of engagement contributes significantly to increased job satisfaction, which ultimately affects the quality of service delivered to customers.

The findings suggest that internal marketing is not limited to internal communication efforts but encompasses a broader range of activities designed to support employees in performing their roles effectively. These activities include providing adequate training, fostering supportive relationships between management and employees, encouraging employee participation in organizational decision-making, and creating an environment where employees feel respected and valued. Such initiatives help employees develop a stronger sense of belonging and commitment to the organization, leading to greater enthusiasm and dedication in their daily work activities.

Employee engagement serves as an important mechanism through which internal marketing influences organizational outcomes. Engaged employees are generally more motivated, proactive, and willing to contribute beyond their formal job responsibilities. They are more likely to provide excellent

customer service, respond effectively to customer needs, and maintain positive interactions with clients. Consequently, organizations with highly engaged employees often experience higher levels of customer satisfaction and stronger customer loyalty. This is particularly important in the banking industry, where service quality and customer trust are essential determinants of organizational success.

Furthermore, the study highlights that job satisfaction functions as a critical outcome of successful internal marketing implementation. Employees who are satisfied with their work environment, organizational support, and career development opportunities are more likely to maintain high performance standards. They also tend to demonstrate lower turnover intentions, greater organizational commitment, and a stronger willingness to contribute to organizational goals. These positive outcomes create a stable and productive workforce capable of delivering consistent and high-quality services.

The research therefore reinforces the argument that internal marketing should be considered a strategic organizational priority. Effective communication, continuous training, employee recognition, and strong internal relationship management not only improve employee well-being but also strengthen overall organizational performance. By enhancing employee engagement and job satisfaction, internal marketing contributes directly to superior service quality and more satisfying customer experiences. As a result, organizations that invest in internal marketing are better positioned to build long-term customer relationships, maintain competitive advantages, and achieve sustainable organizational growth in an increasingly competitive business environment.

A study conducted at a private university in Yogyakarta by [Chasanah and Mathori \(2025\)](#) further reinforces the importance of internal marketing in enhancing employee satisfaction and improving organizational service quality. The study examined several key dimensions of internal marketing, including leadership support, employee training, internal communication, and recognition. Interestingly, the findings revealed that among these dimensions, communication and information sharing were the only factors that had a significant positive influence on employee job satisfaction. This result suggests that effective communication may be more influential than other internal marketing practices in shaping employees' perceptions of their work environment.

Internal communication serves as an essential mechanism for ensuring that employees understand organizational goals, expectations, policies, and changes affecting their work. When information is communicated clearly and consistently, employees experience less uncertainty and are better able to align their efforts with organizational objectives. Effective communication also strengthens trust between management and employees, encourages transparency, and creates a sense of inclusion within the organization. As a result, employees are more likely to feel valued and appreciated, which contributes to higher levels of job satisfaction.

The study demonstrates that employee satisfaction plays a crucial role in determining service quality. Employees who are satisfied with their jobs tend to display greater commitment, motivation, and professionalism when interacting with customers and stakeholders. They are also more willing to provide responsive and customer-oriented services, which directly enhances customer experiences and perceptions of service quality. In service-based organizations, where employees are often the primary point of contact with customers, these positive outcomes are particularly important.

The findings therefore highlight that effective internal communication should be regarded as a central component of any internal marketing strategy. By ensuring the continuous flow of accurate information and encouraging open communication channels, organizations can improve employee well-being, strengthen organizational commitment, and foster a more productive work environment. Ultimately, these improvements contribute to higher service quality, increased customer satisfaction, and better overall organizational performance. This study provides further evidence that communication is a critical factor linking internal marketing practices to sustainable service excellence.

Internal marketing does not always directly influence employee loyalty, but it significantly improves job satisfaction and organizational commitment, which in turn has a positive impact on professional service orientation and better service quality, which this founded linked to the previous research conducted by [\(Pratama & Anindita, 2025\)](#). Which also can find in this research that employee engagement serves as a key mediator in the relationship between internal marketing and job satisfaction and service quality,

underscoring the role of internal marketing in enhancing motivation and service quality, it linked into the previous research conducted by (Haji, Imam, & Ridwan, 2023). The most important thing that was founded the communication and information aspects of internal marketing have the most significant impact on employee job satisfaction, which directly contributes to improvements in the quality of external services.

#### **4. CONCLUSION**

The results of the studies reviewed above indicate that there is a strong and consistent relationship between internal marketing and service quality. This relationship is achieved through the implementation of effective communication practices, employee training and development programs, recognition and reward systems, as well as employee empowerment initiatives. These internal marketing practices help create a supportive and conducive work environment where employees feel valued, respected, and motivated to perform their responsibilities effectively. As a result, employee performance improves, leading to higher levels of both internal and external service quality.

The findings also demonstrate that increased employee satisfaction, engagement, and organizational commitment are important outcomes of successful internal marketing implementation. Employees who are satisfied with their work environment and feel supported by management are more likely to maintain high performance standards and provide consistent, professional, and customer-oriented services. In service organizations, where employees play a critical role in shaping customer experiences, these positive employee attitudes directly influence the quality of services received by consumers or clients. Consequently, organizations that prioritize internal marketing are better positioned to achieve higher customer satisfaction and stronger customer loyalty.

Furthermore, the literature suggests that internal marketing contributes to organizational innovation and continuous learning. Through ongoing training, knowledge sharing, and open communication, employees are encouraged to develop new skills, exchange ideas, and adapt to changing customer needs and market conditions. This learning-oriented environment supports continuous improvement in service processes and service delivery, enabling organizations to maintain competitiveness in increasingly dynamic business environments. Employee empowerment also allows individuals to respond more effectively to customer concerns and make timely decisions that enhance service experiences.

Based on these findings, organizational management should view internal marketing as a strategic investment rather than a short-term operational expense. Managers should focus on developing transparent and effective internal communication channels, providing continuous training and professional development opportunities, implementing fair and motivating reward systems, and empowering employees to participate in decision-making processes. Such initiatives can improve employee well-being, strengthen organizational commitment, and reduce employee turnover. Lower turnover rates help organizations retain valuable knowledge and experience while ensuring service consistency.

Ultimately, the successful implementation of internal marketing generates benefits for both employees and organizations. By fostering a motivated, engaged, and capable workforce, organizations can improve service quality, strengthen their reputation, enhance customer satisfaction, and achieve sustainable organizational performance. Therefore, internal marketing should be integrated into long-term organizational strategies as a fundamental element for maintaining service excellence and competitive advantage.

#### **Ethical Approval**

This study does not require ethical approval because it is a discussion of the results of a previously published study.

### **Informed Consent Statement**

The informed consent did not need for this research because it only taking data only from the previously research that already been published.

### **Authors' Contributions**

MRM and BWSS contributed to conceptualization. E., R., DMR contributed to review and editing.

### **Disclosure statement**

No potential conflict of interest was reported by the author(s).

### **Data Availability Statement**

The data presented in this study are available

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### **Notes on Contributors**

#### **M. Rachman Mulyandi**

<https://orcid.org/0009-0004-8740-7838>

M. Rachman Mulyandi is affiliated with Matana University and a faculty member from the Business and Tourism Department for the Management Study Program. His expertise is a service quality and service marketing.

#### **B. Wishman S. Siregar**

B. Wishman S. Siregar is affiliated with Matana University and a faculty member from the Business and Tourism Department for the Magister Management Study Program. His expertise is a compensation and benefit for Human Capital Management.

#### **Elizabeth**

Elizabeth is is affiliated with Matana University and a faculty member from the Business and Tourism Department for the Management Study Program. She is a final student for the main topic for the final thesis is focusing on human capital management.

#### **Ridnawati**

Ridnawati is is affiliated with Matana University and a faculty member from the Business and Tourism Department for the Management Study Program. She is also a final student for the main topic for the final thesis is focusing on human capital management the same as Elizabeth.

#### **Dede M. Riski**

Dede M. Riski is is affiliated with Matana University and a faculty member from the Business and Tourism Department for the Management Study Program. She is a final student for the main topic for the final thesis is focusing on human capital management the same as Elizabeth and Riski.

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