

Rebalancing the public sector equation in Tanzania: The influence of internal marketing strategies in enhancing public service delivery through employee motivation and attitudinal alignment

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ABSTRACT

This study examined the influence of internal marketing practices (strategies) in enhancing public service delivery through employee motivation, job satisfaction, and organizational commitment in Tanzanian public institutions. Despite decades of reforms, service inefficiencies persist due to a limited focus on internal workforce support. The targeted population was all public servants who were working in public institutions in Tanzania. Guided by the Services Marketing Triangle Model, the study employed a cross-sectional design with a sample of 443 pensionable public servants selected through convenience sampling from eight regions. Data were collected via structured questionnaires and analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM). The findings reveal that internal marketing practices significantly impact employee motivation ($\beta = 0.033$, $p < 0.001$), job satisfaction ($\beta = 0.030$, $p < 0.001$), and organizational commitment ($\beta = 0.031$, $p < 0.001$), leading to improved service delivery performance ($\beta = 0.033$, $p < 0.001$). Indirect effects confirm that internal marketing enhances performance through motivation, satisfaction, and commitment, highlighting the importance of internal strategies for service quality in Tanzanian public institutions. The study concludes that internal marketing is a critical, yet underutilized, strategy for sustainable public service improvement. The study thus recommends integrating internal marketing into HR policies, rebalancing reforms to include employees' support, and incorporating internal marketing indicators into performance evaluations. Theoretically, the study extends the Services Marketing Triangle to public sector contexts, offering empirical insights and actionable strategies for institutional and policy-level reforms in Tanzania.

Keywords: Attitudinal Alignment, Employee Motivation, Internal Marketing, Public Service Delivery

1. INTRODUCTION

Tanzania's public sector plays a critical role in delivering essential public services across various ministries, departments, and agencies. Public servants in these offices are responsible for implementing government policies and attending to citizen needs in areas such as health, education, water, agriculture, and infrastructure. Despite a series of reforms and investments aimed at modernizing the sector, citizens continue to experience inefficiencies, delays, and poor responsiveness in service delivery, especially in local government offices and other public institutions (United Republic of Tanzania [URT], 2020a). These service gaps erode public trust and raise concerns about the capacity and commitment of frontline public servants. Addressing these challenges requires more than administrative restructuring; it calls for an internal transformation focused on employee engagement, motivation, and organizational alignment.

One of the main problems affecting public service delivery in Tanzania is that many public institutions focus extensively on promoting services to citizens but fail to invest equally in the internal marketing efforts aimed at supporting their own employees. This imbalance often results in poor service delivery, as public servants lack the motivation, training, recognition, and organizational backing necessary to perform effectively. When public institutions do not actively consider and respond to the needs of their internal workforce, the service delivery equation becomes imbalanced and ultimately compromising the quality and consistency of services provided to the public (Zeithaml et al., 2006). To improve public services, institutions must pay equal attention to the public and the employees who serve them. Public institutions must view employees as internal customers who need to be invested in, empowered, and engaged in order to fulfil their service roles effectively.

The Services Marketing Triangle Model provides a valuable lens for understanding this issue. The model outlines three interdependent relationships, which are crucial for service effectiveness: external marketing (government to citizens), internal marketing (government to public servants), and interactive marketing (public servants to citizens). In many Tanzanian public offices, government efforts have prioritized citizen-facing reforms such as awareness campaigns and service charters without strengthening internal mechanisms to support employees who deliver these services. As a result, public servants frequently lack the training, motivation, and institutional support needed to meet the expectations set by these reforms; thus, weakening the interactive marketing link, which is highly dependent on the employee's readiness and capability to fulfil the service promise (Zeithaml et al., 2006).

In this context, the internal marketing function (encompassing practices such as investing in staff career development, staff remuneration, staff recognition, teamwork, internal communication, and capacity-building, improving working environment) remains underutilized in public offices. Many government institutions have not systematically connected these internal practices to frontline performance. Although some research has examined indirect relationships between employee attitudes and organizational outcomes (Kuvaas, 2008), there is limited empirical evidence on how internal marketing practices directly influence employee service delivery in public sector settings in the context of Tanzania. In Tanzanian public offices, this knowledge gap hampers the ability of decision-makers to implement evidence-based strategies that can enhance employees' effectiveness and improve citizen experiences at service counters and other public access points.

Aligned with the goals of the Tanzania Development Vision 2025 and public service reform programs, this study investigates the direct effects of internal marketing practices on key attitudinal and behavioural outcomes of public servants, namely employee motivation (EM), job satisfaction (JS), organizational commitment (OC), and service delivery performance (SDP). Grounded in the Services Marketing Triangle Model, the research treats public servants as internal customers whose performance depends on how well they are managed and supported within the organization. This conceptual shift emphasizes that sustainable improvements in public service delivery cannot be achieved by external reforms alone; they require internal coherence and a motivated workforce at the frontline of public offices (Grönroos, 1990).

1.1 Research Hypotheses

The following hypotheses were proposed:

- Ho₁*: Internal Marketing Practices (IMP) significantly impact Employee Motivation (EM), which in turn enhances Public Servant Service Delivery Performance (ESDP).
- Ho₂*: Internal Marketing Practices (IMP) significantly impact Employee Motivation, which enhances Job Satisfaction (JS) and ultimately leads to better public servant service delivery.
- Ho₃*: Internal Marketing Practices significantly impact Employee Motivation (EM), which builds Organizational Commitment (OC) and improves public servant service delivery.
- Ho₄*: Internal Marketing Practices (IMP) impact significantly Employee Motivation (EM), which in turn increases Job Satisfaction (JS).
- Ho₅*: Internal Marketing Practices (IMP) significantly impact Employee Motivation (EM), which strengthens Organization Commitment (OC).
- Ho₆*: Employee Motivation (EM) significantly impact Organization Commitment (OC), which enhances Public Servant Service Delivery Performance (ESDP).
- Ho₇*: Employee Motivation (EM) impact significantly Job Satisfaction (JS), which enhanced service delivery performance.
- Ho₈*: Internal Marketing Practices (IMP) strengthens Organization Commitment (OC), which improves Public Servant Service Delivery Performance (ESDP).

II. LITERATURE REVIEW

2.1 Theoretical Review

In this study, the Service Marketing Triangle theory was used as the main theoretical model to explain how internal organizational strategies enhance public service delivery performance. Developed by Zeithaml et al. (2006), this model highlights the dynamic interactions among three key actors in service contexts: The organization, employees, and customers.

2.1.1 Service Marketing Triangle Theory

The theoretical model underpinning this study is the Services Marketing Triangle, developed by Zeithaml et al. (2006), which conceptualizes service delivery as a triadic relationship between the organization, employees, and customers. This model emphasizes that effective service performance is achieved through the alignment of three key types of marketing: Internal marketing, relationship between organization and employee, external marketing, the relationship between organization and customer, interactive marketing, and the relationship between employee and customer. In the context of this study, internal marketing practices (IMPs), such as the promotion of effective communication, proper empowerment, training and development, and recognition of public servants, form the backbone of the internal marketing leg, ensuring that employees are well-equipped and motivated to deliver on the organization's external service promises. According to the model, when internal support systems are strong, employees develop higher levels of motivation, job satisfaction, and organization commitment, which jointly enhance employees' morale, which is a crucial intermediary in determining the quality of service interactions with the public. This morale, in turn, influences

the effectiveness and responsiveness between employee and customers interactions, completing the interactive marketing leg. In addition, the model not only express the process over which internal efforts translate into external service success, but it also cements the understanding that public service excellence begins with employee-centred strategies.

2.2 Conceptual Framework

This conceptual framework (Figure 1) is based on the Services Marketing Triangle Model (Zeithaml et al., 2006), highlighting key interactions between the organization, employees, and customers. It examines how internal marketing practices (IMP) in Tanzanian public institutions influence service delivery by mediating employee motivation (EM), job satisfaction (JS), and organizational commitment (OC). These factors connect internal marketing efforts to improved employee service performance (ESDP), demonstrating how internal marketing acts as a strategic driver for enhancing public service. Aligning with the Triangle's principles, the framework emphasizes that strengthening employees' readiness and attitudes through internal marketing leads to better quality service interactions with citizens.



Figure 1
Conceptual Framework

The conceptual framework above (Fig-1) hypothesize specific pathways through which internal marketing drives these attitudinal and behavioural outcomes, providing a comprehensive view of the mechanisms that enhance public sector effectiveness. The framework has two interconnected pathways through which Internal Marketing Practices (IMP) enhance Customer Service Delivery Performance (CSDP): (1) IMP → Employee Motivation (EM) → Job Satisfaction (JS) → Employee Morale (EM) → CSDP, and (2) IMP → EM → Organization Commitment (OC) → Morale → CSDP. These routes illustrate how internal strategies cultivate key employee attitudes and behaviours that drive public service excellence.

In the first pathway, internal marketing activities promote employee motivation (Abbana & Hassi, 2024). Motivated employees are more likely to experience job satisfaction (Herzberg, 1966), leading to higher morale, a shared emotional state marked by enthusiasm, positivity, and confidence (Abbana & Hassi, 2024). High morale fosters resilience and proactive service behaviour, which is essential in resource-constrained public sectors. The second pathway shows that motivated employees also develop stronger organizational commitment, reflecting their loyalty and alignment with institutional values (Meyer & Allen, 1991). Committed employees feel more secure and purposeful, which further boosts morale. Furthermore, morale acts as a pivotal link connecting internal marketing to external service outcomes. Aligned with the Services Marketing Triangle (Zeithaml et al., 2006), these pathways underscore the importance of an internal leg, the existing relationship between organization and employee in supporting the interactive leg, and the relationship between employees and external customers. This aligns with the existing literature, which shows that, when employees are motivated, satisfied, and committed, their morale improves- resulting in citizen-facing interactions that are empathetic, responsive, and professional (Gounaris et al., 2024). Employee development programs are initiatives designed to enhance the skills, knowledge, and competencies of employees in an organization. These programs are crucial for talent management, as they equip employees with the tools and skills that are necessary to meet evolving industry demands and prepare them for future organizational roles (Victor, 2025). Thus, investing in internal marketing is not merely operational; it is strategic for improving public trust and service performance.

III. METHODOLOGY

3.1 Study Area

The study was conducted in eight regions of Mainland Tanzania, specifically in the regions of Dar es Salaam, Morogoro, Arusha, Kilimanjaro, Mbeya, Iringa, Mtwara, and Lindi, to capture diverse internal marketing practices

across public institutions. These regions reflect varying geographic, economic, and administrative contexts, enabling a comprehensive understanding of how internal marketing influences public service delivery. The selection enhances the generalizability of findings and aligns with national efforts to improve institutional performance through employee-centred strategies (URT, 2020a; URT, 2020b).

3.2 Research Design

This study employed a cross-sectional research design to examine the indirect effects of internal marketing practices on public service delivery in Tanzanian public institutions. The design facilitates data collection at a single point in time across diverse regions, allowing the analysis of mediated relationships without experimental manipulation (Saunders et al., 2019). Specifically, the study explored how internal marketing elements influence service delivery outcomes indirectly through mediators such as employees' satisfaction or organizational commitment. As Creswell (2014) notes, cross-sectional designs are effective for identifying such relational patterns. Structural equation modelling (SEM) is employed to assess indirect path, enabling a robust evaluation of internal marketing's role in service performance (Hair et al., 2021).

3.3 Population of the Study

The study population consisted of pensionable public servants in Tanzanian public institutions. These employees were selected because they are directly involved in service delivery and are significantly influenced by internal marketing practices such as motivation, communication, leadership support, and training. Pensionable staff typically hold long-term roles, making them suitable for evaluating the direct impact of internal marketing on public service performance. Targeting this group ensures that the study captures meaningful insights on how internal strategies affect service outcomes. As Creswell (2014) notes, aligning the population with the research focus enhances the validity and generalizability of the findings.

3.4 Sample Size and Sampling Procedures

3.4.1 Sample Size

This study used a sample of 443 pensionable public servants from Tanzanian public institutions to investigate the indirect effects of internal marketing practices on public service delivery. Utilizing Partial Least Squares Structural Equation Modelling (PLS-SEM), the minimum recommended sample size was 360 respondents based on 36 indicators across five constructs, including mediators such as Job Satisfaction and Organizational Commitment (Sarstedt et al., 2019). The larger sample size improves statistical power and model stability when assessing both direct and indirect paths (Hair et al., 2021). This robust sample mitigates data non-normality and enhances the generalizability of findings across diverse institutional contexts (Boomsma & Hoogland, 2001).

3.4.2 Sampling Procedure

This study employed a non-probability convenience sampling technique to select 443 pensionable public servants from various public institutions across Tanzania. Respondents were chosen based on their accessibility and willingness to participate, ensuring efficient data collection within the constraints of time and resources (Etikan et al., 2016). The sample was drawn from multiple regions and different types of public institutions to reflect a diverse range of institutional contexts, employees' experiences, and public service delivery environments, thereby enhancing the representativeness of internal marketing practices across the public sector.

3.5 Data Collection Procedures

Data were collected using a structured questionnaire designed to measure internal marketing practices and their indirect effects on public service delivery among pensionable public servants in Tanzanian public institutions. The questionnaire was developed based on validated instruments from organizational behaviour and internal marketing research (Foreman & Money, 1995; Lings & Greenley, 2010), ensuring relevance and reliability. To maximize response rates and accommodate respondent preferences, a mixed-mode survey approach was employed, combining both paper-based and online questionnaires (Smyth & Christian, 2014). Ethical protocols were strictly followed, including obtaining informed consent, ensuring voluntary participation, maintaining respondent anonymity, and guaranteeing data confidentiality. Participants were informed of their right to withdraw at any time, and enumerators were trained to conduct respectful and culturally sensitive interactions, upholding ethical standards throughout the process (Bryman & Bell, 2015).

3.6 Data Analysis Procedures

Data collected from pensionable public servants were analysed using SPSS for descriptive statistics, providing demographic insights and profiling respondents. For inferential analysis, the study employed SmartPLS 4 to conduct Partial Least Squares Structural Equation Modelling (PLS-SEM), a method suitable for examining indirect (mediated) relationships within complex models involving latent variables (Hair et al., 2021; Sarstedt et al., 2022). The model tested how internal marketing practices indirectly influence public service delivery through mediators such as employee motivation, job satisfaction, and organizational commitment. Bootstrapping techniques were used to assess the significance of indirect paths, evaluating mediation effects through path coefficients, standard errors, and t-values (Preacher & Hayes, 2008; Hair et al., 2017). PLS-SEM was selected due to its robustness with small to medium samples and its tolerance of data non-normality, making it ideal for public sector research settings (Ramayah et al., 2016; Hair et al., 2019).

IV. FINDINGS & DISCUSSION

4.1 Profile of the Respondents

Understanding respondents' demographics is essential in assessing how internal marketing impacts job satisfaction, commitment, and performance in public sector organizations. Key variables (age, gender, education, institution type, and experience) provide context for employees' perceptions and behaviours. These insights support the development of targeted internal marketing strategies. Table 1 summarizes the demographic distribution of the study participants.

Table 1

Demographic Characteristics of Respondents (n=443)

Variable	Observable Items	Frequency	Percentage
Age of Respondents	18-35 (Youth Age)	116	26.2
	36-55(Adult Age)	183	41.3
	56 and Above (Old Age)	144	32.5
Gender of Respondents	Male	239	54
	Female	204	46
Education Level of Respondents	Diploma Level	60	13.5
	Bachelor Degree Level	200	45.1
	Master Degree Level	141	31.8
	PhD Degree Level	42	9.5
Public Sector	Academic Institution	291	65.9
	Local Government Institution	85	19.2
	Agricultural Institution	34	7.7
	Transport Institution	20	4.5
	Broadcast Institution	5	1.1
	Infrastructure Institution	8	1.8
Working Experience of Respondents	Less than 1 Year	53	12
	1-5 Years	172	38.2
	6- 10 Years	97	21
	11 – 15 Years	76	17.2
	16 Years and Above	45	10.2

Results for the age distribution in Table 1 show that most respondents are adults (36–55 years, 41.3%) and old employees (56+, 32.5%), indicating a mature and likely experienced workforce. This age composition is favourable for internal marketing strategies focusing on empowerment, recognition, and development. Tailoring communication and support to the needs of different age groups can enhance job satisfaction and organizational commitment, which are key mediators in boosting performance (Berry & Parasuraman, 1991).

Results in Table 1 indicate that gender distribution is relatively balanced (54% males, 46% females), emphasizing the need for gender-sensitive internal marketing approaches. Fair and inclusive practices, such as equitable training opportunities and flexible work policies, can strengthen employee motivation and align with the internal marketing leg of the Services Triangle by fostering commitment and engagement across genders (Ahmed & Rafiq, 2003).

Educationally, the workforce is highly qualified, with 45.1% holding bachelor's degrees and 31.8% with master's degrees. This reflects strong intellectual capacity and expectations for meaningful work and growth. Internal marketing should focus on career development, intellectual engagement, and transparent communication to support



these needs. Educated staff, as part of the interactive marketing arm, play a key role in delivering quality public services (Grönroos, 2007).

Results in Table 1 depict that the majority (65.9%) of the respondents work in academic institutions, suggesting that internal marketing practices in the education sector heavily influence the findings. These institutions require strategies that support autonomy, recognition, and professional development to motivate employees, which in turn enhances service quality and organizational image (Berry & Parasuraman, 1991).

Regarding work experience, most respondents have 1–5 years (38.2%), followed by 6–10 years (21%) and 11–15 years (17.2%). This indicates a moderately experienced workforce. Engaged long-serving employees often act as internal brand advocates. Internal marketing should target recognition and involvement in decision-making to leverage its potential as a driver of service excellence (Lings & Greenley, 2005).

4.1.1 Measurement Model Assessment

The first step in evaluating PLS-SEM results involves examining the measurement models (Hair et al., 2019). In this particular case, the assessment of the PLS-SEM model begins with the assessment of the reliability and validity of the measurement model for quality guarantee. The variables for the current study were reflective of these five criteria used in assessing the measurement model, as presented in Table 2.

Table 2
Measurement Model Assessment

Latent Variables	Convergent Validity			Internal Consistence Reliability		
	Observable Items	Outer Loadings	Average Variance Extracted (AVE)	Cronbach's Alpha (α)	Reliability (ρa)	Composite Reliability (ρc)
		> 0.708	> 0.50	> 0.708 – 0.90	> 0.708	> 0.708 – 0.95
Internal Marketing Practice (IMP)	Strength of Leadership Support (IMP6)	0.787	0.686	0.847	0.848	0.897
	Reward Systems (IMP7)					
	Employee Recognition (IMP8)	0.827				
	Fairness and Transparency of Reward System (IMP9)	0.849 0.848				
Job Satisfaction (JS)	Work Environment (JS1)	0.843	0.676	0.839	0.840	0.893
	Workplace Safety and Comfort (JS2)	0.872				
	Job Role (JS3)	0.768				
	Organization Supports (JS6)	0.803				
Organization Commitment (OC)	Affective Commitment (OC1)	0.788	0.621	0.848	0.859	0.891
	Sense of Organization Belongingness (OC2)	0.780				
	Continuance Commitment (OC4)	0.713				
	Normative Commitment (OC5)	0.800				
	Value-driven Commitment (OC6)	0.853				
Employees Motivation (EM)	Motivation (ME1)	0.796	0.695	0.927	0.927	0.941
	Perceived Work Value (EM2)	0.853				
	Job Involvement (EM3)	0.842				
	Engagement (EM4)	0.838				
	Job Immersion (EM5)	0.832				
	Work Engagement (EM6)	0.842				
	Absorption and Dedication (EM7)	0.831				
Employee Service Delivery Performance (ESDP)	Service Quality (ESDP1)	0.751	0.628	0.901	0.902	0.922
	Service Delivery Effectiveness (ESDP2)					
	Work Process Effectiveness (ESDP4)	0.770				
	Goal Achievement (ESDP5)	0.819				
	Strategic Alignment and Performance (ESDP6)	0.882				
	Responsiveness (ESDP7)	0.777				
	Public Engagement Responsiveness (ESDP8)	0.824				
		0.781				

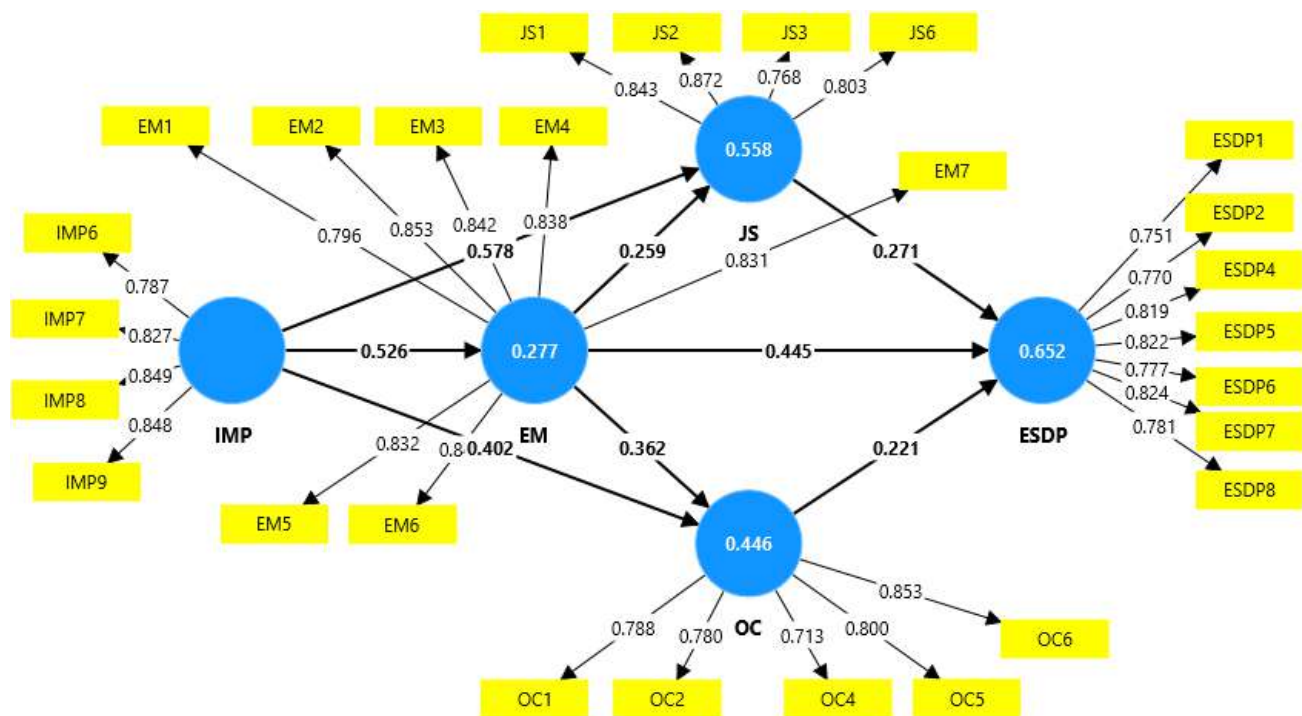


Figure 1
PLS-SEM Model for Analysis

In this study, the observable items ESDP3 (Employee Service Delivery Performance), IMP1–IMP5 (Internal Marketing Practices), JS4 and JS5 (Job Satisfaction), and OC3 (Organizational Commitment) were removed due to low factor loadings, indicating weak associations with their respective latent constructs in both the measurement and structural models. Such items are typically excluded when their standardized loadings fall below the recommended threshold of 0.5 or 0.7, as they may compromise reliability and convergent validity (Hair et al., 2019). Removing these underperforming indicators helped to enhance the model’s construct validity, internal consistency, and overall fit, thereby improving the accuracy and clarity of the study’s findings (Hair et al., 2019; Fornell & Larcker, 1981).

Table 3
Discriminant Validity (HTMT) Values

Latent Variable	1	2	3	4	5
1.EM					
2.ESDP	0.792				
3.IMP	0.588	0.694			
4.JS	0.636	0.773	0.842		
5.OC	0.627	0.745	0.680	0.792	

The measurement model from Table 2 demonstrates a strong construct validity across all key relationships. Internal Marketing Practices (IMP) exhibit high convergent validity, with outer loadings ranging from 0.787 to 0.849 and an AVE of 0.686, indicating a well-established construct (Hair et al., 2017). Similarly, Job Satisfaction (JS), Organizational Commitment (OC), Employee Motivation (EM), and Employee Service Delivery Performance (ESDP) all indicate AVE values between 0.621 and 0.695, exceeding the recommended threshold of 0.50. These findings validate the constructs' effectiveness and align with the Services Marketing Triangle framework, particularly in public sector settings where internal marketing enhances employee alignment and service delivery (Grönroos, 2007).

Discriminant validity is well supported through both the Heterotrait-Monotrait (HTMT) ratio and the Fornell-Larcker criterion. All HTMT values, from Table 3, fall below the 0.85 threshold, confirming that the constructs are empirically distinct (Henseler et al., 2015). The Fornell-Larcker analysis further supports this, with each construct’s square root of AVE exceeding its correlations with other constructs, reinforcing the conceptual independence of EM, IMP, JS, OC, and ESDP (Fornell & Larcker, 1981). This ensures that each construct uniquely captures its intended dimension.

Reliability results indicate a strong internal consistency across all constructs. IMP demonstrates high reliability, and EM, in particular, shows excellent internal consistency with a Cronbach’s α of 0.927 (Nunnally & Bernstein, 1994). JS, OC, and ESDP also report that there being acceptable to strong reliability, with AVE values well above 0.60. These

metrics confirm that the constructs consistently reflect their underlying variables. In public service contexts, where intrinsic motivation and organizational commitment are essential, such measurement reliability reinforces the validity of the model. Collectively, these findings enhance the robustness and applicability of the Services Marketing Triangle in public sector research and practice

There are no major concerns at this stage. If the measurement models meet all the required criteria, researchers then need to assess the structural model (Hair et al., 2017). Therefore, this provides a solid foundation for proceeding to the structural model assessment.

4.1.2 Structural Model Assessment

When the measurement model assessment is satisfactory, the next step in evaluating PLS-SEM results is assessing the structural model (Hair et al., 2019). In this particular context, after confirming the reliability and validity of the measurement model in this study, the structural model assessment was conducted next. The assessment model covers the collinearity, R^2 , PLS prediction, and path coefficient (Sarstedt et al., 2022).

The model demonstrates strong predictive relevance and explanatory power, affirming the effectiveness of internal marketing in shaping public organization performance. Q^2 values indicate that all key endogenous constructs (Job Satisfaction (0.504), ESDP (0.363), Organizational Commitment (0.344), and Employee Motivation (0.269) exceed the acceptable threshold of 0.25, confirming meaningful predictive relevance (Hair et al., 2017). The R^2 values further support this, with ESDP (0.652) and JS (0.558) showing substantial explained variance, while OC (0.446) and EM (0.227) indicate moderate explanatory power (Cohen, 1988). These results validate the mediating roles of JS and OC in linking internal marketing to performance outcomes. The model demonstrates strong predictive relevance and explanatory power, with all Q^2 values above 0.25 and substantial R^2 values for key constructs. VIF values are below 5, indicating no multicollinearity, and the SRMR value of 0.069 confirms good model fit. These findings support the effectiveness of internal marketing in improving public sector performance through satisfaction and commitment. Additionally, the model fit index (SRMR = 0.069) falls well below the 0.08 benchmark, indicating a good model fit and confirming the structural integrity of relationships among internal marketing, satisfaction, commitment, and service delivery (Hu & Bentler, 1999). Collectively, the findings reinforce the theoretical and empirical robustness of the proposed model in public sector contexts.

Table 4

Established Special Indirect Effects Relationships

<i>Hypothesis</i>	<i>β</i>	<i>T</i>	<i>P-values</i>	<i>Decision</i>
H1: IMP -> EM -> ESDP	0.033	7.072	0.000	<i>Accepted</i>
H2: IMP -> EM -> JS -> ESDP	0.010	3.537	0.000	<i>Accepted</i>
H3: IMP -> EM -> OC -> ESDP	0.013	3.331	0.000	<i>Accepted</i>
H4: IMP -> EM -> JS	0.030	4.613	0.000	<i>Accepted</i>
H4: IMP -> EM -> OC	0.031	6.128	0.000	<i>Accepted</i>
H5: EM -> OC -> ESDP	0.023	3.556	0.000	<i>Accepted</i>
H6: EM -> JS -> ESDP	0.019	3.787	0.000	<i>Accepted</i>
H7: IMP -> OC -> ESDP	0.025	3.563	0.000	<i>Accepted</i>
H8: IMP -> JS -> ESDP	0.033	4.683	0.000	<i>Accepted</i>

Relationships are significant at $p < .05$, β : Beta Coefficient; T: t – Statistics; P: Probability (P) value. Q^2 : EM (0.269); ESDP (0.363); JS (0.504), OC (0.344); R^2 : ESDP (0.652); JS (0.558), EM (0.227). OC (0.446); Model fit: SRMR = 0.069.

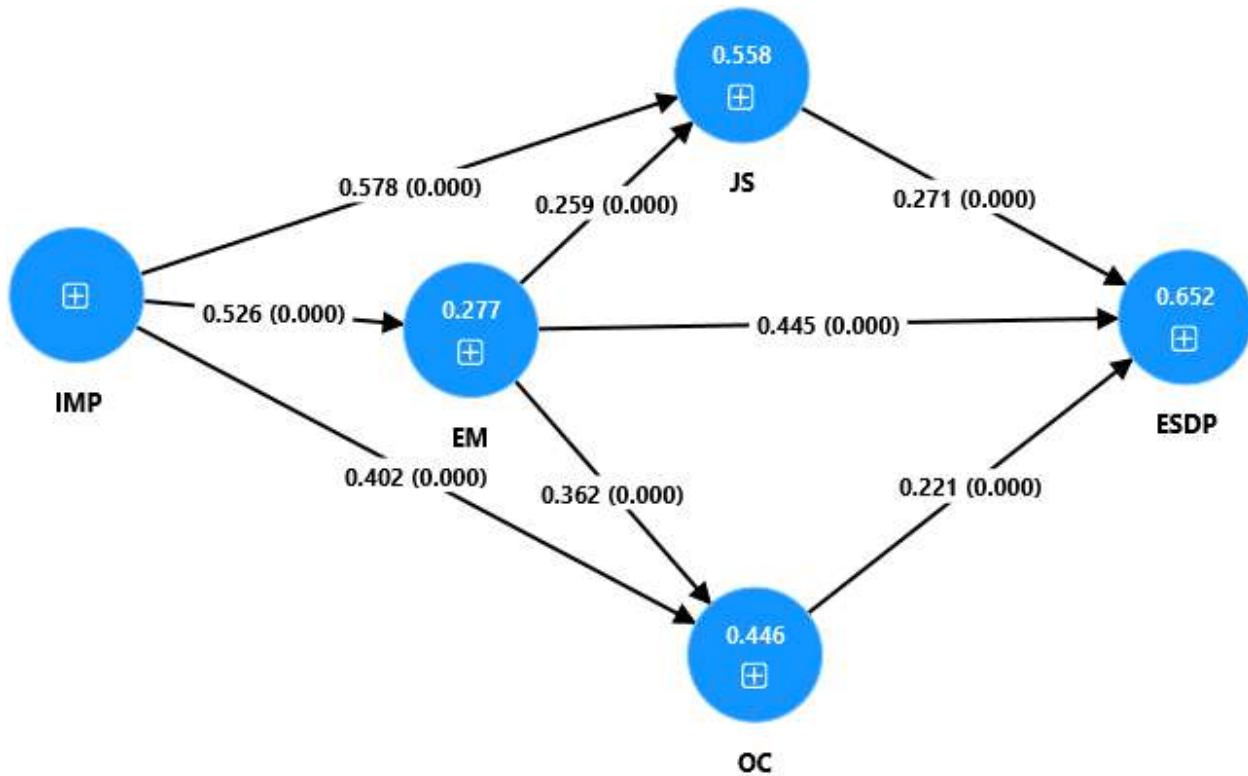


Figure 2
Structural Model Results of Internal Marketing and Service Delivery Performance

4.2 Discussion

The study tested all hypotheses using 10,000 subsamples and applied a 0.05 significance level to assess the structural model paths. The findings from Table 4 show that the indirect relationship between Internal Marketing Practices (IMP) and Employee Service Delivery Performance (ESDP) through Employee Motivation (EM) is positive and statistically significant ($\beta = 0.234, t = 7.072, p < 0.001$). Thus, Hypothesis H1a is accepted. This finding suggests that internal marketing significantly boosts employee motivation, which subsequently leads to improved service delivery. The Services Marketing Triangle (Grönroos, 2007) affirms that employees must be internally supported to effectively deliver on external service promises. Motivation acts as a bridge between internal efforts and customer-facing performance (Ahmed & Rafiq, 2003). Consequently, motivated employees deliver better services, which enhances overall organizational service performance. However, many public institutions in Tanzania have entirely focused on external marketing while neglecting internal efforts—resulting in continued public dissatisfaction with service delivery.

The sequential mediation from IMP to ESDP via EM and Job Satisfaction (JS) is positive and significant ($\beta = 0.037, t = 3.537, p < 0.001$). Therefore, Hypothesis H1b is accepted. This path illustrates that internal marketing enhances motivation, which leads to higher job satisfaction, and ultimately improves service delivery. Herzberg’s motivation-hygiene theory (1966) supports this observation by asserting that intrinsic motivators such as recognition and meaningful work elevate satisfaction and productivity. This cascading effect reflects the attitudinal alignment emphasized in the Services Marketing Triangle. When satisfaction increases, so does employee performance and ultimately benefiting the organization. Unfortunately, many Tanzanian public institutions have undervalued this internal pathway, thus weakening service quality.

This indirect effect is statistically significant and positive ($\beta = 0.042, t = 3.331, p = 0.001$). Accordingly, Hypothesis H1c is accepted. The result indicates that IMP drives motivation, which fosters stronger Organizational Commitment (OC), leading to better service delivery. According to Meyer and Allen’s (1991) Commitment Model, motivated employees become emotionally attached and loyal, improving how they engage with customers. This mirrors the Services Marketing Triangle, where internal alignment fuels external excellence. Consequently, such commitment enhances employee performance and organizational outcomes. Tanzanian public institutions, however, have largely ignored this internal dynamic, which contributes to persistently poor service delivery.

The effect of IMP on JS through EM is positive and statistically significant ($\beta = 0.136, t = 4.613, p < 0.001$). Hence, Hypothesis H2a is accepted. This relationship confirms that internal marketing builds motivation, which directly improves job satisfaction. When employees feel valued, their satisfaction rises, leading to better engagement and service

orientation (Gounaris, 2008). In the context of the public sector, this process is vital, as satisfied employees are more likely to uphold institutional values. Ultimately, improving satisfaction through internal marketing enhances service performance. Sadly, most public institutions in Tanzania still neglect these internal elements, limiting their service effectiveness.

The indirect effect is positive and significant ($\beta = 0.191, t = 6.128, p < 0.001$). Therefore, Hypothesis H2b is accepted. Internal marketing strengthens motivation, which leads to higher organizational commitment. This is supported by studies such as Perry and Wise (1990), who note that mission-driven public employees exhibit greater commitment when their intrinsic motivations are supported. Strengthening commitment through internal marketing improves employee loyalty and service consistency. In Tanzanian public institutions, where commitment is crucial to performance, neglecting internal marketing continues to erode service quality and organizational effectiveness.

The mediation of OC in the link between EM and ESDP is positive and significant ($\beta = 0.080, t = 3.556, p < 0.001$). Thus, Hypothesis H3a is accepted. Motivated employees become more committed, and this commitment leads to improved service delivery. This reflects the Services Marketing Triangle's internal-external performance loop (Grönroos, 2007). Similarly, Meyer and Allen (1991) affirm that committed employees are more productive and customer-focused. As public organizations in Tanzania strive to improve citizen satisfaction, addressing internal drivers, such as motivation and commitment, becomes essential but yet often overlooked.

The indirect effect is positive and statistically significant ($\beta = 0.070, t = 3.787, p < 0.001$). Therefore, Hypothesis H3b is accepted. Employee motivation leads to increased job satisfaction, which ultimately enhances service delivery. This supports Herzberg's (1966) view that motivation drives satisfaction, which then translates into better task performance. In public sector environments, where employee morale often lags, this internal linkage is critical. Unfortunately, Tanzanian public institutions frequently focus outward, overlooking the internal conditions necessary for sustained performance improvements.

The mediation effect is positive and significant ($\beta = 0.089, t = 3.563, p < 0.001$). Accordingly, Hypothesis H4a is accepted. Internal marketing directly enhances organizational commitment, which improves service delivery. In the public sector, committed employees exhibit more responsible and proactive service behaviours (Perry & Hondeghem, 2008). This relationship underscores the need for internal support structures to enhance external performance. However, in Tanzania, the disproportionate emphasis on external reforms has left internal marketing underdeveloped and contributing to systemic service underperformance.

The findings show a significant and positive indirect effect of Internal Marketing Practices (IMP) on Employee Service Delivery Performance (ESDP) through Job Satisfaction (JS) ($\beta = 0.156, p < 0.001$), confirming Hypothesis H4b. This implies that supportive internal practices enhance job satisfaction, which in turn improves service delivery. Supported by Herzberg's theory and the Services Marketing Triangle, satisfied employees are more engaged and productive. However, Tanzanian public institutions often neglect internal marketing, focusing instead on external efforts, and contributing to continued poor service. A balanced focus on both internal and external marketing is essential to improve overall public service performance.

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

This study highlights the overlooked yet critical role of internal marketing practices (IMP) in improving public service delivery performance in Tanzania. The findings reveal that employee motivation, job satisfaction, and organizational commitment significantly mediate the relationship between internal marketing and employee service delivery performance (ESDP). The study provides clear evidence that strengthening internal mechanisms (such as communication, recognition, and personnel development) can enhance attitudinal alignment and performance. Currently, it appears that many Tanzanian public institutions disproportionately emphasize external marketing while neglecting internal dynamics. This imbalance has contributed to persistent underperformance and public dissatisfaction. A strategic shift is needed, focusing on internal marketing as a vehicle for sustainable public sector reform and service excellence.

5.2 Recommendations

Based on the study's findings, this paper recommends that policymakers and public sector organizations in Tanzania integrate internal marketing into HR policies to boost employee motivation, which will improve service delivery performance. Specifically based on the study findings, job satisfaction and organizational commitment are very critical internal drivers of service delivery quality, a public institution should solidly invest in these dimensions. To ensure that there are more durable improvements on service delivery within public institutions, reforms must recognize employees as co-creators of service quality, not just as executors of externally imposed mandates. Furthermore, policymakers should reorient public service reform programs to balance external service improvements with strategic

investments in internal workforce support. The improvement should include employee welfare initiatives (such as employee's payments, carrier development, working environment, and employee recognition), leadership development, and participatory decision-making mechanisms that empower and engage public servants at all levels. Also, the study recommends that public institutions should adopt performance evaluation systems that will incorporate internal marketing indicators, such as employee motivation, job satisfaction, internal communication effectiveness, and organizational commitment. Doing so will allow public institutions to proactively identify and address internal challenges, enabling a more responsive, accountable, and high-performing public service system. However, based on the findings that internal organizational conditions are strong predictors of external service delivery performance, the study recommends that there is a need for more inclusive performance monitoring in public institution. This should include tracking customer-facing outcomes ignores the underlying workforce factors that shape public satisfaction and service effectiveness.

Disclosure statement

The author declares no conflict of interest.

Declaration of AI Usage

The author acknowledged that AI tool for academic (Trinka) was used only for grammar checking not for generating research findings. The author would like to take full responsibility for the content, analysis, and conclusions presented in this paper.

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