

ADOPTION OF INTERNAL MARKETING STRATEGIES FOR IMPROVING INTERNAL CUSTOMER PSYCHOLOGICAL WELL-BEING, COMMITMENT AND PERFORMANCE: THE BIBLIOGRAPHIC REVIEW

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Abstract: *This bibliographic review examines the impact of internal marketing strategies on internal customer outcomes, organisational commitment, psychological well-being, and employee performance across various industries, including banking, aviation, healthcare, and sports services. A comprehensive search was conducted across the Semantic Scholar database using the research question, "Adoption of Internal Marketing Strategies for Improving Internal Customer Psychological Well-being, Commitment, and Performance". From an initial pool of 50 studies, 10 were selected based on specific inclusion criteria: targeting employees as internal customers, focusing on internal marketing strategies, and measuring outcomes such as organisational commitment, job performance, and psychological well-being. The analysis found that internal marketing strategies, including rewards/incentives, communication, training, and internal branding, were consistently linked with enhanced organisational commitment, particularly affective commitment, with effect sizes ranging from moderate ($R^2=0.249$) to very strong ($R^2=0.764$). Several studies highlighted that organisational commitment mediates the relationship between internal marketing and employee performance, especially in sectors like healthcare and aviation. One study directly measured multiple dimensions of well-being, showing internal branding's contribution to well-being outcomes. However, critical gaps were identified in the literature. These include the need for further exploration of internal marketing's impact on different subtypes of organisational commitment, direct measurement of well-being, and a deeper investigation into the mediating role of*

motivation and empowerment. Additionally, the consistency of findings across industries and cultures remains unclear. The study also encountered challenges such as the predominance of cross-sectional designs and a lack of detailed reporting in some studies, which hindered the clarity of effect sizes and statistical significance. Future research should address these limitations and explore the contextual nuances of internal marketing strategies across diverse industries.

Keywords: *Internal marketing, organisational commitment, psychological well-being, employee performance*

Introduction

In recent years, there has been a rising concern about mental health among university populations (Johnson & Lester, 2022). In particular, it has been raised that the failure to manage mental health crises will greatly reduce the overall well-being and performance of the academic staff, as well as inhibit the educational process. Specifically, academic staff are facing increasing pressure due to the corporatization and internationalization of higher education, the emphasis on income generation, reduced funding, and the competition for higher university rankings, which has significantly increased the volume and complexity of their work. In response to the changes in the higher education landscape, the academic staff are expected to juggle a multitude of responsibilities, including class preparation and teaching, grading assignments and exams, securing research grants, conducting research, publishing in prestigious journals, attending conferences, engaging in community service, and participating in professional development activities. This overwhelming workload—encompassing teaching, grading, research, publishing, and administrative duties—has resulted in psychological distress and burnout among faculty members (Kinman & Wray, 2022). As a result, work-related stress has become a major concern, with some academics resigning from their positions due to excessive workload and burnout (Wan, 2022). While some workload can promote productivity, excessive workload leads to serious consequences, particularly psychological distress (Holliman et al., 2022). Mid-career academics are especially at risk of dissatisfaction, making retention a critical issue for public universities. Given the significant impact of academic staff on institutional success, student learning, and community contributions, addressing these challenges is essential to mitigate academic staff turnover and support the long-term sustainability of universities.

Recognising the pivotal role employees play in organizational success, there has been a growing recognition of the importance of internal marketing (IM) strategies aimed at supporting the well-being and performance of internal customers (i.e., employees) in various industries, especially service sectors (Sigit & Muafi, 2022). What is more important, treating employees as internal customers by addressing their needs and providing necessary resources, has been shown to enhance job satisfaction, reduce stress, and improve overall performance (Qiu et al., 2022). In particular, internal marketing integrates marketing principles with human resource management to motivate employees and meet their needs, creating a conducive environment for optimal performance and contributing to the long-term success of the organization (Xu et al., 2023). Compared to other sectors, there has been limited research attention dedicated to higher education internal customers, particularly in addressing psychological well-being and commitment of academic staff. (Qiu et al., 2022).

Despite the growing importance of internal marketing, the specific link between internal marketing and psychological well-being in higher education remains underexplored. The role of internal marketing in mitigating the negative impacts of workload stress and improving the psychological well-being of academic staff needs further investigation. Specifically, how well-structured IM strategies can directly enhance staff commitment and well-being, leading to improved academic performance, remains unclear. Hence, acknowledging the pressing issues of excessive workload and concerns about employee well-being, which aligns with the third UN Sustainable Development Goal (SDG-3) that emphasizes ensuring healthy lives and promoting well-being for all at all ages, it is about time for higher education institutions to take concrete steps to strengthen the commitment and well-being of internal customers (i.e., the academic staff) at work. In particular, there is a critical need to delve into the effectiveness of internal marketing strategies implemented in higher education institutions to boost internal consumer commitment and psychological well-being and consequently lead to improved performance. Therefore, this study aims to focus on how internal marketing strategies can address the psychological well-being of academic staff, strengthen commitment, and ultimately enhance performance in public higher education institutions. This investigation also aligns with Sustainable Development Goal 3 (SDG-3), which emphasizes promoting well-being and mental health at all stages of life. To address these issues, this study explores the current research on the role of internal marketing in enhancing psychological well-being and commitment of academic staff. It identifies gaps in the literature and examines how these factors contribute to improved performance, highlighting the importance of adopting effective internal marketing strategies in higher education settings.

Methodology

Paper Search and Screening Process

A comprehensive search was conducted across the Semantic Scholar corpus, which contains over 126 million academic papers, using the research question, "Adoption of Internal Marketing Strategies for Improving Internal Customer Psychological Well-being, Commitment, and Performance." From this extensive database, 50 sources were initially evaluated based on their relevance to the query.

For the screening process, several criteria were applied to ensure the inclusion of studies directly pertinent to the topic. The following inclusion criteria were considered:

- **Target Population:** Only studies focusing on employees as internal customers within organisational settings were included.
- **Internal Marketing Intervention:** Studies that examined internal marketing strategies, practices, or programs as a primary focus, rather than those mentioning it tangentially, were selected.
- **Relevant Outcomes:** Studies measuring at least one of the following outcomes were included: psychological well-being, organisational commitment, or employee performance.
- **Study Design:** The study design had to be empirical, including quantitative, qualitative, or mixed-methods studies, as well as systematic reviews or meta-analyses.
- **Internal vs. External Focus:** Only studies concentrating on internal customers or employees were considered, excluding those focused solely on external customers or consumer marketing.

- **Empirical Evidence:** Studies containing empirical data were prioritised, with theoretical papers, opinion pieces, or conceptual frameworks without data being excluded.
- **Publication Type:** Full published studies were included, while conference abstracts, dissertations, or unpublished studies were excluded.

Based on these criteria, 10 sources were ultimately included in the review, while 40 sources were excluded due to various reasons such as lack of empirical data, irrelevant focus, or failure to meet the study design requirements. Each paper was carefully evaluated, and a holistic judgment was made regarding its inclusion.

Data Extraction Process

A large language model was utilised to assist in the extraction of specific data points from each of the selected papers. The following categories were targeted for data extraction, and detailed instructions were provided for each column to ensure consistency and accuracy across the study:

1. **Research Design Type:** The primary research design of each study was identified by examining the methods or methodology sections for explicit descriptions. The possible categories included quantitative, qualitative, mixed methods, exploratory, and analytical designs. If multiple design types were employed, each was listed in order of prominence. In cases where the research design was unclear or ambiguous, the phrase "design not clearly specified" was noted. For example: "Quantitative cross-sectional survey design with structural equation modeling."
2. **Sampling and Participant Characteristics:** Detailed information was extracted regarding the study's sample, including the total sample size, sampling method (e.g., convenience, random, systematic), the sector or industry of participants, their job roles or organisational levels, and the geographic location of the study. For studies reporting multiple groups or ranges, all relevant details were recorded. For example: "281 employees from Baghdad International Airport, Iraq; convenience sampling of aviation industry professionals."
3. **Internal Marketing Strategy Components:** The internal marketing strategy components were identified and listed based on the study's discussion of strategies in the literature review, methodology, and results sections. Specific strategy elements, as well as any developed conceptual models, were extracted verbatim. This included both broad categories and specific components of the internal marketing strategies analysed in the study. For example: "Five identified components: soft development, welfare system, comprehensive support, top-down communication, bottom-up communication."
4. **Primary Outcome Measures:** Primary outcome variables related to psychological well-being, organisational commitment, and employee performance were extracted from the methods, results, and measurement sections. For each outcome, details were gathered about the measurement instruments used, the scales or scoring methods, and how the outcomes were assessed in relation to the research variables. For example: "Affective organisational commitment measured using Greene et al. (1994) questionnaire; employee performance assessed via self-report survey."
5. **Statistical Analysis Methods:** The statistical techniques employed to analyse the relationships between variables were recorded, including the specific tests performed (e.g., structural equation modeling, regression analysis) and the software used (e.g., SPSS, AMOS). Key analytical approaches were also identified, particularly those used to examine the significance and strength of relationships between internal marketing

strategies and outcomes. For example: "Structural equation modeling, Pearson Product-Moment Correlation, hierarchical regression analysis using SPSS version 18."

6. Main Research Findings: Key findings related to the relationships between internal marketing strategies and the primary outcomes were summarised. This included identifying statistically significant results, effect sizes, and the strength of the relationships where available. The focus was on findings that directly addressed the research question, highlighting the most relevant and robust conclusions. For example: "Significant direct impact of internal marketing on organisational commitment; service quality found to mediate relationship between internal marketing and commitment."

While the extraction process aimed to be systematic and thorough, it must be acknowledged that the quality and clarity of data presented in the original papers varied. In some cases, ambiguity in reporting or inconsistent methodological descriptions led to challenges in accurately extracting information. Furthermore, the reliance on a large language model for data extraction raised concerns about potential misinterpretations of complex methodological details or nuanced findings. Therefore, manual validation of the extracted data was considered essential to ensure the reliability and accuracy of the extracted information.

Findings

Table 1: Trend and Research Gaps in Internal Marketing Strategies and Outcomes

Study	Industry/ Context	Internal Marketing Strategies	Outcome Variables Measured	Sample Size
Chiu et al., (2020)	Sport and fitness services (municipal sport centers, Taipei)	Internal Marketing	Organisational commitment, job performance	254 employees
Tsai and Wu (2011)	Healthcare (regional hospitals, Taiwan)	Internal Marketing	Organisational commitment, service quality	288 nursing staff
Caruana & Calleya (1998)	Retail banking (managers)	Development, reward, vision; strategic/tactical levels	Affective, continuance, normative organisational commitment	171 managers
Amangala and Wali (2013)	Aviation (Nigeria, Port Harcourt Airport)	Internal marketing promotion, reward systems	Affective organisational commitment, employee performance	150 employees
Abd-Elmageed et al., (2021)	Airlines (Egypt)	Internal product, price, promotion, distribution, people, processes, physical evidence	Organisational commitment (job loyalty, responsibility, desire to stay)	405 employees
Alshura et al., (2016)	Insurance (Jordan)	Rewards/incentives, managerial support, internal communication, training, empowerment	Organisational commitment (continuous, emotional, normative)	400 (374 valid) employees

Study	Industry/ Context	Internal Marketing Strategies	Outcome Variables Measured	Sample Size
Baej et al., (2024)	Aviation (Baghdad International Airport, Iraq)	Soft development, welfare system, comprehensive support, top-down/bottom-up communication	Organisational commitment	281 employees (quantitative phase)
Zaman et al., (2012)	Commercial banks (Pakistan)	No mention found in abstract	Organisational commitment, market orientation, business performance	500 bank employees
Raj (2020)	Indian services sector	Internal Marketing	Psychological, physical, spiritual, financial, social well-being	443 respondents
Boukis et al., (2015)	Retail banking (Greece)	Service training, performance incentives, vision, communication, motivation, empowerment	Organisational identification, motivation, empowerment, customer service quality	1,034 (53 managers, 212 employees, 769 customers)

Trends in Internal Marketing Research Related to Industry Context

In examining the trends across studies on internal marketing, as illustrated in Table 1, there is a notable overrepresentation of specific industries such as banking and aviation. For example, studies like those by Boukis et al. (2015), Caruana and Calleya (1998), and Zaman et al. (2012) focused predominantly on retail and commercial banking, while Amangala and Wali (2013), Baej et al. (2024), and Abd-Elmageed et al. (2021) explored internal marketing strategies in aviation. These sectors dominate internal marketing research, likely due to their large-scale operations and employee-centric service delivery needs.

However, there is a significant gap in research concerning other industries, particularly healthcare, insurance, sports/fitness, and general services. Studies such as Tsai and Wu (2011) in healthcare, Alshura et al. (2016) in insurance, Chiu et al. (2020) in sport/fitness, and Raj (2020) in the general services sector highlight the limited exploration of internal marketing in these areas. This gap indicates that future research should explore these underrepresented industries to better understand how internal marketing strategies might differ and be similarly effective across diverse organisational contexts.

Internal Marketing Strategies

Across the studies, internal marketing strategies most commonly focused on rewards/incentives, communication, and training. For instance, Caruana and Calleya (1998), Alshura et al. (2016), and Abd-Elmageed et al. (2021) all highlighted the role of reward systems, while communication strategies appeared frequently in studies like those by Boukis et al. (2015) and Amangala and Wali (2013). These strategies are widely viewed as critical for enhancing employee engagement and aligning internal customers with organisational goals. This aligns with the understanding that employee engagement and motivation are critical in service-driven industries, where strong communication practices are essential for aligning internal customers with organisational goals.

Nevertheless, certain strategies, such as empowerment and development, were less frequently addressed. For example, Alshura et al. (2016) and Boukis et al. (2015) were among the few to mention empowerment, while Abd-Elmageed et al. (2021) and Baej et al. (2024) reinforced the emphasis on employee growth and skill-building. Interestingly, internal marketing strategies were not explicitly mentioned in the abstracts of three studies, including Chiu et al. (2020), Tsai and Wu (2011), and Raj (2020). This lack of clarity in the reporting of internal marketing strategies is a gap that warrants attention. Researchers may need to ensure that the strategies under investigation are clearly defined in both the methodology and results sections to facilitate comparability across studies.

Outcome Variables

A key outcome across many studies is organisational commitment, with a strong emphasis on affective commitment, such as Caruana and Calleya (1998), Boukis et al. (2015), and Amangala and Wali (2013). However, other types of commitment, such as normative and continuance commitment, are underexplored. This narrow focus limits theoretical development and constrains understanding of how internal marketing shapes different motivational bases of attachment. Given that commitment remains a central focus of internal marketing research, likely due to its linkage to employee retention and job satisfaction, future research should adopt a more differentiated approach to examine how different internal marketing strategies affect these commitment subtypes, as this could provide deeper insights into commitment formation in various sectors.

However, other outcomes, such as employee performance, service quality and market orientation, were less frequently explored (Raj, 2020; Raj & Goute, 2025; Zaman et al., 2012). Although organisational commitment is central to internal marketing, given the importance of other key outcomes such as employee performance and service quality in organisational success, it deserves more attention in future research. In particular, future research should move beyond attitudinal outcomes and directly measure behavioural and organisational-level outcomes to examine how internal marketing practices translate into tangible performance effects.

Moreover, broader measures of employee well-being (including psychological, physical, spiritual, financial, and social aspects) were also underexplored outcomes, with Raj (2020) being the sole study that directly examined them. This area presents a major research opportunity, especially considering the importance of mental health in the modern workplace. Hence, given the increasing focus on employee mental health and work-life balance, future research must include direct and multidimensional measures of well-being across psychological, physical, spiritual, and social domains. That is, future studies could broaden their focus to explore the comprehensive dimensions of well-being, particularly in holistic employee experience in contemporary organisational settings. Expanding the outcome framework to incorporate holistic employee experience would not only strengthen theoretical richness but also enhance the practical relevance of internal marketing research in modern organisational contexts.

Research Gaps

Several key research gaps emerge from this review:

- **Industry Diversity:** While banking and aviation dominate the current research, industries like healthcare, insurance, retail, and education remain underexplored. For example, Tsai and Wu (2011) in healthcare, Alshura et al. (2016) in insurance, and Chiu et al. (2020) in

sport/fitness, provide limited insight into the application of internal marketing in these sectors. Accordingly, more research is needed to understand how internal marketing strategies might differ or be similarly effective in these sectors.

- **Clarity in Reporting Internal Marketing Strategies:** In three studies (Chiu et al., 2020; Raj, 2020; Tsai & Wu, 2011), specific internal marketing strategies were not clearly mentioned or examined, which suggests a gap in reporting consistency. Future research should strive to clearly identify and define the specific strategies being tested, improving comparability and ensuring that key interventions are systematically explored.
- **Broader Outcome Variables:** While organisational commitment is the most commonly measured outcome, employee performance, service quality, and well-being are underrepresented. For example, Zaman et al. (2012) focused on market orientation and business performance, but studies focusing on more operational outcomes, such as employee performance and service quality, are lacking. There is also a need for more in-depth exploration of organisational identification, motivation, and customer service quality, areas that could further illuminate the impact of internal marketing on organisational success.
- **Exploration of Less Common Internal Marketing Strategies:** Strategies such as empowerment, internal branding, welfare systems, and the 7Ps framework were examined only sparingly in the literature. For example, Boukis et al. (2015) focused on service training and performance incentives, while Abd-Elmageed et al. (2021) included broader 7Ps strategies. These strategies represent under-explored areas in internal marketing research and could offer more comprehensive insights into employee engagement.
- **Comprehensive Well-being Measures:** Only Raj (2020) considered multiple dimensions of employee well-being, and this represents a gap in the current literature. As well-being becomes an increasingly important focus in organisational research, future studies could benefit from integrating psychological, physical, spiritual, financial, and social aspects of employee experience into their assessments of internal marketing interventions. Future research should incorporate direct measures of employee well-being to understand how internal marketing strategies can improve employees' overall quality of life.

Accordingly, the trends in internal marketing research highlight a strong focus on organisational commitment and strategies such as rewards/incentives and communication. However, several research gaps remain, including a lack of industry diversity, underreporting of specific internal marketing strategies, and limited exploration of broader outcomes such as employee performance, service quality, and employee well-being. Future research should address these gaps by exploring a wider range of industries, expanding the scope of outcome variables, and incorporating less commonly studied strategies to provide a more comprehensive understanding of internal marketing's impact on organisational success.

Critical Gaps in the Literature on the Effect of Internal Marketing Strategies

The current literature offers valuable insights into the effects of internal marketing strategies, particularly in relation to organisational commitment, employee performance, and psychological well-being. However, several critical gaps persist in understanding the precise nature of these effects and the mechanisms through which internal marketing influences employee outcomes.

Addressing these gaps presents opportunities for further exploration to refine theory and enhance practical applications.

1. Impact on Organisational Commitment

The relationship between internal marketing strategies and organisational commitment has been extensively studied, with positive effects observed across various sectors (e.g., banking, aviation, insurance). However, several critical gaps remain:

- **Subtypes of Organisational Commitment:** While the affective commitment dimension is frequently the most strongly impacted, other subtypes, such as continuance and normative commitment, remain underexplored. Future research should investigate how internal marketing strategies influence each subtype and whether certain strategies are more effective for fostering specific types of commitment.
- **Variability in Effect Sizes:** Effect sizes range from moderate ($R^2 = 0.249$) in Alshura et al. (2016) to very strong ($R^2 = 0.764$) in Abd-Elmageed et al. (2021). This variability suggests that sector-specific factors or organisational characteristics may influence the strength of the effect. Research is needed to identify moderating variables and explain why some sectors experience stronger effects than others.
- **Interaction of Internal Marketing Components:** While several studies identify key components, such as rewards, communication, and training, as particularly influential in enhancing organisational commitment, little is known about how these components interact. Future research could explore whether certain combinations of internal marketing components produce synergistic effects or whether the effectiveness of a particular strategy varies depending on other strategies in place.

2. Impact on Employee Performance

Although employee performance is an important outcome in internal marketing research, it has been less frequently assessed. Where it has been studied, internal marketing strategies are generally found to have positive effects, as in the studies by Chiu et al. (2020) and Amangala and Wali (2013).

However, several critical gaps need to be addressed:

- **Limited Direct Measurement:** Despite its importance, employee performance remains under-researched in the context of internal marketing strategies. More studies are needed that directly measure performance outcomes across various sectors, particularly in roles where employee performance is crucial to organisational success, such as customer service or sales.
- **Indirect Effects:** Studies like Boukis et al. (2015) suggest that internal marketing strategies influence employee motivation and empowerment, which, in turn, improve performance. However, more research is needed to fully understand the indirect pathways through which internal marketing influences performance. Examining these mediating factors could help organisations identify the most effective strategies for improving performance.

3. Impact on Psychological Well-being

The impact of internal marketing on psychological well-being remains one of the most underexplored areas in the literature. The only study explicitly addressing well-being is Raj (2020), which found that internal branding influenced psychological, physical, spiritual, and social well-being.

This highlights a critical gap in the field:

- **Direct Measurement of Well-being:** The current literature lacks direct measurements of well-being outcomes in relation to internal marketing. As organisations increasingly

focus on employee mental health and work-life balance, there is an urgent need for research that directly explores how internal marketing strategies affect various dimensions of well-being, including job satisfaction, mental health, and work-life harmony.

- **Indirect Well-being Benefits:** While some studies imply that internal marketing may indirectly enhance well-being (e.g., through improved job satisfaction or motivation), there is a lack of clear empirical evidence to support these claims. Future research should investigate whether well-being is an indirect outcome of internal marketing strategies and how specific strategies, such as empowerment or training, might contribute to employee well-being.

4. Mediating Role of Organisational Commitment

The role of organisational commitment as a mediator in the relationship between internal marketing and employee outcomes has been explored with mixed results. Studies such as Chiu et al. (2020) and Tsai and Wu (2011) report that organisational commitment mediates the effects of internal marketing on job performance and service quality. However, other studies, such as Zaman et al. (2012), did not find support for this mediation.

This inconsistency highlights several critical gaps:

- **Mediation Consistency:** The mixed findings regarding organisational commitment as a mediator suggest that it may not always function as the central mediating mechanism. Future research should explore whether organisational commitment consistently mediates across different internal marketing strategies and outcomes, or if other mediators (e.g., employee motivation, empowerment) might play a more significant role.
- **Alternative Mediators:** Given the inconsistent findings related to organisational commitment, there is a need for studies that test other potential mediators, such as job satisfaction, motivation, and empowerment. Understanding these alternate pathways is crucial for enhancing the effectiveness of internal marketing strategies and ensuring that they have a measurable impact on employee outcomes.

Taken together, while the existing literature offers valuable insights into the effects of internal marketing on organisational commitment, employee performance, and psychological well-being, several critical gaps remain. These include exploring the specific impact of internal marketing on subtypes of organisational commitment, investigating the mediating role of variables such as motivation and empowerment, and directly measuring the effects on employee well-being. Addressing these gaps will enhance our understanding of how internal marketing strategies shape employee outcomes, ultimately leading to more effective organisational practices.

The analysis of the 10 studies reveals key patterns. The most commonly examined internal marketing strategies include rewards/incentives and communication, each mentioned in three studies, followed by development/soft development, vision, promotion, support, and training, each mentioned in two studies. Three studies did not specify the internal marketing strategy used in their abstracts. Regarding outcomes, organisational commitment was the most frequently measured, appearing in eight studies, followed by job performance (three studies), service quality (two studies), and single studies examining market orientation, well-being, organisational identification, motivation, and empowerment. All 10 studies reported a positive effect or correlation between internal marketing strategies and the outcome variables assessed.

Mediation by organisational commitment was tested in four studies, with three finding evidence of mediation, while one study did not. Additionally, one study explored the moderating effect of cultural alignment. In terms of effect sizes, two studies reported moderate to strong effects, one reported a very strong effect, and one reported strong effects. One study reported positive correlations but did not provide specific effect size statistics. Statistical significance was reported in seven studies, with two studies showing p-values less than 0.01 and one study reporting a p-value less than 0.05. Statistical significance data were not available for three studies.

Table 2: Studies on the Effects of Internal Marketing Strategies

Study	Internal Marketing Strategy	Outcome Variable	Effect Size/ Direction	Statistical Significance
Chiu et al., (2020)	Internal Marketing	Organisational commitment, job performance	Positive effect; organisational commitment partially mediates the effect on performance	No mention found
Tsai and Wu (2011)	Internal Marketing	Organisational commitment, service quality	Significant positive impact; organisational commitment mediates the effect on service quality	No mention found
Caruana and Calleya (1998)	Development, reward, vision	Organisational commitment (affective, continuance, normative)	Moderate to strong (adjusted $R^2 = 0.185-0.305$); strongest for affective commitment	Significant
Amangala and Wali (2013)	Promotion, reward systems	Affective organisational commitment, performance	Positive, significant impact on both	Significant
Abd-Elmageed et al., (2021)	Product, price, promotion, people, processes	Organisational commitment	$R^2 = 0.764$ (very strong); positive effect	Significant
Alshura et al., (2016)	Rewards, support, communication, training, empowerment	Organisational commitment	Correlation coefficient $r = 0.499$, $R^2 = 0.249$; rewards/incentives strongest ($\beta = 0.368$)	Significant (p-value < 0.01)
Baej et al., (2024)	Soft development, welfare, support, communication	Organisational commitment	Significant direct and mediated effects; moderation by cultural alignment	Significant
Zaman et al., (2012)	Internal Marketing	Organisational commitment, market orientation, performance	Significant direct effect; mediation not supported	Significant
Raj (2020)	Internal branding	Psychological, physical, etc. well-being	Positive correlations; effect size/statistics not found	No mention found

Study	Internal Marketing Strategy	Outcome Variable	Effect Size/ Direction	Statistical Significance
Boukis et al., (2015)	Training, incentives, vision, communication	Organisational identification, motivation, empowerment, service quality	Gamma coefficient $\gamma = 0.93$ (internal marketing adoption), $\gamma = 0.61-0.84$ (employee outcomes), $\gamma = 0.19-0.23$ (customer outcomes)	Significant (p-value < 0.01, p-value < 0.05)

Cross-Industry and Contextual Considerations

The analysis of the studies reveals notable patterns across industries, highlighting both commonalities and sector-specific nuances in the effects of internal marketing strategies. In the sport and fitness sector, Chiu et al. (2020) found that internal marketing strategies lead to positive outcomes in terms of organisational commitment, employee performance, and psychological well-being, with organisational commitment mediating the effect on performance. In healthcare, Tsai and Wu (2011) reported that internal marketing strategies significantly enhanced organisational commitment and service quality among nursing staff, with organisational commitment acting as a mediator. Within the banking sector, Caruana and Calleya (1998) and Zaman et al. (2012) found strong effects on organisational commitment, particularly the affective commitment dimension, and on customer service quality through employee outcomes. The aviation sector, particularly studies from Amangala and Wali (2013) and Baej et al. (2024), revealed the effectiveness of internal marketing strategies, such as promotion, rewards, and communication, in both Nigerian and Iraqi aviation contexts, with evidence of mediation and moderation effects, especially with regard to cultural alignment. Alshura et al. (2016) in the insurance sector observed that internal marketing practices, particularly rewards and incentives, were linked to significant improvements in organisational commitment. In Egyptian airlines, Abd-Elmageed et al. (2021) found that internal marketing explained a large proportion of the variance in organisational commitment, though certain elements like distribution and physical evidence were not significant. Finally, Raj (2020) explored Indian services and found that internal branding was linked to positive well-being outcomes, though measurement was less specific in this case.

These findings point to the widespread effectiveness of internal marketing strategies across different industries, with a consistent positive impact on organisational commitment and related outcomes. However, several contextual factors should be noted when considering the generalizability of these results. A common limitation across the studies is the over reliance on cross-sectional designs and self-reported measures, which weaken the ability to draw strong causal conclusions. For example, Chiu et al. (2020) and Alshura et al. (2016) both used cross-sectional surveys, which limit insights into the long-term effects of internal marketing strategies. Furthermore, while Raj (2020) provided direct measurement of psychological well-being in the Indian services sector, this approach was an exception, as most studies did not explicitly measure well-being outcomes. The absence of direct well-being measurement across most studies constitutes a significant gap in understanding the broader effects of internal marketing strategies.

These observations highlight both the broad applicability of internal marketing strategies across sectors and the need for more robust study designs. The existing studies provide consistent evidence of positive associations between internal marketing strategies and employee outcomes, yet the reliance on correlational data and cross-sectional designs limits the ability to establish causal relationships. Future research should consider longitudinal approaches and

integrate more direct measures of employee well-being to strengthen the evidence base and better understand the long-term effects of internal marketing.

Implications for Future Research

The findings from this bibliographic review have significant implications for future research in the field of internal marketing. First, the consistent positive effects of internal marketing strategies on organisational commitment, employee performance, and well-being underscore the importance of further investigating the mechanisms that drive these relationships. Researchers should delve deeper into sector-specific factors and organisational characteristics that may moderate the effectiveness of internal marketing strategies. For instance, the varied effects across industries such as banking, aviation, and healthcare suggest that the impact of internal marketing may not be universal and should be studied in different contexts to determine the conditions under which these strategies are most effective.

Additionally, there is a notable gap in the literature concerning the subtypes of organisational commitment (e.g., affective, normative, continuance commitment). While affective commitment is frequently impacted by internal marketing strategies, the influence on other types remains underexplored. Future studies could examine the differential effects of internal marketing on each of these subtypes, providing a more nuanced understanding of how commitment develops across various organisational contexts.

Another critical area for future research is the direct measurement of psychological well-being. Although some studies have inferred well-being improvements through outcomes like motivation or job satisfaction, only one study directly measured this outcome. There is a clear need for research that investigates how internal marketing strategies affect various dimensions of employee well-being, including mental health, work-life balance, and overall job satisfaction. Understanding these direct links would enhance our knowledge of internal marketing's broader impact on employee outcomes beyond organisational commitment and performance.

Finally, mediation and moderation effects are key areas where future research could build on existing findings. While organisational commitment has been identified as a mediator in several studies, the consistency of this mediation is still debated. There is potential to explore other mediators, such as employee motivation or empowerment, which may play a more significant role in translating internal marketing efforts into improved outcomes. Additionally, examining moderating variables, like cultural alignment or organisational culture, could help identify when and why internal marketing strategies work more effectively in specific settings.

Limitations

While this review provides valuable insights into the current state of research, it also has several limitations. The majority of the studies included rely on cross-sectional designs, which limit the ability to draw causal conclusions about the relationship between internal marketing strategies and employee outcomes. Self-reported data are also common, which introduces the potential for bias, affecting the reliability and validity of the findings.

Moreover, the heterogeneity in internal marketing strategies and outcome variables examined across studies makes it challenging to generalise findings universally. Different studies used various definitions of internal marketing, leading to inconsistencies in how strategies were categorised and implemented. Future research could address these inconsistencies by

developing standardised definitions and frameworks for both internal marketing strategies and outcome variables.

Lastly, the underrepresentation of certain outcome variables, such as psychological well-being, in the literature poses a significant gap. There is a need for research that directly measures the impact of internal marketing on employees' mental health and emotional well-being, as this would offer a more holistic understanding of the broader effects of internal marketing beyond organisational commitment and performance.

Conclusion

In conclusion, the literature provides strong evidence of the positive effects of internal marketing on organisational commitment, employee performance, and well-being. However, significant gaps remain, particularly concerning the differential impact of internal marketing on various subtypes of organisational commitment, psychological well-being, and the mediating role of other employee-related factors such as motivation and empowerment. Moreover, the sector-specific findings point to the need for more industry-focused research, as the effectiveness of internal marketing strategies may vary depending on contextual factors. Addressing these gaps in future research will contribute to a more comprehensive understanding of internal marketing's impact on organisational success, leading to improved strategies and outcomes across diverse organisational settings.

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