Improving Public Sector Service Quality, Public Trust, And Responding To Change In The Public Sector Through Marketing Strategies: A Systematic Literature Review

by Siti Hatijah Umpain

Improving Public Sector Service Quality, Public Trust, And Responding To Change In The Public Sector Through Marketing Strategies : A Systematic Literature Review

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Abstract

In the public sector's modernization process, advances in ICTs play a pivotal role. The Government's ability to succeed during times of change hinges on providing high-quality services and maintaining public trust. Effective marketing strategies and IT implementation can significantly enhance the efficiency, accessibility, and public perception of public services. Through a Systematic Literature Review (SLR), this study investigates the literature on marketing strategies, governance, public services, trust, and organizational change in the public sector. 10 articles identified through Publish or Perish met the research criteria and provided thematic and quantitative analyses to substantiate the findings. This review underscores the potent role of information technology and persuasive marketing in enhancing service quality and bolstering public trust. The data collected reveals that governments employ technological innovations to improve services and overcome challenges. Coordinating IT and marketing strategies in the public sector improves service quality, builds public trust, and increases flexibility. Creating effective marketing plans and maximizing IT spending can significantly enhance operational effectiveness, build a positive public service reputation, and increase public confidence and adaptability.

Keywords: Service Quality, Public Trust, Response to Change, Public Sector, Marketing Strategies

1. Introduction

Improving the quality of public sector services, building public trust, and responding to change with marketing strategies are increasingly important in today's public administration context. According to (Fathya et al., 2024), meeting public expectations not only ensures the success of government but also builds public trust and fosters stable relationships that are important for the progress of society. Integrating information technology in public services can be a strategic step for the government in facing complex challenges and providing high-quality services to the community (Mangondi Simbolon et al., 2023). It is essential to use technology effectively and implement marketing strategies to improve access, efficiency, and the public's view of public services (Vidacak, 2019).

Marketing in the public sector can improve service quality by emphasizing existing service information, increasing engagement between the government and the public, and improving the way relevant and up-to-date information is delivered. (Vidacak, 2019) states that the utilization of technology not only makes government more efficient but also increases public trust in e-Government initiatives, in line with (Samudera Pertiwi, 2022), which focuses on e-Government as the focus of adaptation to changing times and technological developments and has a considerable contribution to the creation of more efficient services. Furthermore, (Lilik Maslikhah, 2023), (Ishlahah & Oktariyanda, 2022), and (Wulandari et al., 2024)highlighted the importance of overcoming challenges in building trust in internet-

connected government services, improving service personnel and data to increase efficiency and resolve complaints, as well as adapting to digital transformation and creating effective marketing plans for the public sector. This is evidenced by (Exga Alma Selavia, 2020) and Widiyarta, 2021) that the adaptation in question creates service innovations that make it easier for the community with an online system that is run so that it is more efficient and effective.

The importance of using marketing strategies in the public sector (Supriadi, 2021), (Eremy Musa W H, Erwan Agus Purwanto, Dr., 2019) and (Utami, 2023) is due to its ability to facilitate adaptation to environmental changes and community needs. Using marketing strategies allows governments to align their efforts with desired social aspects, increase public participation, and encourage more successful program implementation. Effective marketing strategies in public policy, including digital technology, are essential to align government initiatives with community needs, not only increasing trust but also encouraging effective program implementation while optimizing citizen engagement and satisfaction (Eremy Musa W H, Erwan Agus Purwanto, Dr., 2019) and (Utami, 2023). Improving service quality, responsiveness, and transparency in government requires a clear understanding of the underlying dynamics amid contemporary complexities and societal demands (Supriadi, 2021). In the context of *New Public Management* (NPM) theory, this urgency impacts efficiency, effectiveness, and responsiveness in service delivery (Johnston, 2023); therefore, marketing strategy is a crucial tool for implementing these principles. NPM encourages management practices from the private sector to be applied in public governance, such as marketing and technology, to improve outcomes and performance. (Koskimies & Kinder, 2024) Moreover (Majid, 2023), applying marketing in the public sector is essential for governments to face the challenges of the digital age effectively, adapt to rapid changes, and improve the performance and outcomes of public services. So, the research question posed is:

RQ1. Do technological advances and the implementation of marketing strategies affect the quality of public services?

RQ.2. Does the quality of public services and the implementation of marketing strategies affect the government's success in facing the challenges of the digital era?

RQ.3. What concrete efforts and marketing strategies that can be applied to improve public service in the digital era?

This study aims to assess the role of marketing strategy and the utilization of Information Technology (IT) in improving public service quality, public trust, and response to changes in the public sector.

2. Methods

Public Sector Service Quality

Satisfying citizens' expectations guarantees governmental success, builds public trust, and nurtures stable relationships vital for societal progress. (Fathya et al., 2024) To ensure social prosperity, governments must integrate IT for high-quality service delivery while addressing the complex challenges that come with it (Mangondi Simbolon et al., 2023). Effective use of technology and strategic marketing are now essential for increasing accessibility, efficiency, and public perception of public services. (Vidacak, 2019) Addressing citizen expectations ensures governmental success, fosters public trust, and sustains harmonious

relationships that are crucial despite global change (Fathya et al., 2024).

(Hesti Umiyati, Kasful Anwar, Ade Putra Ode Amane et al., 2023) In societal interests, it is essential for successful outcomes. Under Law No. 25 of 2009, transparency is prioritized in the government's policies and actions. Transparent government actions build public trust and maintain accountability. Transparent public service leads to increased public participation, more efficient policies, rebuilt trust, and maintained good governance. (Mallarangeng et al., 2023) Implementing innovative monitoring and assessment methods is crucial for enhancing transparency, credibility, and trust in public sector management.

Public Trust

(Vidacak, 2019) Emphasizes the role of technological implementation in improving government efficiency and strengthening public trust in e-government initiatives. To meet diverse community needs and ensure sustainable development, substantial investments, and strategic adaptations are necessary. (Utami, 2023) Investing in technology and employee competencies, and addressing resistance to change and technological constraints, are crucial steps to improve service quality and resource efficiency in government institutions while accommodating evolving public service requirements (Supriadi, 2021, & Eremy Musa W H, Erwan Agus Purwanto, Dr., 2019)

Response to Change

Effective marketing strategies in public policy, including digital technologies, are crucial for aligning government initiatives with community needs, enhancing trust, and promoting effective program implementation, while optimizing citizen engagement and satisfaction (Musa W H et al., 2019; Utami, 2023). Improving service quality, responsiveness, and transparency in government requires a clear understanding of the underlying dynamics amidst contemporary complexities and societal demands (Supriadi, 2021).

Marketing Strategies

Marketing strategies involve directing and influencing audience behavior through communication methods such as advertising, public relations, direct sales, and promotions. The goal is to bring about desired changes in behavior by using a thorough understanding of the wants, needs, and difficulties experienced by the intended audience (Fitrianto, 2022). Effectively using information technology in public sector services through marketing is crucial in building public trust and enhancing service efficiency. Governments can improve the efficiency, accessibility, and public perception of their services, as well as increase accountability and transparency, by merging marketing techniques and ICT integration.

Research Design

This research assesses how marketing strategies and Information Technology (IT) can improve public service quality, public trust, and adaptability to change in the public sector by employing a Systematic Literature Review (SLR) following Tranfield's (2003) recommendations. The researchers pinpointed the subject and extent of the study, created a theoretical structure and performed a search using Google Scholar and the Publish or Perish tool with specific keywords such as "marketing strategy," "government," "public service," "trust, " and "change," centering on texts released from 2019 to 2024. A procedure was

established to guarantee authenticity, and out of a starting set of 210 articles, 20 were chosen for their clarity and importance, with 10 successfully making it through the evaluation. The research then performed a systematic review and analyzed the results, following the PRISMA reporting standards as of 2020.
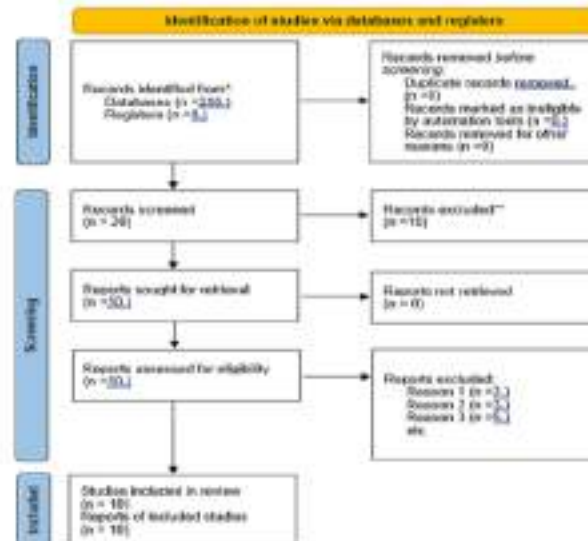

Figure 1. Prisma 2020 Flow Diagram
(Source: Prisma 2020)

Research Subject

The research gathered academic papers, empirical studies, and theoretical frameworks to analyze marketing strategies in the public sector. Systematic searches with specific keywords were carried out using the advanced search feature of Google Scholar. The chosen study was assessed using qualitative methods to pinpoint common themes, fresh advancements, and successful approaches, emphasizing the influence of marketing tactics on the quality of public services, trust establishment, and adjustment to societal shifts. This method offers a thorough understanding of the utilization and influence of marketing strategies in the public sector.

Data Collection and Data Analysis Techniques

Information was carefully collected by conducting systematic keyword searches on Google Scholar with the help of the Publish or Perish tool. The search mainly focused on keywords such as "marketing strategy," "Government," "Public Service," "Trust," and "change." The research concentrated on academic papers, studies, and theoretical models released from 2019 to 2024. This time frame was chosen to ensure that the literature collected was current and appropriate for the research. The literature to be selected must fulfill specific criteria, such as having available data and being valid, reliable, and relevant to the research questions.

During the analysis, qualitative synthesis was used to recognize common themes,

emerging patterns, and successful strategies in using marketing techniques to improve the quality of public sector services, build public trust, and adapt to societal changes. This method offers a comprehensive perspective on the theoretical foundations and practical implementation of marketing tactics in the public sector. It provides essential information on how these tactics can improve public sector operations' efficiency, raise service standards, build public trust, and react flexibly to changing societal needs. The results of this analysis greatly enhance knowledge of both the theory and practice of marketing in the public sector, providing valuable theoretical insights and practical recommendations for public sector management.

3. Results and Discussion

No.	Author (Year)	Title	Journal Type	Total
1.	(Rahman & Megah Sari, 2023)	Analysis of Digital Transformation of Public Services Using the Gartner Analytic Asceedency Method (Case Study: Licensing Services of Majene Regency Government)	Jurnal Politeknik Calte Riau	1
2.	(Subchan Asy'ari, 2021)	Website Design as Information and Promotion Media for Kalipucang Tourism Village, Tutur District Pasuruan Regency.	Journal of Community Service	1
3.	(Yusuf & Febri Pratama, 2018)	Strategy of the Department of Culture and Tourism in the Promotion of Tourist Attractions in Palangkaraya City.	Restorica: Scientific Journal of Public Administration and Communication Sciences	1
4.	(Nurbudiwati, 2023)	Strategy for Optimising Reprint Services with AHP Method in Garut Regency (Study at Guntur Ciawatali Market Garut).	Journal of Socia Logica	1
5.	(Maharani et al., 2024)	The Role of Electronic Government in the Publication of Air Quality Monitoring at the Environmental Agency of Tanggerang City.	Scientific Journal of Educational Vehicle	1
6.	(Yusmawati & Permana, 2019)	The Role of the Government Through the West Sumbawa District Health Office in Socialising the Hazards of Mercury for Health in Brang Rea District.	Trias Politika Journal	1
7.	(Fanaqi et al., 2022)	Digital-based Marketing Strategy for Tourism Villages.	Journal of Communication and Media	1

8. (Nasfi & Ariani, 2020)	Persuasive Communication of the Nagari Sungai Pua Government to Ninik Mamak to Realise Social and Economic Development	Journal of social and Economic Sciences	1
9. (Trimurti Ningtyas et al., 2024)	The Interest Dynamics Programme in "Kampung Keren" as a Branding Strategy for Kediri City	Scientific Journal Public Management and Social Policy	1
10(Suharsono & . Nurahman, 2024)	Utilisation of YouTube as a Media to Improve Services and Information.	Ganaya: Journal of Social Sciences and Humanities	1

Table 1. Analysis of Data
Source: Author's analysis 2024.

This research extensively selected ten journals from 2019 to 2024 that are relevant for analyzing marketing strategies in the public sector, especially in terms of improving service quality, building public trust, and adjusting to societal changes. Each journal was carefully assessed to ensure that it met the standards of accessibility, accuracy, dependability, and data consistency with the research objectives. The research found academic articles and papers that provide an in-depth understanding of successful marketing strategies in public administration. The selected literature covered a wide range of topics, such as new marketing strategies, successful public sector campaigns, theories on public trust, and research on the influence of marketing on service quality. The selected articles consisted of nine qualitative data studies.

The research indicators are based on method, the content is relevant, and there is a contribution to analysis. Two approaches of interest to researchers, explanatory and asset-based community development, provided in-depth analyses. In one literature review, common themes demonstrated the importance of transparency, communication, and digital tools in fostering public trust and engaging communities effectively. Some critical trends noted include the increasing use of social media to reach out to communities, the incorporation of data analysis in formulating strategies, and the move towards personalized models for delivering public services. This comprehensive examination offers a detailed understanding of existing public sector marketing strategies, providing theoretical perspectives and practical suggestions for policymakers and administrators to improve service delivery and build public trust.

The authors will link the interpretations to the formulated research questions from the review articles. One fascinating article examines the role of digital marketing strategies in improving public engagement in the public sector. This article offers essential insights into utilizing information technology to enhance the effectiveness of public services, foster public trust, and adapt to the demands and changes of today's society. Interpreting the article will help answer research questions regarding the impact of marketing strategies on the quality of public services and responses to social change in the public sector context.

Quality Assessment Results

Table 2 summarizes the results of a special assessment conducted in this journal as follows:

Table2.Quality Assessment Results

No	Author	QA1	QA2	QA3	Result
1.	(Rahman & Megah Sari, 2023)	Yes			Accepted
2.	(Suharsono & Nurahman, 2024)	Yes	Yes	Yes	Accepted
3.	(Subchan Asy'ari, 2021)		Yes		Accepted
4.	(Maharani et al., 2024)			Yes	Accepted
5.	(Nurbudiwati, 2023)			Yes	Accepted
6.	Trimurti Ningtyas et al., 2024)		Yes	Yes	Accepted
7.	(Nasfi & Ariani, 2020)			Yes	Accepted
8.	(Subchan Asy'ari, 2021)			Yes	Accepted
9.	(Fanaqi et al., 2022)			Yes	Accepted
10.	(Yusmawati & Permana, 2019)			Yes	Accepted

Source: Author's analysis 2024.

Data Analysis

This study investigates the impact of technology upgrades, quality improvements, and strategic implementation on public services, focusing on governance practices, public trust, and societal adaptability, as evidenced in the literature from 2019-2024.

Results of RQ 1: Technological Advances and the Implementation of Marketing Strategies Affect the Quality of Public Services

Technological developments and the implementation of marketing strategies significantly impact the quality of public services. Research (Rahman & Megah Sari, 2023) states that technology, such as applications, has a valuable and vital role in improving the efficiency and transparency of public services by speeding up the permit process and reducing bureaucracy. In addition, it can fulfill the demands of the community, which in turn will build public trust in government work. (Fathya et al., 2024). Implementing effective marketing strategies also improves the government's image and increases public awareness of digital services, bridging the gap between government initiatives and public expectations. (Utami, 2023) and (Vidacak, 2019). One missed marketing strategy (Nurahman, 2024) is utilizing the YouTube platform as an information medium, affecting accessibility and trust in public services. While referring to (Fitrianto, 2022) and (Supriadi, 2021), combining technology, marketing, and adaptive governance can improve public service performance and shape behavior through efficient public communication. This holistic approach helps increase public confidence and adapt to ongoing social change.

Researchers recognize that advances in technology and marketing certainly benefit the improvement of the quality of public services; it can speed up processes, reduce accuracy, and increase transparency, ultimately strengthening public trust in government. Digital information technology and platforms such as YouTube, *e-government*, and others help to improve government accessibility and reputation and reduce the gap between government

initiatives and public expectations. Combining technology with marketing and adaptive governance improves efficiency and transparency and influences behavior through more effective public communication. With this approach, governments can keep up with social developments and satisfy people's desires, thereby improving service quality and responsiveness to change.

Results of RQ 2: Quality of Public Services and Implementation of Marketing Strategies for Government Success in Facing the Challenges of the Digital Age.

Improving public services and implementing marketing strategies are essential to surviving the challenges of the digital era. Programs such as "Kampung Keren" in Kediri City aim to improve service quality through transparency and accountability, which builds citizen confidence and creates a recognizable branding for Kediri City. (Trimurti Ningtyas et al., 2024) as well as creating service quality because applied good governance creates the concept of *good governance* (Tethool et al., 2017). Other findings from (Subchan Asy'ari, 2021) are things that can be done to carry out a marketing strategy by creating a program such as a website design assistance for the government, which aims to increase understanding and promote village potential and local advantages. This is intended to improve the quality of human resources to manage because later, the website will communicate with outside communities to get to know their area, increase the transparency of services provided, and build public trust in the government. Information technology and marketing strategies have been shown to increase efficiency and public engagement with government services, which is part of innovation (Elsye, 2024). Technology can also reduce administration, provide direct feedback from the public, and increase transparency (Tskhadadze, 2024).

Law No. 25/2009 emphasizes the need for open administrative governance to strengthen public trust and transparency (Mallarangeng et al., 2023). Evaluating the quality of public services requires performance measurement systems, employee training, and community consultation for continuous improvement. The Kalipucang Village Government's utilization of YouTube illustrates how technology and marketing strategies improve accessibility, efficiency, and public trust in government services (Suharsono, 2024)—assisting in designing a village website that aims to improve communication, transparency, and promotion of village potential and local products, to build public trust (Subchan Asy'ari, 2021). Executing a plan is crucial for effective service delivery. Having precise guidelines, skilled employees, and proper decision-making power can enhance public service effectiveness, openness, and responsibility while fostering public confidence (Alhawariy, 2021).

Improving the quality of public services, public trust, and response to change can be achieved by implementing efficient marketing strategies and using information technology. Using technology in marketing strategies increases efficiency, improves communication, and strengthens community trust. Initiatives such as "Kampung Keren" and improving villages through technology demonstrate the importance of transparency and accountability in supporting branding and improving services. Implementing technology and marketing strategies is critical to meeting digital challenges, fulfilling community expectations, and building a responsive and sustainable government. However, such implementation requires clear technical guidance, competent staff, and appropriate authorization. So, the right strategy needs to be carefully planned.

Results of RQ 3: Concrete Efforts and Marketing Strategies to Improve Public Services in the Digital Age

Having concrete marketing measures and strategies is crucial in improving public services in the digital age. Social media and digital marketing (Nurbudiwati, 2023) can improve the government's reputation by circulating government principles on social media, reaching out more widely, and strengthening people's participation and trust in government policies. In addition, (Trimurti Ningtyas et al., 2024) underlines that persuasive communication is essential through SWOT analysis because it

allows the government to create messages that are more efficient and suitable for various conditions and needs of the community, thereby increasing acceptance and compliance with the messages conveyed. (Fanaqi et al., 2022) emphasizes the importance of a consistent and professional website for more precise and accurate information delivery, improving the efficiency and accountability of government communications. (Hartono, 2023) asserts that effective public relations can increase public understanding and reduce resistance to government policies. According to (Jeremy Sutton, 2016), applying Martin Seligman's concept of positive psychology will improve the welfare and productivity of government employees, as well as using technology and flexible marketing strategies can improve public services by reducing bureaucracy, speeding up services, and increasing accessibility and transparency. This also increases public trust and promotes sustainable social and economic growth.

(Suharsono & Nurahman, 2024) Using digital platforms such as YouTube can improve the quality of public services through increased accessibility and efficiency and facilitate more transparent communication with the public. Customizable technology and flexible marketing strategies also increase public trust and response to social change. A study (Wulandari et al., 2024) found that the marketing strategy of e-Government implementation in the Dinas requires intensive socialization to increase community participation, while the communication effort is explained by (Yusmawati & Permana, 2019) found the importance of regulations that harmonize with customs. However, its success requires structured communication planning and involves all relevant parties (Nasfi & Ariani, 2020). Training and mentoring should also be provided for ASN staff engaged in marketing tasks, as they are responsible for sharing information with the public (Sari & Komalasari, 2021).

Researchers state that the government should combine marketing tactics with IT to improve the quality of public services and build public trust. Social media and online marketing help the government connect with a broader audience and establish solid relationships with the public. At the same time, a reliable website ensures that information is transparent and easily accessible. Effective communication and strong PR can reduce opposition to policies, while YouTube and other digital tools enhance the accessibility and effectiveness of services. In order to maintain consistency and stay in line with the history of public involvement, along with promoting a more favorable reception of policies, the government needs to be well-prepared with technology and staff. This implies that besides implementing cutting-edge technology, the government should offer training and mentoring to its staff to ensure they can utilize technology professionally and adapt to change, ultimately enhancing public services, building public confidence, and adapting to change more effectively.

4. Conclusion

This research shows that governments can improve the quality of public services and build trust by implementing effective marketing strategies, including social media, persuasive communication, professional website design, and strong public relations. These strategies not only improve the availability, efficiency, and transparency of public services but also improve the performance of government employees by applying the positive psychology theory', Martin Seligman's Theory,' which emphasizes mental well-being. Programs such as 'Kampung Keren' highlight the importance of transparency and accountability in strengthening the city's image and improving services. ASN staff needs to be trained in using technology and adapting to change to implement marketing strategies based on research. In this structured way, the government can significantly improve efficiency, accountability, and interaction with the community.

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