

The Impact of Implementing Digital Marketing in Public Administration on The Quality of Public Services and Public Satisfaction

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ABSTRACT

This study aims to analyze the impact of digital marketing implementation in public administration on the quality of public services and public satisfaction. The research employs a qualitative approach using case studies of government agencies that have integrated digital technology into their public services. Data collection methods include in-depth interviews, documentation studies, and statistical data analysis related to digital platform usage and public interactions. The findings indicate that digital marketing—encompassing social media, web-based applications, and data-driven marketing—plays a pivotal role in enhancing transparency, improving service efficiency, and strengthening interactions between government and society. Despite challenges such as limited infrastructure and low levels of digital literacy, the application of digital marketing has demonstrated a significant positive impact on public satisfaction with public services. This research offers important implications for the formulation of digitalization policies in public administration and provides a valuable contribution to the literature on digital marketing in the public sector.

Keywords: Digital Marketing, Public Administration, Public Services, Community Satisfaction.

I. Introduction

The introduction serves as the gateway to your research, providing readers with the necessary context, significance, and objectives. This section begins with a broad overview of the research topic, highlighting its importance and relevance to the field. Current trends, unresolved issues, and controversies in the area of study are discussed, supported by recent and relevant literature. This approach demonstrates awareness of the field's state and establishes the research gap your study intends to fill. In the era of digital transformation, which is advancing at an increasingly rapid pace, the application of digital technology has become a primary necessity not only in the private sector but also in public administration. This phenomenon is driven by society's critical demands for fast, transparent, and efficient public services (Mergel, 2016). In many countries, particularly in developing contexts, governments are adopting various digital marketing innovations as strategies to enhance public administration performance, improve public satisfaction, and build public trust. For instance, social media, web-based platforms, and mobile applications have become primary tools for disseminating information, interacting with the public, and facilitating online services (Zeng,

2019). Existing literature on digital marketing innovation demonstrates that digital technology has significant potential to improve public service quality (Kotler & Keller, 2020). Digital marketing in public administration encompasses more than just the swift and accurate delivery of information; it also fosters active public participation in decision-making processes (Mergel, 2016). Moreover, this innovation supports the establishment of a more transparent and collaborative relationship between governments and their citizens, thereby strengthening democracy and public trust (Bertot, Jaeger, & Grimes, 2010). However, most of the existing literature focuses on digital marketing applications in the private sector, with limited attention given to their implementation within public administration (Kearney et al., 2019). For example, while Brown et al. (2021) highlight the success of several government agencies in using social media to boost community engagement, they do not specifically address the effectiveness of holistic digital marketing strategies in public administration.

A key challenge lies in how governments can effectively utilize digital marketing innovations to address issues such as organizational resistance, limited digital literacy among human resources, and the digital divide within society. This aligns with findings from Welch et al. (2020), who noted that implementing digital technology in the public sector is often hindered by low levels of digital literacy among both government employees and the public. Furthermore, many governments face difficulties in measuring the impact of digital marketing on service quality and citizen satisfaction. Thus, innovative approaches are required to design digital marketing strategies that yield concrete and measurable results. The novelty of this research lies in its in-depth exploration of digital marketing innovations within the public administration sector, with a particular focus on developing countries where challenges differ significantly from those in developed nations. This study introduces a novel approach by integrating digital marketing theory with organizational change management to develop a framework tailored to the public administration sector (Andersen, 2019). As technology adoption accelerates, the public sector faces mounting challenges in effectively incorporating these changes into their organizational structures and work cultures.

The relevance of this research to the development of science is evident in its contribution to bridging the gap between theory and practice in digital marketing within the public administration context. In an increasingly dynamic digital era, there is an urgent need to expand theoretical understanding of how digital technologies can be effectively adapted by the public sector (Keller & Kotler, 2020). Additionally, this research is relevant to advancing change management theory in the context of digitalization, which is becoming increasingly critical as technology adoption grows in various aspects of public administration (Kotter, 2012). By offering an innovative strategic framework, this research aspires to serve as a reference for policymakers and practitioners in addressing the challenges of digital transformation in the public sector. A significant research gap is the lack of empirical studies examining how digital marketing innovations can be adapted within public administration, particularly in developing countries. Most existing studies emphasize technological applications without considering contextual factors such as organizational culture, human resource capacity, and local community needs. To address this gap, this research seeks to answer the following question: How can digital marketing strategies be effectively implemented in the public administration sector to enhance service quality and build public trust. The primary aim of this research is to analyze the implementation of digital marketing innovations in the public administration sector, identify the factors influencing their success, and develop a strategic framework for government agencies, especially in developing countries. This research aspires to provide both theoretical and practical contributions to the development of digital marketing strategies in public administration.

II. Literature Review and Hypothesis Development

2.1. Digital Marketing

Digital marketing refers to the use of digital technology to promote and sell products or services through various digital channels, such as the internet, social media, mobile applications, and websites. It

employs a variety of tools and techniques to reach target audiences, enhance consumer engagement, and foster stronger, more transparent relationships between organizations and their consumers. According to Kotler and Keller (2020), digital marketing encompasses all marketing activities facilitated by digital technology to interact directly with consumers, deliver added value, and create enhanced experiences. In the realm of public administration, digital marketing is centered on leveraging digital platforms to improve communication between governments and citizens while expediting the delivery of public services.

2.2. Public Administration

Public administration is a discipline that encompasses the management and implementation of public policies, as well as the delivery of public services by governments and related institutions. It involves the activities of government organizations aimed at addressing societal needs and achieving predefined social, economic, and political objectives. According to Stillman (2010), public administration is both an art and a science, focusing on strategies to manage government programs effectively and efficiently while ensuring the delivery of services to the community.

2.3. Digital Marketing Concepts in Public Administration

Digital marketing, in the context of public administration, refers to the application of digital technology to enhance communication between governments and society and facilitate access to public services. Kotler and Keller (2020) highlight that digital marketing utilizes digital platforms such as social media, websites, and applications to promote services or products, which, in this context, are applied to public services. In public administration, digital marketing serves to accelerate information dissemination, improve transparency, and enable public participation in decision-making processes (Mergel, 2016). According to Bertot et al. (2010), the use of social media in public administration not only facilitates interaction between governments and society but also increases government accountability. Similarly, Zeng (2019) emphasizes that digital platforms can help governments become more responsive to societal needs and challenges, thereby strengthening the relationship between governments and the public. However, the implementation of digital marketing in the public sector often encounters challenges such as limited infrastructure and insufficient digital literacy among human resources, particularly in developing countries (Mergel, 2016; Welch et al., 2020).

2.4. Digitalization and Change in the Public Sector

Public sector digitalization refers to the adoption of digital technology to enhance the efficiency and quality of public services. According to Andersen (2019), digitalization in the public sector extends beyond the mere application of technology; it also involves transformative changes in organizational culture and work processes. This adaptation enables governments to meet the growing demands of society for fast and efficient services. In this context, digital marketing serves as a strategic tool for disseminating information more effectively and fostering greater interaction with the public (Kotter, 2012). However, as highlighted by Kearney et al. (2019), digital transformation in the public sector often faces challenges such as resistance to change, limited resources, and the digital divide among employees and the broader society. To address these challenges, the implementation of digital marketing in public administration must be supported by effective change management. Organizations need to adapt their structures and work cultures to become more responsive to evolving demands and technological advancements.

Although digital marketing holds significant potential to enhance the quality of public services, its implementation in public administration is not without challenges. One major obstacle is resistance to change, both among government employees and the general public. Brown et al. (2021) highlight that while some government agencies have successfully utilized social media to increase community engagement, many

others struggle to fully integrate digital technology into their service strategies. Additionally, as Kotter (2012) points out, digitalization-induced changes can destabilize government organizations, as they must adapt to new technologies, structures, and methods of interacting with the public. In developing countries, the digital divide between digitally literate and non-literate citizens, combined with limited infrastructure, presents further barriers to the effective implementation of digital marketing in public administration (Mergel, 2016; Welch et al., 2020).

2.5. Digital Marketing Strategy to Improve Public Services

Implementing effective digital marketing strategies in the public administration sector can significantly enhance the quality of public services, making them faster and more efficient. Zeng (2019) highlights that the adoption of mobile applications and web-based platforms can accelerate public access to services and related information. Additionally, the government's use of social media to engage with the public fosters greater transparency and accountability, ultimately increasing public trust in government institutions (Bertot et al., 2010). However, as Kearney et al. (2019) point out, the success of digital marketing strategies relies on the government's ability to understand societal characteristics and needs, and to develop strategies that prioritize public participation. Brown et al. (2021) further stress the importance of measuring the effectiveness of digital marketing in the public sector through structured methods, such as public satisfaction surveys and data analysis, to evaluate the impact of digital interactions on service quality.

III. Research Method

This research uses a qualitative approach with case studies to analyze the application of digital marketing innovation in the public administration sector in developing countries. A qualitative approach was chosen because the focus of this research is on an in-depth understanding of the practices and factors that influence the implementation of digital marketing in the public sector, as well as its impact on the quality of public services and public trust.

3.1. Research Design

This study employs an exploratory descriptive research design aimed at describing and exploring digital marketing innovations implemented by government agencies. Additionally, it analyzes the factors influencing the success of these innovations. This design facilitates a deeper understanding of the challenges and opportunities encountered by governments in implementing digital marketing strategies.

3.2. Research Location

This study was conducted at government agencies in developing countries, focusing on local governments that have adopted digital technology in public services. The agencies studied include city, provincial, or state governments that provide digital-based public services, such as government portals or community service applications.

3.3. Population and Sample

The population of this research consists of government agencies in developing countries that have implemented digital marketing technology in their public services. The research sample was selected using purposive sampling, targeting two to three government agencies with experience in adopting digital marketing. The sample selection was based on the following criteria: (1) Agencies that have implemented digital marketing in public services; (2) Agencies that possess sufficient data related to the impact of digital

marketing on service quality and public satisfaction; (3) Agencies that are willing to participate in the research. The sample from each agency will consist of 5-7 individuals, including government officials, information system managers, and public service users who are directly involved with the digital platforms used.

3.4. Data collection technique

Data collection in this research was conducted using in-depth interview techniques and documentation studies:

- 1) In-depth Interviews: Interviews will be held with various stakeholders directly involved in the implementation of digital marketing in the public sector, including government officials, information system managers, and public service users. The aim of these interviews is to gather information on the challenges, strategies, and outcomes achieved by government agencies in adopting digital marketing (Yin, 2014).
- 2) Documentation Study: The researchers will analyze relevant documents, such as government annual reports, public service digitalization policies, and statistical data related to the use and impact of digital marketing (Creswell, 2014).

3.5. Data Analysis Techniques

The data obtained from interviews and documentation will be analyzed using thematic analysis. This process involves coding the data to identify key themes related to the implementation of digital marketing in public administration, the factors influencing its success, and its impact on service quality and citizen satisfaction. Braun and Clarke (2006) stated that thematic analysis is an effective method for identifying, analyzing, and reporting themes in qualitative data. The analysis will follow these steps: (1) Transcription of interviews; (2) Data coding and categorization; (3) Identification of key themes; (4) Interpretation of results and formulation of conclusions

3.6. Validity and Reliability

To ensure the validity and reliability of the data, this research will use source and method triangulation techniques. Triangulation will be conducted by comparing data obtained from interviews with information found in official documents and other relevant sources. Additionally, the validity of the research findings will be maintained through member checking, where the interview results are confirmed with informants to ensure the accuracy of the information gathered (Patton, 2015).

IV. Result and Discussion

4.1. Source Triangulation Diagram

In the context of studying the application of digital marketing in public administration, triangulation ensures that the findings are not reliant on a single data source but are instead a combination of various complementary perspectives. Below is a detailed explanation of each component of the triangulation process:

1) In-depth Interviews

In-depth interviews are conducted with parties directly involved in implementing digital marketing in the public sector. These include: (a) Government officials responsible for policy-making and strategic decisions; (b) Information systems managers who oversee digital technologies; (c) Public service users who directly experience the impact of digital marketing. The results of these interviews

provide qualitative insights into the implementation process, challenges faced, and the impacts felt by the community. Interviews serve as a primary source of qualitative data, offering valuable information on individual motivations, perceptions, and experiences related to digital marketing implementation.

2) Documentation Studies

Documentation studies involve analyzing various documents related to government policies and strategies surrounding digital marketing. These documents include: (a) Annual government reports; (b) Public service digitization policies (c) Regulations or guidelines governing the use of technology in public administration. Documentation provides a broader, contextual understanding of the policies driving digital marketing adoption and the government’s efforts to support this technology. This source offers a deeper look at the structural and strategic aspects behind the digital marketing implementation.

3) Statistical Data

Statistical data is collected from various digital platforms and reports on the use of public information systems. This quantitative data includes: (a) Metrics on social media usage; (b) Public participation levels in government digital platforms. Data on public satisfaction with digitally accessed public services. Statistical data offers objective evidence that quantifies the extent to which digital marketing is accepted and used by society. It supports and complements the insights gathered from interviews and documentation studies.

4) Consistent Results (Triangulation Validity)

Once data from the three sources—interviews, documentation, and statistical data—has been collected, the next step is to verify whether the patterns or findings from each source align and are consistent. If all three sources provide similar results or lead to the same conclusion, the research findings can be considered valid and reliable. This step ensures that there is no bias or inconsistency in the data.

5) Integration of Findings

When these three data sources produce consistent findings, they can be integrated to provide a more comprehensive understanding of digital marketing applications in public administration. Triangulation, in this context, not only serves as a method of validating data but also enriches the research by incorporating diverse perspectives and data types. This integration minimizes the risk of bias that may arise from relying on a single data source.

4.2. Data Triangulation Table

The table 1 shows how the findings obtained from interviews, documentation, and statistical data compare and support each other:

Table 1. Data Triangulation

Factor	Interview (Official/Manager)	Documentation (Annual Report/Policy)	Statistical Data (Usage/Influence)	Triangulation Results
Social media	The government uses social media for communication with the public.	Government policy supports the use of social media for transparency.	Data shows increased public interaction on social media platforms.	Consistent: Social media is used for public interaction.
Data Driven Marketing	Managers use data to personalize services.	The report shows the use of analytical data for services.	Data usage statistics show increased service efficiency.	Consistent: Data-driven marketing is proven to be effective.
Transparency and Accountability	Social media is used to increase government transparency.	The policy involves the use of digital platforms for transparency.	Data shows a positive influence on the level of public trust.	Consistent: Use of technology increases transparency.

Factor	Interview (Official/Manager)	Documentation (Annual Report/Policy)	Statistical Data (Usage/Influence)	Triangulation Results
Technology Infrastructure	Infrastructure limitations hinder full implementation.	The report identified infrastructure challenges as a bottleneck.	Statistics show the relationship between infrastructure and digital adoption.	Consistent: Infrastructure is an important factor in success.
HR training	Training is required for employees in the use of technology.	The report shows the need for training for digital platform managers.	Data on digital platform usage shows difficulties for less trained employees.	Consistent: Training is needed for successful implementation.

Triangulation Results

The triangulation results demonstrate that data from various sources support each other and provide consistent evidence. For example, findings related to the use of social media for public interaction, data-driven marketing, and transparency across all sources paint a similar picture of how governments are implementing digital marketing. This alignment indicates that the research findings are valid and trustworthy. By employing triangulation, researchers can verify results and ensure that findings are not derived from a single data source but are instead supported by multiple perspectives. This process significantly enhances the reliability and validity of the research.

4.3. Discussion

Based on the research findings from interviews, documentation studies, and statistical data, this study concludes that the application of digital marketing innovations in the public administration sector in developing countries significantly impacts the quality of public services and public trust. Governments are not only using digital marketing to promote public services but also to enhance interaction, transparency, and efficiency in service delivery. The consistency of these results across the three data sources highlights the effectiveness of digital marketing in the public sector.

a. Social Media and Interaction with the Public

The research reveals that social media has become an effective tool for improving communication between governments and the public. Interviews with government officials and information system managers emphasized social media's role in speeding up information delivery, answering public inquiries, and increasing transparency. This is further supported by documentation that highlights government policies encouraging social media use for these purposes. Statistical data also indicates an increase in interactions between the government and the public through platforms such as Facebook and Twitter. These findings align with research by Turel & Serenko (2006), which suggests that social media enhances public engagement with government agencies, thereby improving the quality of public services. Additionally, research by Sutanto et al. (2013) supports the idea that social media reduces the information gap between governments and the public, fostering greater transparency and trust.

b. Data-Driven Marketing and Personalization of Services

Data-driven marketing has proven to be a valuable tool for understanding citizens' needs and providing more relevant, personalized services. Interviews with information systems managers highlighted how analytical data is used to examine behavioral patterns and determine service preferences. Documentation on digitalization policies shows that personalizing services through data analysis is part of a broader strategy to improve the efficiency and effectiveness of public services. Hanna et al. (2011) note that

data-driven marketing enables organizations to create more targeted, relevant messages for their audiences. In the context of public administration, this approach enhances service quality and public satisfaction by offering services that better meet individual needs.

c. Transparency and Accountability

One significant finding from this research is the role of digital marketing in increasing government transparency and accountability. The use of digital platforms to make information more accessible allows the public to better understand government policies and programs. Interviews with government officials and information systems managers revealed that transparency through government websites and social media has contributed to higher levels of public trust. These results are supported by Bertot et al. (2010), who argue that digital technology can enhance government accountability by providing platforms for the public to access information and offer feedback. This finding aligns with Heald's (2006) assertion that high government accountability reduces corruption and increases public trust.

d. HR Infrastructure and Training Challenges

Despite the benefits of digital marketing, the research also identified several challenges, such as limited infrastructure and the need for human resource training. Statistical data shows that regions with better digital infrastructure have higher rates of digital marketing adoption. However, areas with limited infrastructure face more challenges in implementing digital marketing effectively. Interviews with information systems managers emphasized the importance of training employees to use digital technology effectively. These findings align with research by López-Nicolás et al. (2008), which highlights that the successful implementation of new technologies depends on the competence and training of human resources. Ciborra (2000) also emphasizes that without adequate infrastructure, digital technology cannot fully maximize its potential to improve public service efficiency.

e. Improving the Quality of Public Services through Digital Marketing

Overall, the research shows that the use of digital marketing in public administration has a positive impact on public satisfaction. With easy access to services via digital platforms, citizens report higher satisfaction with the speed and quality of services. Statistical data also reveals an increase in public satisfaction with services delivered through digital technology. This finding aligns with research by Van der Meer & Hillebrandt (2013), which suggests that technology-based public services improve public satisfaction by offering convenience and easy access to information.

V. Conclusion

In conclusion, this research demonstrates that digital marketing positively impacts public service quality, transparency, accountability, and public satisfaction. The use of social media, data-driven marketing, and the digitization of public services plays a key role in fostering greater interaction between the government and society. Despite challenges related to infrastructure and human resource training, digital marketing holds great potential for improving the effectiveness of public administration in developing countries. The study contributes to existing literature, such as the works of Bertot et al. (2010) and Sutanto et al. (2013), and offers deeper insights into how digital technology can enhance public services.

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