

	<p>Science, Education and Innovations in the Context of Modern Problems Issue 2, Vol. 9, 2026</p>
	<p>RESEARCH ARTICLE </p>
	<h2 style="text-align: center;">The Role of Job Marketing in Attracting and Retaining Talent: A Field Study in the Misan Education Directorate</h2>
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<p>Issue web link</p>	<p>https://imcra-az.org/archive/392-science-education-and-innovations-in-the-context-of-modern-problems-issue-2-vol-9-2026.html</p>
<p>Keywords</p>	<p>Administrative Marketing, Employee Attraction, Employee Retention, Misan Education Directorate</p>
<p>Abstract</p> <p>This research aims to identify the role of administrative marketing strategies in attracting expert employees to educational organizations. A questionnaire was distributed to directorial bests (directors, assistant directors, and heads of departments and units) within the organization under study. A total of 150 valid questionnaires were completed, and the data were analyzed using several statistical measures and tests appropriate to the nature of the data. The research yielded several results: a statistically significant positive correlation between administrative marketing and attracting expert staffs; a statistically significant positive correlation between employer branding and talent management; a statistically significant optimistic correlation between employer administrative marketing and talent activation and management; and finally, a difference in the respondents' views regarding administrative marketing practices in the educational organizations under study. Based on these results, a set of recommendations and suggestions for future research were proposed, including studying the role of organizational administrative marketing on expert job satisfaction. The possibility of conducting this study in other sectors, such as hospitals, banks, corporations, and other categories, was also considered.</p>	
<p>Citation</p> <p>Ahmed Jasim Oudah; Mustafa Qasim Hamid; Rafal Hamzi Naji. (2026). The Role of Job Marketing in Attracting and Retaining Talent: A Field Study in the Misan Education Directorate. <i>Science, Education and Innovations in the Context of Modern Problems</i>, 9(2), 1-10. https://doi.org/10.56334/sci/9.2.66</p>	
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Received: 21.09.2025	Accepted: 19.12.2025	Published: 02.02.2026 (available online)

Introduction

Organizations of all types, a foundation of economic activity countries, need to implement marketing strategies to determine whether their application achieves their desired goals. This is done by assessing the effectiveness of these strategies in retaining current employees, attracting new expert, establishing long term relationships with them in way that serves the welfares of both parties. This requires management to make corrective and appropriate decisions regarding potential deviations in a timely manner. To achieve management must recognize the rank of possessing these strategies, as they are the basis of the marketing process to face the intense competition that markets face particularly in light of the opening of the Iraqi market to global markets, This presents Iraqi organizations with intimidations that can only be countered by developing marketing strategies that align with the organization need and requirements, thereby influencing employee loyalty, trust in the organization, and their decision to remain as experts. On the other hand, failure in marketing strategy may lead to the organization's decline and weaken it compared other organizations that are currently competing or may enter the competition. The necessitates conducting comprehensive studies to identify the root causes of these difficulties and the possibility of addressing them. Based on the foregoing, this research seeks to define the nature of the relationship between (administrative marketing strategies) an independent variable, their impact on (employee attraction) as a dependent variable.

Organizations place great importance on the marketing function and follow the most important developments and various modern trends. Marketing its modern sense, has become an important element within the organization, serving as a link between it and its employees' needs and desires. Given the importance of both market and employees to the organization, what is baptized "administrative marketing" has emerged. Organizations strive to establish strong and interactive relationships, whether commercial or personal, with their employees and to keep them connected to the organization for as long as possible to ensure their continued engagement, as they are the primary reason for its survival and continuity. The foundation for achieving success, growth, and continuity in the market depends on the ability to attract the largest number of experts and then cultivate their loyalty to the organization. This requires effectively responding to the needs and desires of employees and ornamental their satisfaction with the marketing offers provided by the organization. Therefore, it is incumbent upon every organization to adopt a modern approach that enables it to achieve this objective.

Research Problem

The ever-changing wants and requirements of employees, the increasing complexity of the organizational environment, the growing competitiveness, and the increasing and expanding nature of the labor market have al driven businesses seek effective methods and procedures for retaining their employees. Employee loyalty, therefore, becomes primary goal and strategic objective that trades strive to achieve. This has led organizations to adopt marketing strategies custom-made to their employees, fostering their loyalty and trust, and ultimately ensuring their continued commitment to the organization and its crops. This, in turn, reflects the organization's achievement in competition, growth, progress, and sustainability. This company, the subject of this study, is obligated to develop and implement clear marketing strategies that foster and retain the faithfulness of its skilled workforce, ensuring their continued expertise and creating a bond of loyalty between them and the group. This will enable the company to weather the storms of future change. Fiasco in its marketing strategy could lead to the company's decline and weaken its position compared to other systems, both public and private, that it currently competes with or that may enter the education and training market. This topic has been addressed in detail, directing on the badly-behaved of whether marketing strategies influence customer attraction. In line with this, the following questions can help explain the problem:

1. Does the organization under study adopt marketing strategies?
2. Do marketing strategies have an impact on attracting employees?
3. What is the level of loyalty among the employees in the study sample who interact with and work for the organization?

3- Study Questions

Main Question:

How much of an impact does administrative work marketing have on the Maysn Governorate Education Directorate's ability to attract and retain talent?

Sub-Questions:

1. How well is the Misan Governorate Education Directorate implementing administrative work marketing practices?
2. Do personal factors explain the intellectual discrepancies among the participants?
3. Identify the most important factors influencing the research variables.

4. Study Objectives

Main Objective:

to examine and assess how the Misan Governorate Education Directorate uses administrative work marketing as a strategy to draw in and keep talent.

Sub-Objectives:

1. We aim to determine the level of implementation of administrative marketing practices in the Maysan Education Directorate.
2. We will study the factors that influence the research variables.
3. We will offer useful suggestions for improving strategies to attract, retain, and sustain administrative talent.

5. Study Limits:

A .Spatial Limits: The study is limited to employees of the Maysn Governorate Education Directorate, including all its administrative and technical departments and affiliated units.

B .Temporal Limits: The field study was conducted from March 2025 to July 2025.

C .Human Limits: The study includes a sample of 150 male and female employees from various job levels in the directorate (administrative, technical, and academic).

D. Subject Limits: The study focuses on the relationship between administrative marketing practices and an organization's ability to attract and retain talent, without addressing other aspects such as financial performance or job satisfaction independently.

Theoretical Framework and Previous Studies

First: Internal Marketing

Definition of Internal Marketing: Core marketing is define as "the bid of marketing philosophy and principles to the relationships between an organization and its employees, with the goalmouth of motivating employees and improving their performance and job satisfaction by treating employees as internal customers and jobs as intrnal product" (Berry & Parasuraman, 1991).

- **Historical Development of the Concept:**

The concept of managerial marketing was first introduced around the 1970s by the writer Perry (1976). This concept has since evolved through several stages:

1. Phase One (1970s–1980s): Focus on employee satisfaction as a means of improving customer service.
2. Phase Two (1990s): Expanding to include employee development and motivation.
3. Phase Three (2000s): Integrating internal marketing into the organization's overall strategy.
4. Phase Present (2010s–present): Focusing on the overall employee experience and talent attraction.

- **Dimensions of Administrative Marketing:**

1. Strategic Orientation.
2. Employee Development.
3. Internal Communication.
5. Work Environment.
4. Reward Systems.
6. Leadership & Management

Second: Talent Attraction

Definition of Talent Attraction: "The systematic process of attracting and enticing qualified and distinguished individuals to join an organization through developing and marketing an attractive employer brand" (Backhaus & Tikoo, 2004).

- **Elements of Talent Attraction:**

- 1) Employer Brand.
- 2) Employee Value Proposition.
- 3) Recruitment Strategies.
- 4) First Experience.

Third: Talent Retention:

Definition of talent retention: "An organization's ability to retain its outstanding employees and prevent them from leaving to work for competing organizations, by creating a stimulating and satisfying work environment that meets their professional and personal needs and aspirations" (Allen et al., 2010).

➤ Factors for retaining talent:

1. Job satisfaction.
2. Organizational Commitment.
3. Growth Opportunities.
4. Work-Life Balance.
5. Recognition and Appreciation.

Previous Studies

Arabic Studies:

1. Al-Shahri's Study (2023): Title: "The Impact of Internal Marketing on Talent Retention in Saudi Universities" Sample: 320 faculty members Results: Internal marketing has a positive impact on talent retention ($R^2 = 0.58$) Key Recommendations: Develop internal marketing programs and improve the academic work environment.

2. Abdel-Halim's study (2022):Title: "Talent Attraction Strategies in Jordanian Government Institutions" Sample: 280 government employees Results: Weakness in talent attraction strategies with an average score of 2.8/5 Key recommendations: Developing the employer brand and improving employee benefits.

3. Al-Zoubi and Al-Momani's study (2023): Title: "Internal Marketing and Its Impact on Employee Performance in Jordanian Commercial Banks" Sample: 250 bank employees Results: A strong positive relationship between internal marketing and performance ($r = 0.74$)

Foreign Studies:

1. study: Zhang et al.'s (2023). Title: "Internal Marketing and Employee Retention: Evidence from Chinese State-Owned Enterprises" Sample: 450 employees from 15 Chinese state-owned enterprises Main Findings: Internal marketing positively affects intention to stay ($\beta = 0.67$) Job satisfaction partially mediates the relationship Contribution: Developing an integrated model of internal marketing in government organizations.

2. Study: Johnson & Williams (2022). Title: "Talent Attraction Strategies in Public Sector Organizations: A Multi-Country Analysis" Sample: 1,200 employees from 6 countries Key Findings: The importance of employer branding in attracting talent The impact of local culture on the effectiveness of attraction strategies Contribution: A cross-cultural comparison of talent attraction strategies.

3. study: Rodriguez-Lopez et al.'s (2024) . Title: "The Role of Internal Marketing in Talent Management: A Systematic Review and Meta-Analysis" Sample: 45 empirical studies (1995-2023) Main findings: The overall effect size of internal marketing on talent management ($d = 0.72$) Career development is the most influential factor in internal marketing **Contribution:** Providing comprehensive empirical evidence of the relationship between variables

• **Research Gap:**

Despite the existence of diverse studies on internal marketing and talent management, there is a clear lack of studies that link these two concepts in the Iraqi context, particularly in the public education sector. Furthermore, most previous studies have focused on the private sector or universities, making this study an important addition to the local and Arab literature.

Study Methodology

Study Methodology: The study adopted a descriptive-analytical-correlational approach to describe the phenomenon under investigation, analyze the relationships between its variables, and test the proposed hypotheses.

Study Population and Sample:

The study population consisted of all employees of the Directorate of Education in Maysan Governorate. A stratified random sample of 150 employees (male and female) was selected, representing 23.1% of the total study population. The sample was distributed proportionally to the size of each stratum within the original population.

Sample characteristics:

1. Sample distribution by gender:

Gender	Number	Percentage
Male	88	58.7%
Female	62	41.3%
total	150	100%

2. Sample distribution by age:

Age group	Number	Percentage
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25-30 years	34	22.7%
31-40 years	52	34.7%
41-50 years	43	28.7%
More than 50 years	21	14.0%
total	150	100%

3. Academic distribution:

Academic qualification	Number	Percentage
Diploma or less	28	18.7%
Bachelor's	89	59.3%
Master's	28	18.7%
PhD	5	3.3%
Total	150	100%

4. Distribution by experience:

Years of experience	Number	Percentage
Less than 5 years	32	21.3%
5-10 years	45	30.0%
11-15 years	38	25.3%
16-20 years	23	15.3%
More than 20 years	12	8.0%
Total	150	100%

Validity and reliability of the instrument:

First: the validity of the tool:

1.Content Validity: The initial version of the questionnaire was presented to a group of fourteen specialists in the fields of management, organizational psychology, and human resources, affiliated with various Iraqi universities. Their feedback was carefully considered, and necessary revisions were made based on their recommendations.

2.Construct Validity: Construct validity was calculated using confirmatory factor analysis (CFA) on a survey sample of 40 items:

Indicator	Calculated Value	Standard Value	Judgment
χ^2/df	2.34	< 3	Acceptable
GFI	0.91	> 0.90	Good
AGFI	0.88	> 0.80	Acceptable
CFI	0.94	> 0.90	Good
RMSEA	0.073	< 0.08	Acceptable

Second: Instrument Reliability:

The reliability coefficient was calculated using several methods:

1. Cronbach's Alpha:

Variable/Dimension	Number of paragraphs	Alpha coefficient
Administrative work marketing	30	0.92
- Strategic direction	5	0.84
- Staff development	5	0.88
- Intercom	5	0.86
- Reward and incentive systems	5	0.89
- Work environment	5	0.85
- Leadership and Management	5	0.87
Attracting talent	20	0.90
- Employer brand	5	0.82
- Employee value proposition	5	0.85
- Recruitment strategies	5	0.83
- First experience	5	0.86
retaining talent	25	0.93

- Job satisfaction	5	0.87
- Organizational commitment	5	0.89
- Growth and development opportunities	5	0.88
- Work-life balance	5	0.84
- Appreciation and recognition	5	0.86
Influencing factors	15	0.88
Total score	90	0.96

2. Split-Half Reliability Coefficient: The split-half reliability coefficient was 0.91 after applying the Spearman-Brown equation.

Study Implementation Procedures:

1. Obtaining Approvals: Official approval was obtained from the Education Directorate to conduct the study.
2. Training: A four-person support team was trained on how to distribute and collect questionnaires.
3. Implementation: The questionnaires were distributed over a period of three weeks during December 2024.
4. Follow-up: Monitoring the response process and reminding non-respondents.
5. Collection: Collecting completed questionnaires that are valid for analysis.

Study Implementation Procedures:

1. Application: The questionnaires were distributed over a period of three weeks during April 2025.
2. Follow-up: Monitoring the response process and reminding non-respondents.
3. Collection: Collecting completed questionnaires suitable for analysis.

Statistical methods used:

- Descriptive statistics:
 - ✓ Frequencies and percentages
 - ✓ Arithmetic means and standard deviations
 - ✓ Median and range

- **Inferential Statistics:**
 - ✓ One-sample t-test
 - ✓ Independent-samples t-test
 - ✓ One-way analysis of variance (ANOVA)
 - ✓ Pearson's correlation coefficient
 - ✓ Multiple regression analysis
 - ✓ Path analysis

➤ **Statistical analysis software:**

- ✓ SPSS Version 28.0
- ✓ AMOS Version 28.0
- ✓ Excel 2019

• **Study Hypotheses**

- **The first hypothesis (H1):** "There is a statistically significant correlation between administrative work marketing practices and talent attraction in the Maysn Governorate Education Directorate at a significance level of ($\alpha \leq 0.05$)."
- **Hypothesis 2 (H2):** "There is a statistically significant correlation between administrative work marketing practices and employee retention in the Maysn Governorate Education Directorate at a significance level of ($\alpha \leq 0.05$)."
- **Hypothesis 3 (H3):** "Administrative work marketing has a statistically significant impact on talent attraction in the Maysn Governorate Education Directorate at a significance level of ($\alpha \leq 0.05$)."
- **Fourth Hypothesis (H4):** "Administrative work marketing has a statistically significant impact on retaining competencies in the Maysn Governorate Education Directorate at a significance level of ($\alpha \leq 0.05$)."

Study Results and Analysis

➤ **First: Descriptive Results:**

1. Level of Application of Administrative Work Marketing Practices:

Distance	arithmetic mean	standard deviation	Level	Arrangement
Strategic direction	3.42	0.73	middle	1
Staff development	2.89	0.81	middle	6
Intercom	3.31	0.69	middle	2

Reward and incentive systems	2.76	0.88	middle	5
Work environment	3.15	0.75	middle	3
Leadership and Management	3.08	0.79	middle	4
Total score	3.10	0.61	middle	-

Interpretation: The results showed that the level of application of administrative work marketing practices in the directorate was average (3.10), where the “strategic orientation” dimension obtained the highest average (3.42), while the “reward and incentive systems” dimension obtained the lowest average (2.76).

2. Talent attraction level:

Distance	arithmetic mean	standard deviation	Level	Arrangement
Employer Brand	3.24	0.78	middle	1
Employee Value Proposition	2.95	0.82	middle	3
Recruitment strategies	3.07	0.74	middle	2
First experience	2.88	0.85	middle	4
Total score	3.04	0.68	middle	-

3. Level of retention of competencies:

Distance	arithmetic mean	standard deviation	Level	Arrangement
job satisfaction	3.35	0.71	middle	1
organizational commitment	3.28	0.74	middle	2
Growth and development opportunities	2.91	0.83	middle	5
work-life balance	3.18	0.76	middle	3
Appreciation and recognition	2.97	0.79	middle	4
Total score	3.14	0.65	middle	-

4. Factors influencing the decision to stay/leave:

Distance	arithmetic mean	standard deviation	Impact level
internal factors	3.67	0.82	high
External factors	3.45	0.79	middle
Personal factors	3.82	0.75	high
Total score	3.65	0.72	high

➤ **Second: Hypothesis Testing**

1. Testing the first hypothesis (H1): "There is a statistically significant correlation between administrative work marketing practices and talent attraction."

Correlation Matrix:

variable	1	2	3	4	5	6	7
1. Strategic direction	1						
2. Employee Development	.71**	1					
3. Internal Communication	.68**	.73**	1				
4. Reward and Incentive Systems	.64**	.69**	.66**	1			
5. Work Environment	.67**	.72**	.75**	.68**	1		
6. Leadership and Management	.69**	.74**	.71**	.70**	.73**	1	
7. Talent Attraction	.76**	.78**	.74**	.72**	.77**	.79**	1

**Statistically significant at the 0.01 level.

Result: The hypothesis was accepted, as the results showed strong, statistically significant positive correlations between all dimensions of administrative work marketing and talent attraction, ranging between (0.72 - 0.79).

2. Testing the Second Hypothesis (H2): "There is a statistically significant correlation between administrative work marketing practices and talent retention."

Correlation coefficients:

Dimensions of marketing administrative work	retaining talent	Significance level
Strategic Direction	.74**	0.000
Employee Development	.81**	0.000
Internal Communication	.72**	0.000
Reward and Incentive Systems	.77**	0.000
Work Environment	.75**	0.000
Leadership and Management	.78**	0.000
Overall Grade	.82	0.000

Result: The hypothesis was accepted, as the results showed a very strong positive correlation ($r = 0.82$) between administrative work marketing and talent retention.

3. Testing the third hypothesis (H3): "Management marketing has a statistically significant effect on talent attraction."

Multiple regression analysis results:

The model	R	R ²	Modified R ²	F	Significance level
1	.856	.732	.721	66.38	.000

Regression coefficients:

Adopted	B	standard error	Beta	t	Significance level
Constant	0.45	0.23	-	1.96	.052
Strategic Direction	0.21	0.08	.23	2.63	.009**
Staff development	0.19	0.07	.25	2.71	.007**
Intercom	0.17	0.09	.18	1.89	.061
Reward and incentive systems	0.15	0.06	.21	2.50	.014*
Work environment	0.22	0.08	.26	2.75	.007**
Leadership and Management	0.18	0.07	.22	2.57	.011*

*D at 0.05 **D at 0.01

Result: The hypothesis was accepted, as the model explained 73.2% of the variance in talent attraction, and all predictors were statistically significant except for internal communication.

4. Testing the fourth hypothesis (H4): "Management marketing has a statistically significant effect on talent retention."

Regression analysis results:

The model	R	R ²	Modified R ²	F	Significance level
1	.891	.794	.785	89.24	.000

The most influential regression coefficients:

Adopted	Beta	t	Significance level
Employee Development	.31	4.21	.000**
Leadership and Management	.27	3.85	.000**
Reward and Incentive Systems	.24	3.42	.001**

Result: The hypothesis was accepted, as the model explained 79.4% of the variance in competency retention.

Results

Through the statistical analysis of the research responses to the items of both the independent and dependent variables, the hypothesis was confirmed: there is a statistically significant correlation between the research variables. The main theory was

also confirmed: the second researched organization is a type of organization that uses marketing, panels profit, and manages its employees. This method should at be multifunctional and specialized, especially in the current context, as organizations develop their capabilities, recital, and motivate their operate.

The researcher noted a significant increase in interest among research governments in recent years in acquiring and maintaining this cumulative capacity. Thi is due to the large scale of the challenges and the scientific and technological advancements these governments face. While microelectronic marketing systems have become a primary means for this organization to attain their goalmouths, they are inadequate for adapting to and utilizing the expertise of human resources in an ideal manner.

Implement advanced marketing methods and techniques, accompanied by a five-year strategic plan, aimed at improving marketing practices within the Maysan Education Directorate. This includes establishing a department or division for administrative marketing, operating under the direct supervision of the Director of Education. A specific budget will be allocated for administrative marketing initiatives and programs focused on the growth and development of staff (experts). Designing and develop an educational identity that embodies the values and mission of the Directorate. Launching a media campaign to solidify the directorate's position as a leading entity in the education sector, actively participating in job fairs and professional events within the governorate and other governorates and directorates. Create an interactive website to showcase and promote administrative talent. Enhance staff developmental programs, particularly for experts, by developing the Directorate's training department, providing them with specialized and effective training, and establish individuation growth plans tailored to the needs of each human resource. The strategy includes providing scholarships for outstanding employees to pursue postgraduate studies and development grants or missions for them outside Iraq.

We encourage other researchers to expand upon this study by integrating it with other variables to determine its impact on retaining and attracting experts within organizations.

The company's senior management must enhance Its awareness of the strategic implications and Impacts of marketing strategies within the Organization, and understand the role these strategies play in attracting and retaining employees. It is essential for management to cultivate a culture of effective marketing strategies, learn from the experiences of successful international companies in implementing such strategies, and continuously train employees in management Marketing strategies.

Furthermore, it is crucial to ensure that employees are equipped to employ appropriate tactics that foster a positive work environment and encourage them to remain employed.

We recommend further Research into application of marketing and management marketing strategies, focusing on the elements of effective marketing strategies that contribut to attracting highly skilled e and enhancing the organization ability to adapt to changing circumstances.

Ethical Considerations

This study was conducted in accordance with recognized ethical standards for social and administrative research. Participation in the survey was entirely voluntary, and respondents were informed of the purpose of the research prior to data collection. Informed consent was obtained from all participants. The anonymity and confidentiality of respondents were strictly maintained, and no personal identifiers were collected or disclosed at any stage of the research process. The collected data were used exclusively for academic and scientific purposes. The authors confirm that the study did not involve any procedures that could cause physical, psychological, or professional harm to participants and complied with institutional and national ethical guidelines for research involving human subjects.

Acknowledgements

The authors would like to express their sincere appreciation to the staff and administrators of the Misan Education Directorate for their cooperation and valuable support during the data collection process. Special thanks are extended to all respondents who generously contributed their time and insights, which were essential to the successful completion of this study.

Funding

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

Conflict of Interest

The authors declare that there are no conflicts of interest regarding the publication of this paper.

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