IMPACT OF INTERNAL MARKETING ON ORGANIZATIONAL PERFORMANCE: MEDIATING ROLE OF ORGANIZATIONAL CULTURE

Mohsin Ullah

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APPROVAL OF EXAMINATION

Candidate's Names: Mohsin Ullah

Registration Number: 29239 / 01-280112-010

Discipline: Management Sciences

Thesis Title: Impact of Internal Marketing on Organizational Performance: Mediating Role of Organizational Culture

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To My Loving Father (Late) and Mother

ACKNOWLEDGMENT

ABSTRACT

This study aimed to explore the linkage of internal marketing and organizational culture with organizational performance. The services sector is human-intensive, and therefore employee's workplace culture impacts organizational performance. The organizational culture has been used as a moderator and mediator with different variables in multiple contexts. This study is focused on the role of organizational culture as a mediator between internal marketing and organizational performance, which was not previously studied. The data for this cross-sectional study were collected from 511 respondents of the telecom sector through non-probability (convenience) sampling. The results from structural equation modeling reveal that organizational culture plays the role of mediator between internal marketing and organizational performance and that organizational performance can be enhanced through internal marketing. Social exchange theory supports the positive exchanges between employees, employers, and customers for high performance. Similarly, the resource-based view supports the orientation of organizational culture as an equity-based and valuable resource for an organization. The research further explains and discusses the implications for research and practice generally for all the services and manufacturing sectors.

Keywords: *organizational culture, mediation, internal marketing, performance, telecom industry.*

Table of Contents

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

Abbreviation	Description
AMOS	Analysis of Moment Structures
AVE	Average Variance Extracted
BPM	Business process management
CFA	Confirmatory Factor Analysis
CRM	Customer relationship management
CVF	Competing Values Framework
CB-SEM	Covariance Base Structural Equation Modeling
ED	Employee Development
OD	Organizational Development
EO	Entrepreneurial Orientation
FP	Financial Performance
FMCG	Fast Moving Consumer Goods
HC	Hierarchical Culture
HO	Hierarchical Orientation
IM	Internal Marketing
MO	Market Orientation
MV	Mediating variable
OC	Organizational Culture
OJT	on the Job Training
OP	Organizational Performance
OD	Organizational Development
PLS-SEM	Partial Least Square Structural Equation Modeling

PP	Process Performance
PTA	Pakistan Telecom Authority
PTCL	Pakistan Telecommunication Authority
RO	Rational orientation
RBV	Resource-based view
RMSEA	Root Mean Square Error of Approximation
SPSS	Statistical Package for the Social Sciences
SRMR	Root Mean Square Residual
TeO	Team Orientation
TLI	Tucker-Lewis Index

LIST OF APPENDICES

CHAPTER 1

INTRODUCTION

Profitability and best performance are the firm's primary purposes, partially based on employee satisfaction and market-oriented culture (Fernandez et al., 2019; Masri & Abdulla, 2018). Every firm has its target market, business philosophy, and strategy supportive organizational culture (Gagnon, Jansen, & Michael, 2008; Hornung & Rousseau, 2011; Kim, Shao, 2019). It is believed that the business`s operating environment and the management philosophy are considered responsible for the organization's profitability and performance. Every business manager initiates and maintains something new to an organizational culture relevant to the current vision and business circumstances (Altin, Koseoglu, Yu, & Riasi, 2018; Thompson & Strickland, 2001). Business leaders face more challenges in creating and implementing effective and efficient organizational culture, which is the mandatory requirement for outstanding business performance (Kenny, 2012). Researchers believe that six core elements, People, organizational culture, information technology, methods, governance, and strategic alignment (vision), are essential for organizations. Any element of these cannot be neglected in the business performance (Daft, Murphy, & Willmott, 2010; Rosemann & Brocke, 2015). Organizational Culture and employees have been one of the prominent and burning topics of debate in research. It is essential in the context of big profit corporations, as well as nonprofit organizations like the UNDP, stressed (Campbell, & Park, 2017; Nas et al., 2002; Schmitt, 2008; Yamashita, 2018) that the social sciences institutions must take a keen interest in the uplifting of research in the area of organizational culture.

In the services sector, the role of human resources is inevitable. Human resources are the most vital part of the organization, and it is costly to imitate human resources (Duarte, 2017). Human resource is one of the most defining factors of organizational success in the services sector anywhere in the world. Human resources can positively or negatively affect the positioning of the services firm or negatively affect organizational performance (Skaggs & Youndt, 2004). The employees are half part of the product in the services sectors. The employees must develop a strategy-centric attitude towards the customer to make it easy to reach the desired

organizational goal and sustain its industry performance (Baxtiyorovna, & Baxtiyorovna, 2021). Thompson and Strickland (2001) consider organizational culture the reason for the strong competitive advantage. The services sectors of the economy are always more volatile to the environmental dynamics as most of the world experienced during pandemic situations. There were challenges for the front-line staff to deal with customers during the challenging times of the pandemic (Bartsch, Weber, Büttgen, & Huber, 2020). Therefore, the services sectors need employees who are trained for and equipped with a strategy-supportive culture.

In today's business world, technological innovation, growing economic competition, and advancement towards globalization is changing the world quickly. To follow, adopt, and accordingly configure these environmental changes is the need of the modern corporate world (Baxtiyorovna, & Baxtiyorovna, 2021; Holmstrom, 2005;). Therefore every business, managers strive for the survival of their organizations and a more competitive position in the challenging global market through their unique and competitive characteristics' Bolboli & Reiche, 2014; Holmstrom, 2005). The different stakeholder's satisfaction and the competition on prices are the biggest challenges for business organizations (Bolboli & Reiche, 2013). Operationally and behaviourally competitive employees are necessary for organizations to tackle such challenges. Market-driven organizational culture is a strong and non-imitable asset of the organizations, making them competitive.

Organizations need their specific strategy supportive organizational culture, based on the available resources, context, the life cycle of business, and goals set by the organization (Schüler et al., 2015; Vazquez, 2019). It is not surprising and unrealistic that human thinking is hugely affected by technology, thus molding culture and thinking philosophies (Haroon & Zhang 2018). With time the intelligence of humans evolved, which ultimately changed the culture and priorities of humans (Beugelsdijk Maseland & Hoorn, 2015; Velsor & Leslie, 1995). This phenomenon made it challenging for entrepreneurs and business managers to anticipate the market's needs (employees & customers) and adapt accordingly.

It is not easy to convince all employees of an organization on the values and goals of organizational culture or modify an existing organizational culture in big corporations, particularly in underdeveloped countries or developing societies (Mohtaramzadeh, Ramayah, & Jun-Hwa, 2018). It needs much effort to convince the employees to adopt a specific business and

market-required attitude towards the job, especially in the public sector (Baird, Su & Tung, 2018). Employees of public sector organizations do not serve the customers with commitment but want to be part of such organizations managed by the state. This attitude is the lenient policy of state-owned enterprises and governance systems that lack employees' accountability (Masood & Afzal 2016), thus making employees' of such organizations be free riders. This scenario creates a big gap for installing the customer supportive and cooperative organizational culture to enhance performance. Bolboli and Reiche (2014) investigated that incorporate system where there is insufficient integration of organizational culture because 90 % of business ventures and initiatives fail. Poor corporate productivity is the lack of effective organizational culture (Eaton & Kilby, 2015).

The implementation of internal marketing (IM) supports establishing strategy supportive organizational culture and employee motivation, which ultimately enhance the performance of the employees at all levels in the organization. Agbényiga (2011), the theory presented by Maslow about human motivation, suggests that the ultimate goal of the human resource department is to push the employees to the self-actualization level where the employees completely own the organization. According to Azzam (2014), internal marketing helps the human resource manager design enhanced and effective motivational programs. This study explains that the motivational level achieved by the employees to work for the organization. (Varey 1995) thus augment the idea that internal marketing unifies all the organization's employees for the unified vision.

Salehzadeh et al. (2017) found IM as an integral part of the human resources management program, internal marketing a series of actions designed to create and strengthen the market-oriented and performance-oriented organizational culture. It is believed that cross-functional integration of internal marketing (IM) would enhance human resource recruitment, training, and motivation practices that could engender commitment to quality service by employees (Stokes, Moore, Moss, Mathews, Smith, & Liu, 2015).

Internal marketing is a modern employee management program and strategy based on involved communication with internal customers. It is a tool used to develop employee motivation and compensate employees who offer the best services (Berry et al., 1976, 1981). IM can be defined as a successful move towards employee motivation and developing and

maintaining the service by building the ability of the employees to meet the organization's goals efficiently through the market-driven organizational culture. (Ahmed, & Rafiq, 2003; Park, & Tran, 2018).

Thus, for achieving long-run profitability, performance, and competitive advantage, the firm must have a robust organizational culture. This organizational culture is induced in an organization through internal marketing programs, thus enhancing organizational performance (Choudhary, Akhtar, & Zaheer 2013.

1.1. Research Background

Top leaders use strategy and culture as two key levers in their constant struggle to preserve corporate viability and efficiency. The company's priorities are given a formal logic by strategy, and employees are oriented around it via common assumptions and group norms. Thus, culture communicates goals and directs employees` behavior

Organizational culture can be perplexing for executives since so much of it is based on unspoken habits, mindsets, and social patterns. Many corporate leaders often neglect it or subsume it to HR, and then it becomes a minor consideration.

For better or worse, organizational culture and performance are inextricably linked. Entrepreneurs and firms executives are often responsible for creating new organizational cultures and imprinting enduring values and assumptions. Top management, over time, through conscious and unconscious routes, can create organizational cultures. The most successful leaders are well-aware of the sensitivities of the need for the cultures which are required for the organization they run.

The global markets have given importance to the services sector by investing in people who make their attitude customer-driven. The customer has a switching behavior if not served up to their satisfaction level (Aslam & Frooghi, 2018). There are numerous examples in the services industry when companies lost their market and their existence because of weak customer service (Jahanzeb, Fatima, & Khan 2011). Organizational performance is directly linked with satisfied customers, primarily in the services sector. The satisfied customer is the product of the reliable services provided by the employee of the service organization (Söderlund,

2018). The employee should be recruited with a serving attitude and should be trained for customer-driven behavior. This customer-driven behavior of employees is induced through internal marketing programs. Through the internal marketing programs, there is exchange behavior between the employees and organization, and similarly, the employees and customer. This social exchange is based on mutual symbiotic and coherence (Wen, Butt, Khan, Murad, Ashraf, & Michael, 2018). In this way, the current market consumption is enhanced. The opportunity to identify and serve the new and unattended market is increased through consumers' perceived customer service and optimistic projections. Pakistan's telecom industry performance can be recovered through employee motivation and cultural realignment through internal marketing programs (Mahmood, Attiq, & Azam, 2014). Through internal marketing programs, the organizational culture can be improved by inculcating employees' knowledge-sharing motivation for improved organizational performance (Watto, Batool, & Ali, 2019). Internal marketing is very effective in the telecom sector. If the organization wants its customers to be pleased, it must exchange value with the internal customer for improved organizational performance (Awan, Siddiquei, Jabbar, Abrar, & Baig, 2015).

Strategy specific organizational culture is unavoidable because strategy is based on the strong footings of organizational culture" (Galpin, 2019). There are few research studies conducted on the operationalization of internal marketing (Sahibzada et., 2019) and its relation with other dependent variables like employee commitment, etc. However, still, the relationship between organizational culture and organizational performance is missing. These have been published in non-recognized journals and mainly focused on higher educational institutes and banks. This research is conducted because of the scarcity of studies on internal marketing as an enabler of organizational culture and change for performance improvement in the telecom sector of Pakistan. This scarcity of internal marketing in Pakistani economies has restricted the confidence of the leadership of organizations to apply internal marketing strategies and practices in business organizations (Haider & Akbar 2017).

The foundation of the research study is based on a combination of two theories of social exchange theory and resource-based view. The social exchange suggests that individuals in society do exchanges because of specific deprivation and fulfill that deprivation. Internal marketing suggests that there is a two-fold relation of employees with market and capitalist. The employees serve customers of the organization to fulfill the customer's desired product or service

fulfillment needs (Löhndorf, & Diamantopoulos, 2014). In return, employers fulfill the needs and deprivation of the relative employees. Social exchange theory supports the idea of internal marketing and its applications in organizations (Nart et al., 2019). Social exchange theory (SET) assumes that the incentive activities carried out between the organization and employees create a commitment to the organization. Social exchange theory supports the belief that employees who hope that the organization provides a better working environment and culture strive to join these organizations and uses their skills and knowledge to achieve their goals. Thus, good relations between employees and the organization have led to increased organizational commitment, and ultimately the organizational performance (Ahmed, Khuwaja, Brohi, Othman & Bin, 2018).

Large organizations worldwide design and implement organizational culture according to environmental dynamics (Alina, Cerasela, & Raluca-Andreea, 2018). Organizational culture cannot be created in a vacuum as it needs certain investment to be implemented. So when the strategy-specific organizational culture is inculcated, it becomes the equity and assets of the organization. The resource-based perspective suggests that all those factors that contribute to an organization's long-term performance are critical resources and that organizations should promote the implementation of these resources (Dubey et al., 2019). Many researchers view the organization's culture as a source of organizational competition that enhances performance and is difficult to replicate easily with competitors in responding quickly to actions (Maurer, Bansal, & Crossan, 2011; Naor et al. 2014; Naranjo-Valencia, Jiménez-Jiménez, & Sanz-Valle, 2016).

The resource-based theory considers an organization`s tangible and intangible resources as competitive weapons for performance (Chun, 2016). Researchers support the stance that the organizational culture is the most critical, intangible, and non-imitable organizational resource (Campbell & Park, 2017; Petrakis, Kostis, & Valsamis, 2015; Yamashita; 2018).

Kotler & Lee (2011) called for holistic marketing approaches to recruit, develop, and spark energy in employees to put the organizational activities in one picture (Oesterreich, & Teuteberg, 2018). It leads the organization to avoid the uncertain method of deploying untrained and unprepared employees to the department. Some earlier researchers (Joseph, 1996; Kelemen & Papasolomou-Doukakis, 2004; Yu, Yen, Barnes, & Huang, 2019) also revealed that attracting, motivating, mobilizing, and training all employees there is the need to implement internal marketing programs. All organizations in the world exist for tangible or intangible goals

to achieve. The organizations craft their strategies and work hard to achieve these goals through mutual understanding, harmony, and commitment.

Internal marketing efforts are solely aimed to corroborate that there should be no adverse events in the organization leading to the negative experience of customers. It fosters employee understanding in the purview of their roles to be performed skillfully to mark dedication to ensure excellent customer services. It is mainly aimed to rejuvenate an engaging customer experience. Therefore internal marketing stresses developing such pathways and calculated disciplinary procedures (Fortenberry & McGoldrick, 2016).

Employees should work in the best manner to achieve their goals aimed at the external markets. Foreman and Money (1995) have identified the concern that group and the fragmented impact were not studied accurately, and no consensus was developed among researchers to study it. This concept is widely accepted as evidence shows that organizations didn't implement internal marketing as a whole. It had been implemented in divisions or as a functional unit (Stokes, Moore, Moss, Mathews, Smith, & Liu, 2015). Moreover, it was evident from the results that internal marketing could be used to achieve the specific goals targeted by the organization and particular groups. These goals could be achieved by doing proper internal marketing within an organization regarding priorities with internal customers to align them with the organization's goal and enhance their personal development.

Businesses need to induce internal marketing for recruitment, motivation, and development of the internal customers to work for unified goals and achieve the primary purpose of the organization by developing the shared organizational culture and implementing it as well (Al-Weshah, 2019; Fregidou-Malama & Hyder, 2015; Varey, 1995). The motivation behind internal marketing is the development and alignment of organizational culture among members and creating the integration of all functional units, and developing coordination and trust among employees (Arnett, & Wittmann, 2014; Morris & Pitt, 1994). This process helps to achieve the desired outcome like a competitive advantage in customer service and satisfaction level. However, it is noted that interdependence between different departments and communication hurdles among the functional units create internal barriers for internal marketing to work in an organization (Papasolomou-Doukakis, 2002).

The fundamental function of internal marketing is the creation of a linkage of employee output with the firm's performance. (Chen and Wu, 2016; Lings, 2004; Papasolomou, Kitchen, & Christofi, 2017; Sousa, Krot, & Rodrigues, 2018) mentioned their work on developing a link between firm performance and internal marketing most appropriately in the perspective of services marketing. However, there is insufficient data on the linkage between IM and OP (Kaurav, Paul, & Chowdhary, 2015). Besides, limited literature is available on the importance and impact of IM and organizational culture and the impact of OC on OP.

 Epistemological debate on the direct relationship between internal marketing and organizational performance is available (Le Meunier-FitzHugh & Le Meunier-FitzHugh, 2017), but the studies are scarce, showing how IM impacts the OC (Pizzinatto et al., 2005; Roknić & First Komen, 2015). On the other hand, the epistemological debate is available on how organizational culture guides better organizational performance (Awadh & Alyahya, 2013; Boyce et al., 2015; Gimenez-Espin et al., 2013; Jacobs et al., 2013; Wei, Samiee & Lee, 2014).

However, the previous studies show that no efforts were made to check the organizational culture mediating between internal marketing and organizational performance. The current study investigated the mediating role of organizational culture with internal marketing and organizational performance. Internal marketing offers to help create and implement organizational culture, which ultimately leads to better organizational performance.

Studies showed an isolated relationship of organizational culture on performance (Dadzie, Winston & Dadzie, 2012; Jacobs et al., 2013) and with internal marketing (Lings & Greenly 2009; Shah 2014; Santos, & Gonçalves, 2018; Zaman et al., 2012) but not discussed the mediation of organizational culture between the internal marketing and performance.

Prior research found a correlation between internal marketing and business performance (Kanyurhi & Bugandwa Mungu Akonkw, 2016; Mupemhi & Mupemhi, 2011; Salehzadeh et al., 2017; Tansey, McHugh & McGrand, 2004). Similarly, literature reveals the positive impact of organizational culture on firm performance (Abu-Jarad et al., 2010; Dadzie et al. 2012; Hartnell et al., 2016; Kim, & Chang, 2019; Naranjo-Valencia, Jiménez-Jiménez, & Sanz-Valle, 2016). Existing studies have separately evaluated the impact of internal marketing and organizational culture on organizational performance (Ahmed & Rafiq, 2003; Hartnell et al., 2016; Mišanková, & Kočišová, 2014; Salehzadeh et al., 2017; Shiu and Yu, 2010;). However, to the best of the

author's quest and from peer-reviewed databases, the researcher could not find studies explaining the mediation of organizational culture between IM and OP.

In Pakistan, the telecom sector further flourishes if the firms in the Pakistani telecom sector adopt the market-driven organizational culture where customer service will be the top priority of employees and management (Hussain, Tsironis, & Ajmal, 2011). This customer-orientated behavior of employees is induced through internal marketing programs. In this way, the current market consumption will be enhanced. The opportunity to identify and serve the new and unattended market will be increased through the perceived customer service and optimistic projections by consumers.

Hence, for filling the identified gap, this study was conducted to assess the inter-relationship between internal marketing, organizational culture, and organizational performance in the telecom sector of Pakistan. The study was conducted to examine the role of organizational culture strategic role between the internal marketing and organizational performance relationship.

1.2.   Research Gap

Employees play a critical role in the services sector. Employee performance depends on the market dynamics that apply. Serving the market by providing the promised service depends on effective human interaction. The capacity to serve the customer as expected by the organization's vision is increased by employees' intellectual and social development. (Amin & Aslam, 2017). When it comes to members of the organization, employee development is sometimes unwelcome. This change inculcation requires a push through several employee-oriented programs that have been developed and then distributed to the organization's workforce. It is done through internal marketing when new or desired behaviors are taught in the workforce. While the sales department typically performs traditional product or service marketing, internal marketing is done in the HR department. The performance standards and the required cultural change are designed, and then the internal marketing tools are used to inculcate the change for improved organizational performance. This idea is supported by the future research directions of (Chatman, & O'Reilly, 2016), which she suggested as "big three" problems.

Organizational culture is the people's standard mental software, and while it is regarded as a soft notion, it has been shown to have real, practical implications for organizational performance (Chatterjee, Pereira, & Bates, 2018).

Furthermore, the literature suggests (Chatman & O'Reilly, 2016; Patyal, & Koilakuntla, 2018) that the organizational culture is under-theorized" and that scant attention has been given to explaining the underlying mechanisms through which it influences individual and organizational outcomes (Chatterjee, Pereira, & Bates, 2018). The strategic actions always maintain a long-run competitive advantage, boost the organizations' defensive measures (Esfahani, Mosadeghrad, & Akbarisari, 2018), and keep the organizations competitive (Ozuem, Limb, and Lancaster (2018).

The role of internal marketing is strategic, as it indirectly affects organizational performance (Domínguez-Falcón, Fernández-Monroy, Galván-Sánchez, & Ballesteros-Rodríguez, 2021).

Therefore this research intends to show the strategic and hidden impact of internal marketing on firm performance through the mediation of organizational culture, thus realizing and stressing the importance of cultural mediation between the IM and organizational performance (Mazzarolo, Mainardes, & Montemor, 2021). This study aims to assess the mediating role of the organizational culture between internal marketing and organizational performance. This research checked the relationship between the dimensions of internal marketing, organizational culture, and organizational performance. Similarly, this study's rationale was to check the value exchange between the employer and employee, which was not previously analyzed (Bermúdez-González, Sasaki, and Tous-Zamora (2016).

Jacobs et al. (2013) have identified that future organizations will be complex with multiple cultural types. Therefore, studies should explore the blends of the organizational culture and identify which aspect of the culture values more for the organization in the long run.

The relation between organizational culture and organizational performance is already established. However, the relation of the competing values framework and the three sub-dimensions of the newly developed scale of organizational performance (process, organizational development, financial performance) have not been assessed (Tseng, 2016).

1.3.   Problem Statement

Business performance is directly linked with satisfied customers, primarily in the services sector. The satisfied customer is the product of the reliable services provided by the employee of the service organization (Söderlund, 2018). In the services sector, the employee is the core of the business processes and resources, and the satisfaction of the ultimate customers is strongly dependent on the employee's behavior (Golubovskaya, Robinson, & Solnet, 2017). It needs a strong organizational culture where customer service is exhibited at every touchpoint (Plaskoff, 2017).   There is a need for the market-driven and business relative organizational culture (Schmiede et al. 2015; Warrick, Milliman, & Ferguson, 2016; Warrick, 2017). A well-organized and market-driven marketing strategy and strategy supportive organizational culture is mandatory to stay in a competitive position in the market (Ha Nam Khanh, Bui Nhat, & Dao Duy, 2020)

It is always assumed that only financial leverage can be used. Perhaps one of the main reasons for achieving a market-leading position in the marketplace is attributable to this fact. In contrast, there are a few other tactics that support sustainable competitive positions and performance. For the organization's success, the organizational culture must be aligned according to the vision statement (Shao, 2019). To successfully transform the organizational business philosophy into the desired organizational culture, business leaders must work on the workforce of the organization to convince them that the success of the organization, and employees, depends on the workable, market acceptance, and success-oriented values which must be induced in them (Valmohammadi, & Roshanzamir, 2015). This vision-aligned organizational culture can be created and installed through the planned activities of internal marketing (Matis, 2015).

Internal marketing has been defined as selling the firm to its employees (Grönroos 1981) or a process of exchanging mutual value across different organizational levels (Tang, Chang, & Cheng, 2017). It not only improves employee satisfaction (Butt, Lodhi, & Shahzad, 2020), but it also improves the organization's competitiveness by strengthening employee-employer relationships (Brodie, Whittome, and Brush 2009). Thus, resilient internal marketing fosters positive attitudes among current and potential employees.

Through the internal marketing programs, there is exchange behavior between the employees and organization, and similarly, the employees and customer. This social exchange is based on mutual symbiotic and coherence (Wen, Butt, Khan, Murad, Ashraf, & Michael, 2018). In this way, the current market consumption is enhanced. The opportunity to identify and serve the new and unattended market is increased through consumers' perceived customer service and optimistic projections. Pakistan's telecom industry performance can be recovered through employee motivation and cultural realignment through internal marketing programs (Mahmood, Attiq, & Azam, 2014).

Organizational culture is recognized as an essential strategic resource globally in service industries (Balmer & Burghausen, 2015; Genç, 2013; Jain et al., 2016; Warrick, 2017; Wei, Samiee, & Lee, 2014) and telecom is no exception. Companies allocate a lot of time and resources in their response to it. This study anticipates that if employees begin their work experience acting in a market-oriented manner, they may save resources, help keep costs down, and bolster the creation of market-oriented employees as strategic resources (Ewing, & Caruana, 1999; Hwang & Der-Jang, 2005). Lastly, the performance of the company will improve. Minutely configured internal marketing programs will lead to this market-oriented behavior.

Businesses in recent years have invested heavily in designing and implementing their internal marketing programs to keep up with today's business demands and help increase company performance. To the extent, this enhanced performance stems from internal marketing programs. Internal marketing programs do not exist in a vacuum, but instead, it influences the organizational culture which ultimately impacts organizational performance. Once internal marketing programs are installed, traditional organizational culture shifts to a market-driven culture, and performance are boosted. (Kelemen, & Papasolomou, 2007). Hence this studies intense:

To ascertain the impact of internal marketing as an enabler of the organizational culture and further assess the relationship of organizational culture as a mediating variable between the internal marketing and organizational performance.

1.4. Research Questions

The principal research question of this study is about the role of organizational culture between internal marketing and organizational performance. Thus this research asks:

1. Does internal marketing influence organizational performance?
2. Does internal marketing create an impact on organizational culture?
3. Is there any impact of organizational culture on organizational performance?
4. Is there a relationship between internal marketing and organizational performance amid organizational culture as a mediator?

1.5. Research Objectives

1. To study and check the impact of internal marketing on organizational performance.
2. To ascertain and explore the influence of internal marketing on organizational culture.
3. To measure and evaluate the impact of organizational culture on organizational performance.
4. To find out whether organizational culture mediates the relationship between internal marketing and organizational performance.

1.6. Significance of the Study

The services sector has always been the most crucial sector of the economy of any nation. The services sector is always neglected in the less developed counties, creating a significant gap in the economy. This study has attempted to find an efficient method to boost the services sector by finding the reason behind the best performance. The human element is the most crucial factor in the services sector, and the customer service behavior of an employee is the winning edge of the idea. This study found the customer-driven organizational culture's enablers, which can create a competitive advantage for a service firm. The current study validated the importance of human development by inculcating the market-driven organizational culture through internal marketing. Another critical aspect of the study was to explore the role of internal marketing and the organizational culture in the performance of the services organization in the Pakistani context. In developing and less developing countries, the human development aspect is ignored in business organizations because it is perceived that it increases the organization's cost (Chiang, Lemański, & Birtch, 2017; Wasti, 1998). The study signifies that organizational culture is a

competitive resource of the firm and internal marketing is the enabler of organizational culture. The organizational culture is of prime importance for the organization for the enhanced performance. This study supports business leaders in strengthening their advocacy to invest in internal marketing programs to develop a market-driven organizational culture to enhance performance. This study guides the managers to understand the role of internal marketing as an enabler of the organizational culture. Thus the managers can configure the training programs by devising technical and behavioral training of the employees through internal marketing techniques. This study is helpful for the leadership of the services organization in how the performance can be enhanced through the use of internal marketing. This research may help HR managers to understand internal marketing and organizational culture in a better way. It has been extracted from the research that organizations seldom communicate the organization's vision because of a lack of proper tools. This study will help the managers how to communicate vision through internal marketing techniques. This study may help the HR managers for the improved internal communications for internal brand management. This study may help the HR managers for the improved internal communications for internal brand management.

This study will benefit the services sector by creating awareness to develop more refined internal marketing techniques; it is best for organizational effectiveness and serves as a vehicle to growth. The addition of this research will help a business better understand how they can improve organizational performance by contributing to internal marketing and mediation of organizational culture. Furthermore, the present study will be helpful for HR managers and give them the insight to understand about services sector.

The services sector is mainly dependent on human resources, and human resource is among the few critical reasons for brand strength. A study by (Gyepi-Garbrah & Asamoah, 2015) emphasizes the importance of internal marketing and proposes enhancing brand equity; the organization must develop effective internal marketing programs.

1.7. Contribution of the Study

Organizations have one prime objective to improve performance and create wealth from the existing scarce resource. The resource, when used strategically, can have a synergistic effect, thus creating a competitive advantage of parsimonious usage of resources. The organizations at the same time deal with two types of customers: the employees known as the internal customer

and the ultimate customer. The satisfactions of ultimate customers depend on the service delivery of internal customers, resulting in improved financial performance. This research encapsulates theoretical, practical, and policy contributions.

1.7.1 Theoretical contribution

Theoretically, the study adds to enhance and further deepen the understanding of the OC as a mediator between internal marketing and OP. The literature was explored, and scholars found that the organizational culture has not been used as a mediator between the IM and OP. This allows exploring the role of IM as an enabler for the organizational culture. The study was carried out in the context of the telecom sector of Pakistan. The study further adds to the existing body of knowledge in developing an understanding of how these vital organizational variables are perceived in the essential services sector of telecommunication.

The competing values framework was used as a representative of organizational culture models. The literature reviews explored that the competing values framework has not been used in the services sector in the Pakistan context. The researchers suggest that CVF is the representative model of the organizational culture with robust characteristics (O'Neill & Quinn, 1993). This study added how the competing values framework could best represent the multiple organizational phenomena to deal with complex situations. The study validated the social exchange theory and resource-based view with the variables under research.

1.7.2 Managerial contributions

This study was conducted to check the justification to implement IM by business leaders in the telecom sector in Pakistan and to assess the managers' perception to accept the relation of IM and OP. The quest for the relevant drivers and impediments to the adoption of IM and OP has been performed through this study. It is, maybe, the first empirical study that opinionated the positive relationship of IM implementation on business performance.

The focus of organizations is on improving OP. Increasingly researchers, practitioners, academics are focused on the identification of antecedents of OP. Practically this study's results will help identify factors that can lead the telecommunications sector to improve organizational

performance. With the focus on employees to provide a customer-oriented service, IM can significantly help telecommunication organizations transform themselves into the recognized organizations for their service. Moreover, the lack of research in the telecommunication sector pertinent to the management concepts is. This research adds to the scarce literature on how management concepts can help the telecommunication sector improve organizational performance.

1.7.3 Policy Contributions

The study has validated that employees equipped with a marketing-oriented culture can play in a better way in the marketplace. The organizational culture should be adopted as a prime building block in every action and operation of the firm. Internal marketing must be adopted urgently, and no exception model must be adopted for the internal marketing programs. IM is gradually accepted as an instrument to institutionalize shared values, improve employee commitment and enhance customer satisfaction. This study model would contribute to its conceptual development and facilitate its application in the organization, enabling it to achieve strategic objectives such as customer orientation, organizational commitment, and organization performance.

1.8.   Structure of the Thesis

The dissertation consists of five chapters, as given below.

Chapter 1 covers the introduction of the thesis. This chapter covers the background of the study, which aimed to provide an overview of the underlying theories, the purpose of the study, the problem statement based on the available literature, the significance of the study, research questions, the hypotheses, and the conceptual background.

Chapter 2 presents a review of the literature. This covers the dominant view of the subject areas. The chapter discussed the primary constructs, namely IM, Organizational Culture (OC), and Organizational Performance (OP). Then, based on the existing literature, established the direct and indirect linkage between these variables. This chapter also covered the underlying theories and theoretical framework of the study.

Chapter 3 covered the methodology of the research study. This chapter explains the study's design, philosophy, nature, and approach or research strategy employed for this research. It also covered the population, sample, and sampling technique. Besides, this part of the study covered the operationalization of variables, development, validation of the research instruments, administration of the questionnaire and data collection methods, and data analysis procedures.

In chapter 4, a description of the data analysis is presented, tests of the hypotheses are provided, and the results are discussed. The study in this section covered descriptive statistics, reliability analysis, measurement models of each variable, structural models using AMOS, and the Statistical Package for the Social Sciences (SPSS) to evaluate the mediation of organizational culture between IM and OP relationship. Discussions on the findings are also provided in this chapter.

Last but not least, Chapter 5 presents a summary of the findings, implications, and conclusions of the study. The study also highlighted the limitations of the study and future recommendations.

1.9. Summary

The introduction chapter aimed to develop the thesis by introducing the background of the study, the research gaps in the literature, the research questions and objectives, and highlighting the significance of the study. In this respect, all the objects are covered in their respective sections in this chapter. The next chapter covers the literature review based on the subject areas' already established research and literature.

CHAPTER 2

LITERATURE REVIEW

2.1. Internal Marketing

Paul and Sahadev (2018) highlight that IM is the campaign for the internal market of the employees in the organization which requires to be well trained, up to date informed, adequately rewarded, and continuously motivated for the current and new tasks within the organization that meets the external customer's expectations. Internal marketing is not only communication tactics, but it is more than it, for instance, employee meetings and posters of the workplace. It is a way to build intense employee satisfaction (Abd Munir et al., 2015). IM is not a single functional unit; it involves many other relationships in the organization with management. They find ways to recognize their challenges and also comprehend how to manage differences to organization triumph. Ozuem, Limb, and Lancaster (2018) mentioned that IM is a framework to target an organizational cultural change, and it is also a tool to gain strategic arrangements between the employee's activities and marketing's brand name or position in the mind of the desired or target customer's mind.

Finney and Scherrebeck-Hansen (2010) describe IM as a way of treating employees' jobs as products and employees of the organization as internal customers to satisfy the wants and needs of internal customers and the organization by addressing the objectives of both the stakeholders. Abzari et al. (2011) define internal marketing as an effective tool to facilitate organizations with competencies and capabilities to enjoy environmental opportunities.

Fortenberry and McGoldrick (2016) describe internal marketing as a series of activities aiming for the development, guidance, and proper rewards of all the employees of any organization to play essential roles in acquisition, retention & enhanced patronage of customers. In the human resources debate domain, internal exchanges in organizations have been studied. The contribution of employee inputs into the job and outputs (rewards, benefits, etc.) has also been validated (Pantouvakis, 2012). This combined influence of specific human resources

management practices and the adoption of external marketing philosophies in the internal work environment are the pillars of the internal marketing framework.

The forefront personnel plays a fundamental role in the delivery of the services to customers. IM should spotlight offering proper training to the employees about organizations' goals both externally and internally, the customer needs, and the strategic vision (Arnett, & Wittmann, 2014). The long-term vision of organizations is communicated to the forefront employees to enable them to lead themselves to the long-run goals. Thus stimulating employees' customer service behavior to enhance the service quality provided they are delivering to customers in the long run (Tsai & Chang, 2012). The organization uses internal marketing to successfully recruit, maintain, and motivate employees of an organization. Internal marketing is a comprehensive technique that fast-paced and visionary organizations use to recruit, develop, and motivate their employees to better customer service, ultimately leading to augmented organizational performance and success.

With the start of the 21st century, very dramatic structural and strategic changes occurred in the organizations (Bryson, 2018). The need for organizations to become more market-driven is driven by these changes to manage the market dynamics to be competitive in response to competitors (Ardito, & Dangelico, 2018; Schlosser & McNaughton, 2007). Extant literature has presented the concept, mechanism, and scope of the IM to tackle these challenges, which is the tool for motivating, developing, and retention of the talented and customer conscious employees for the organization in exchange for the "job" as products to fulfill organizational values and goals in service-oriented organizations (Ahmed & Rafiq, 1993, Jalilvand et al., 2017; Little & Little, 2009). Many proactive and successful HR departments have adopted the IM as an integral part of their human resource activities. The stage of adoption and integration of IM in most nonprofit organizations leaves a lot to be desired (Álvarez-González, García-Rodríguez, Rey-García, & Sanzo-Perez, 2017; Mitchell, & Taylor, 1997; Proctor, 2010; Pantouvakis, 2012;).

IM has emerged as one of the management techniques meant for solving various issues related to marketing orientation, customer orientation, service productivity, and implementation of plans (Jalilvand 2017; Varey & Lewis 1999). The paradigm of IM has significantly contributed to understanding the role of employees as integral enough in imparting customer satisfaction and improving service quality altogether (Ahmed & Rafiq, 2003; Al-Weshah, 2019).

Many scholars have different views about IM, which are conclusive in their views about the few dimensions like the motivation, reward, and the development of the employees to make them ready for the increased customer service in the marketplace. (Rafiq & Ahmed, 2000; Chang & Chang, 2009; Narteh, 2012). Initially, it was believed that IM would boost the delivery of the best customer service (Rafiq & Ahmed, 2000). It is believed that the main idea of IM is to persuade the internal customers of the organization to show the goodwill of an organization (Berry 1981; Sarker & Ashrafi, 2018). According to Berry and Parasuraman (1991), it is critical for the enterprise to grow and sustain it, as some internal customers are committed to the firm. It is also considered that IM is a tool for strategy development and suitable for management change (Rafiq & Ahmed, 1993; Rafiq & Ahmed, 2000). Pels & Gronroos (2009) mentioned that if the organization promises to the external customer, it is difficult to fulfill unless your internal customers are motivated to do so. Scholars have also worked on the commitment level of employees concerning IM within the organization (Mishra, 2018; Narteh, 2012; Ting, 2011).

Al-Weshah, (2019). defined IM as" to develop the customer contact staff and support staff of the organization for the customer-oriented service through the training and motivation of the employees regularly. Proctor (2010) to increase the customer focus for the increased customer relationship, the IM is used as a guide and ultimate tool to smoothen the way for the objectives achievement and customer relations. Paul and Sahadev (2018) define IM as a concept of considering employees of the organization as an internal customer and considering every employee's job as the internal products that satisfy the needs and wants of employees by addressing the strategic goals and objectives of the organization.

To achieve the enhanced customer experience and retain the patronage customer, a range of IM activities will play a critical role by enlightening the employees' vision through market-oriented training and a competitive reward system (Fortenberry & McGoldrick, 2016).IM is a perception based on applying real marketing tools to attract and retain high performer employees. These actions will later affect the business performance both in financial and non-monetary terms (Kaurav, Paul & Chowdhary, 2015).IM comprises a range of activities carried out to develop, reward, and help envision the organization's employees about the organization's future (Kanyurhi & Akonkwa, 2016). According to Chen and Wu (2016), IM is the organizational approach that makes motivation and education sine qua non for employees to act promptly in a customer-conscious and pro-market manner.

It is remarkably explained in the literature that IM was used or proposed for the first time as a way out to conveying outrageous quality service, typically by Berry, Hensel, and Burke (1976). The idea of IM emerged from the area of well-known services marketing, and the primary reason was to engage the frontline workers with those ultimate customers who impact performance; also, the main concern is to provide superior delivery to the customers during interaction (Kaurav & Prakash, 2011). IM considered the solution to the problem since the 1970s, for providing top service quality (Berry, Hensel, & Burke, 1976).

Literature mentioned that various researchers have tried to define the concept of IM in their perspective, but their definitions were narrow and vague in elaborating on the phenomenon of IM. Kaurav, Paul, and Chowdhary (2015) define IM as considering employees as the internal customers, seeing jobs as the internal product, and finally being ambitious to present products to the final customers that satisfy the market demands.   It aims to satisfy the needs of the internal customers who are the organization's representatives and address the organization's objectives. In the same research, the author has suggested that the marketing tools organization adopt to attract customers should also retain the employees of the organization who are the internal customers (Tsai & Tang, 2008). For Berry, it is just a marketing tool to satisfy the internal customers, and the ultimate result is to provide satisfaction to external customers. Berry also used the tool of marketing for implementing his idea. It is considered that IM is a part of marketing tactics for employees themselves who are observed as internal customers of the organization. For productive external marketing and success, the organizations need to build internal competencies. It is considered the philosophy for managing the organization's human resources as the foundation on marketing perspective (George, 1990). Strategies are formulated to develop the high-performance output of the system by administering the IM's interdependent component to attain substantial competencies for the organization. Therefore, the competitive advantage of firms is influenced by these variables. George (1990) has suggested IM enhance internal proficiencies for minimizing the threats of competition.

Chen and Wu (2016) mentioned that IM, while comprising viewing the employee as a profitable customer, is the main point of a new direction of IM. Considering their point of view, IM is a source of generating values from the inside (employees of the firm) to outside (external customers). De Bruin et al. (2019) explained that IM is considered when you consider your employees' benefits by satisfying them. Hence, they become enthusiastic; either it is a marketing

job or a human resource. Mazure (1991) advocates the concept of IM should be purely related to the human resource department and not only with marketing concepts. Berry and Parshuraman (1991) mentioned that interacting with dissatisfied and distressed customers can dismay employees' zeal for the job and reduce their commitment level. Hence, the result is increased employee turnover. Chowdhary and Prakash (2005) communicate his point of view for IM that there is a direct link between the retention of employees and customer acquisition. The above authors have suggested that IM should be practiced by the human resource people, not by the marketing people, as it is used to solve the issues of human resource people.

Lambert (1995) was in favor that several recent management problems merit observation and can be solved with the extensive implementation of the concept of IM.

- Skilled people can be retained in organizations by bestowing corporate and better personal direction
- Individual motivation can be built up and mobilize by developing a strong connection with the managers and groups who share the same objectives, skills, and experiences for economic recovery.
- Develop such corporate brands that plead to both customers and members of the organization.
- Productivity can be enhanced through leadership, commitment from employees, and processes.

Chen and Wu (2016) suggested that if the internal customers are happy with the organization and are well trained to satisfy customers' needs and wants correctly, they are more loyal to their employer from 3 to 4 times than those who feel distressed and dissatisfied. Rafiq and Ahmed (1998) elaborated on the concept of IM. They referred to it as a planned endeavor using strategies similar to marketing to reduce the resistance to change for the organization. The focus is to align and motivate the internal employees. IM will enable them to effectively implement a functional and corporate strategy to deliver value and best services to customers, which is done only by creating loyal internal customers. Jha (2016) mentioned that IM could treat both customers, internal customers, and external customers equally. This can be done by adopting proactive strategies to achieve the desired objectives of the organization and provide satisfaction to both employees of the firm and the customers. Kanyurhi and Akonkwa (2016) and Kasemsap

(2017) elaborated the concept of IM in similar words, and it is the best way to improve the commitment and job satisfaction of employees through IM; by doing this, employees feel satisfied, and his level of loyalty increased. He treats the customer in a better way which in return also increases the loyalty of the customers.

Huanga and Rundle-Thiele (2014) the fundamental concept of IM is that the employees are the first market. Many authors have suggested their idea about IM is that consider the employees as customers. Sasser and Arbeit (1976) and De Bussy, Ewing, and Pitt (2003) were the first authors who started the concept of IM in a new way that IM is not confined just to the front-line customer and staff alone. It applies to those employees equally who do not directly interact with the customers but influence the service providers about their perceived service quality. Employees are considered the value-added components of products and services if they perform their duties very well. Kaurav et al. (2016) elaborated IM as IM is a unique concept of selling services firstly to the internal audience and then it is sold externally to the customers. The organization must ensure the employees what they have to perform and deliver what is promised, and how they have to manage it. Kaurav and Prakash (2011) defined IM as a concept of marketing that is used to increase the satisfaction of the organization's employees.

2.2. Dimensions of IM

2.2.1. Vision

The organizations set a vision to get to the desired future; the vision is always a well-structured and organized tool with a complete roadmap. (Mirvis et al., 2010). The organizations always get energy and motivation from their vision to have a competitive advantage because the vision creates an environment for cross-department developments and resource sharing (Klimas, 2016).

The organizational vision is defined as the current and future capacity of the organizations to achieve their intended goal (Judith, Egessa, & Benson, 2018; Thompson & Strickland 2001); considered vision the point of focus in every organization's daily operations.

Foreman and Money (1995) prescribed major components of IM are rewarding employees fairly and developing and leading towards the vision. The fundamental objective is concerned with the internal markets of the organization and investments in the human capital to make them realize

and own the organization. Every individual of the organization understands the long-run and short-run goals of the company (Paliaga & Strunje, 2011). Ng et al. (2016) mentioned that there are many components of IM from which the company starts (a) motivation, (b) company's goal or vision, (c) training, (d) cooperation, (e) communication, (f) recruitment.

Setting targets, directing, and leading towards the mission and vision of an organization are influenced by organizational principles. Deciding rules, policies regarding the organization to all hierarchy levels within the organization are dictated by corporate guidelines. Communicating essential values and norms to target different stakeholders requires a significant channel (Fortenberry & McGoldrick, 2016). This channel is provided by the mission and vision statements (Martinez, Perez, & Rodriguez, 2014). Contemporary organizations need employee's psychological connectivity with their work. They need employees willing and able to invest themselves in their roles proactively for high-quality performance standards (Bakker, Albrecht, & Leiter, 2011).

Human resources determine core organizational capability, effectiveness, and performance, combined with other material or intellectual resources (Kim & Min Park, 2014). Kohles, Bligh, and Carsten (2013) noted that connecting vision with the desired output could be seen in the subordinate's work who knows that the improvement or failure in their work can directly affect the combined result of the organization. The two-way flow of visual communication between the managers and the subordinates directly affects the transformation of vision into desired customer service. Kohles et al. (2013) further suggest that employees' vision knowledge does not directly put the vision into their jobs. What is more critical for employees is determining communications about the vision of compatibility and application to their job.

2.2.2. Reward

The organization wants their internal customers to be satisfied and encourage them to work for their organization and give them lucrative awards to satisfy their external customers (Haghighikhah et al., 2016). Especially services-based organizations need to develop strong relationships with their clients to spread positive word of mouth about them, retain existing customers, and earn their loyalty. It is a fact that employees who are strongly committed and have good relationships with the organization try to serve their clients better. These employees are productive, and they try to improve their relationship with employers and build a good

reputation of an organization where they are working (Wen et al., 2018). Laundon and McDonald (2019) mentioned that an excellent reward system is combined with positive interaction and sharing of vision within employees; it creates more loyal employees who want to remain for a long time in the organization. This is evident that there is a positive relationship between employee commitment and reward. It is well documented in the organizational system the reward affects the behavior of employees.

Effective motivation and desired performance of employees is an excellent tool for the organization to sustain success in the long run. Enough studies are available that proved the positive relationship between employee motivation and organizational development in the current highly competitive business environment. As employees play an essential role and significantly influence the organization's success, companies strive to keep their employees motivated and retain them to enhance organizational effectiveness (Ng, Fang, & Lien, 2016). So organizations strive to achieve their goals and design and implement strategies to compete in the competitive market by improving the effectiveness of their performance. However, very few organizations understand the importance of human capital and consider them their critical assets in getting success. This is why successful organizations emphasize employee motivation and believe that employees, if not managed properly, would not be satisfied with their jobs, which will ultimately decline the organizational performance (Dobre, 2013).

Grönroos (1984) and Hadi et al. (2019) mentioned that organizations have to develop the link of service quality with the reward so that employees try to provide good quality services to customers. In IM, it is a strategy that rewards system and service providers are strongly connected, and quality of service is connected with customers (Pantouvakis, 2012).

Awwad and Agti (2011) emphasized that the reward system is reflected fair in the services sector because of an emotionally strong and loyal relationship created in internal customers for the organization. The non-financial IM programs consider that the reward system is non-monetary rather than other outcomes like empowerment, recognition, appreciation, and motivational practices for employees (Haghighikhah et al., 2016). The need to motivate employees for performance improvement in organizations is not strange. Earlier scholars Maslow (1954), Herzberg, Mausner, and Snyderman (1959), McClelland (1963) have all tied employee motivation, job satisfaction, and commitment to incentives that fulfill employee needs at work. Motivating

employees in a marketing-oriented organization requires management commitment to IM and incentive schemes that address the employees' needs and expectations (Kilburn, 2009; Gronroos, 2009; Gummesson, 1987).

As Kilburn posited, appropriate reward structures and systems should be designed and implemented as parts of the IM that should be integrated with the human resource management strategy. The need for top management support and cross-functional integration of the incentive schemes has been emphasized by several authors who also revealed that an incentive system would fail if management and employees are not fully involved at the design and implementation stages (Little & Little, 2009; Kotler, 2008). Vroom (1967) had observed that employee motivation for improved performance involves three elements (a) customer-oriented behavior and its return to the employee; (b) the employee imagery of being towards customer-oriented behavior (c) the expectation of reaching the desired outcome through engaging in such behavior expectancy. Siddiqi and Sahaf (2007) argued IM in higher learning institutions is to develop desired abilities, beliefs, and orientation of the employees concerning the three elements of motivation by transforming the employees' social and technical skills into customer-oriented behavior.

In this context, motivation can be explained as to how employees will take specific actions and make necessary efforts to attain organizational goals. Thus it is the responsibility of the HRM of any organization to find ways and means to motivate and retain employees by reducing job dissatisfaction and also acknowledging their achievements. The best strategy to acknowledge employees are; Employee participation and empowerment. This helps two folds, i.e., enhance the efficiency of the employees and increase the employee motivation level Employee's perception as being appreciated and consider that their input is added to the decision s enhances the morale and performance of the employees. (Dobre, 2013).

2.2.3. Employee Development

Employee development is defined as the aspects such as training, skill enhancement/development, and career development opportunities of the employee with and outside the organization (Nerstad, Dysvik, Kuvaas, & Buch, 2018).

There are many reasons to adopt IM and a prime reason to increase the employee's awareness. The prime aim of IM is about the employees who are working inside the business or

who are part of the business and those places where they can get satisfaction (Mornay Roberts-Lombard, 2010).

Papasolomou (2002) suggested that the development of employees serves as motivation for both their dedication to work and how they are delivering quality to customers. Marsick and Watkins (2003) suggested that employee job satisfaction is because of employee development. Wahab & Tyasari (2020), the employees in the services sector, must attend the training and learn about recent developments and impending changes. Warrick (2017) said that it helps the employees learn about changes and adjust where necessary changes are required. Masood & Afzal (2016) mentioned that employees develop a sense of belonging for an organization when employees feel that they are conducting training for us and are doing much more for us.

Jehanzeb and Bashir (2013) suggested that training is a tool of systematic development of skills, knowledge, and attitudes that is important for employees to perform a particular task or job (Jha, 2016). According to the study of Grønholdt, Martensen, Jørgensen, and Jensen (2015), those employees who have attended the training are more competent compared to those who have not attended the training. Hence, they show more confidence in delivering services in the best way than their counterparts who have not attended the training.

The primary focus is on the organization's performance (Richard, Devinney, Yip & Johnson, 2009). Organizational performance is believed to be the indicator of the outcomes of the operation and tells how the organization is achieving goals and objectives (Hamon, 2003).

Integrating a coaching practice into the organization's culture parallels two luminary scientists: Fred Fielder's contingency theory and model (Da Cruz, Nunes & Pinheiro, 2011) and Fredrick Taylor's scientific management theory (Ferond, 2006). In short, Fielder's theory suggested that changing the environment is prompt than changing the psychological attributes of an individual, which he often referred to as "organizational engineering" (Da Cruz et al., 2011). Fredrick's scientific management theory suggested that management and worker levels can be engineered to be equally supportive of achieving performance (Ferond, 2006).

Many researches and studies on IM emphasize employees are essential for organizations, and they should develop a sense of the job as an internal product. Their primary purpose should be to make qualified personnel skillful and loyal employees (Zampetakis & Moustakis, 2007). The very best practice has no alternate for employee development, understanding their emotions,

and developing their best understanding capacity (Roberts-Lombard, 2010). There should be mutual bonding between the management of the organization and internal customers. There is a need to develop surety about their best service delivery, and employees' satisfaction should be prioritized. There should be proper management for the employee's sustainability and their internal coaching for the training of employees that will help the internal customers in the growth and development of business (Mornay Roberts-Lombard, 2010).

IM theory prescribes training of new employees through induction programs and retraining of old employees as refreshments on features and benefits of organizational service offerings and established values and goals (Little and Little, 2009; Proctor, 2010). The training program should also include content to develop soft skills that would differentiate the organization's service offering from those of competitors. There is also a need to expose the recruit to the gathering, disseminating, and interpreting information through an agreed marketing intelligence program (Kotler, 2008). Every new employee has needs and expectations. The employee's perceptions are shaped by the extent of which the needs and expectations they bring to the organization. Finally, the strategies and goals of the organization are fine-tuned to accommodate such expectations (Schlosser & McNaughton, 2007). Employees need to be clear on the brand equity of the organization and the brand's market position as recognized by external customers through training and retraining.

2.3. Major Disciplines of Internal Marketing

IM is explained in a variety of ways. Literature has emphasized that there is a need to align the literature of IM according to its dominant perspective in following designated groups.

(i)   IM is similar to HRM
(ii)   It is considered a marketing technique within the organization targeting the employees as customers.
(iii)   It is a state of satisfied internal customers
(iv)   IM is also a source of competitive advantage (Sincic & Vokic, 2007).

2.4. The Dilemma of Internal Marketing Mix

Regardless of the clear importance of IM in providing a higher standard of service and significantly affecting employee behavior, it is also noted that scholars are still not consistent or

agree with the perception and conceptualization of various aspects of IM. To attain the objectives of IM, organizations have to employ mixed elements into IM (Ahmed, Rafiq & Saad, 2003). Foreman and Money (1995) have taken three aspects of employee development, vision, and reward. Ahmed et al. (2003) have examined other aspects of IM as well as communication and empowerment. For instance, according to Chang and Chang (2009), there are other dimensions or aspects of IM: external activities, employee-oriented measures, and internal communication within the organization. According to Narteh (2012), there are few other dimensions of IM like a reward, training of employees, communication of employees. According to De Bruin-Reynolds, Roberts-Lombard, and de Meyer (2015), some IM mixes like internal distribution, internal price, and the organization's internal product. Minds indeed have different thoughts regarding IM. The literature identified this gap, and it is a significant challenge for IM. This study focuses on the impact of IM on the organization's performance through the mediation of OC, specifically in the telecom sector.

The idea of the IM mix involves having several marketing elements under management control that are implied and integrated to produce the proper response from the internal target market (Piercy & Morgan, 1991). It is also assumed that those elements include the original elements of the marketing mix (products, price, promotion, and place). As Piercy and Morgan also summarized, organizations should treat jobs as internal products. Jobs should be seen from the employees' perspective and not from the tasks or duties assigned to them. They revealed financial payments are the pricing of the job product and tools of employee involvement in the decision-making, responsibilities, and career development processes. As Kotler and Keller (2012) revealed, place in the marketing is related to channels of distribution forming the access to the target market. The place is concerned with the working environment within the IM context. It includes culture, values, structures, artifacts, and all its symbolic aspects (Ahmed & Rafiq, 2003). Internal promotion or communication is a vehicle for explaining to employees the need for an effective and efficient service strategy. It also serves to clarify the employees' roles in the development and implementation of IM. Internal relationship communication implies selling the IM part of employees' organizational goals and values (Sanches-Hernandez & Grayson, 2012).

With the introduction of the holistic marketing concept at the beginning of the 1990s, Galphin (1997) extended the elements of the IM mix to include rewards, training and

development, empowerment, senior leadership, staffing selection, and incentive systems. The extension of the IM mix highlighted the emerging struggle between the marketing and HRM functions for control of IM implementation. Foreman and Money (1995) proposed that the human resources function could manage some of the elements that are personnel-related.

2.4.1. Internal Customers

To get the best result in the marketplace and to enjoy a satisfied customer base for the organization, the organization's employees must be treated as internal customers. The organizations must achieve their satisfaction. (Gummesson, 1991; Schonberger, 1990). The marketing practitioner discussed people's role as target markets and essential elements as a marketing mix in IM programs (Booms & Bitner, 1981). The marketer identified this relationship as the critical input in the well-known holistic marketing concept. (Kotler, 2008). This need for the configuration between the internal and external environment has stressed the use of the IM and human resource activities as cross-functional functions and links the coordination between these two departments (Gounaris, 2008). In that regard, (Gummesson 2002) found that the external customer's satisfaction is the outcome of the well-groomed and satisfied employees. The internal customers' excellent service to the external customer is possible when the internal customers have healthy relationships and mental binding with the organizations and their goals. Therefore, to have delighted customers in the marketplace, the organizations must first target the employees as internal customers.

2.4.2. Jobs as Internal Products

Sasser and Arbeit (1976) proved that viewing the jobs as products urges the employees to give sheer dedication to their job, offering to do so for purchasers of their services i-e (external customers). The utmost quest for successful organizations is attracting, motivating, and retaining the best personnel from the market. Apart from the service brilliance and quality delivery, the organizations will be on the way to severe failure if they ignore the retention and motivation of the talented staff in the organization. In a situation where services sectors are vying for competitive advantage and the customers like individuals organizations, governments hold high expectations, and the need to provide high-quality services should not be relegated. Thompson (1967) posited, if the employee can get high self-actualization and self-development from their performance, then they will have high expectations from their work output. One of the early

objectives for the satisfaction of the customer contact employees was the use of IM initiatives. (Berry, 1981; Gronroos, 1981).

Unfortunately, while most early researchers concentrated on frontline employees, other workers felt neglected and discriminated against, resulting in the need to value all jobs and recognize the job holders as equally important. Hence, one of the fundamental tools for achieving total service quality, employee satisfaction, and commitment was to treat all employees as internal customers through the job products that satisfy their needs (Berry & Parasuraman, 1991, p. 151).

2.4.3. Internal Communication

The tools to sell organizational values and strategic change initiatives through internal communication are many and varied. According to Kotler and Keller (2012), such internal communication techniques include (a) informative internal advertising;(b) internal persuasive advertising;(c) internal reminder; (d) internal reinforcement; (e) internal public relations; (f) In-person communications about IM benefits and goals that also provide the opportunity to check employees' fears and resistance to change; and (g) in-house magazines to explain the rationale behind any changes that the IM implementation entails or audiovisual tools, including *videos* and *films* to emphasize that the IM implementation is supported by top management (Hacker, 2015).

Organizations implementing change management through internal relationship communication must manage successful relationships with their employees through relational messages, interactive meetings, supportive relationships, and teamwork, among other interpersonal relationship initiatives (Finne & Gronroos, 2009). The IM implementation team must, as an imperative, allocate time to counseling top management on how to adopt positive and constructive communication patterns on the role of employees in maintaining the values and goals of the organization.

Although the importance of relationship communication was recognized as a key strategy in IM for over three decades, specific theories that pin the concept to the services sector are scarce. Kodish and Pettegrew (2008) revealed that practices of relationship communication as an integral part of IM in most service organizations, including services institutions, are fraught with problems, limiting the impact on the perceptions of most employees about the intentions and commitment of such organizations to employee needs and aspiration.

Finne and Gronroos (2009) also posited that communication exchanges in many organizations, including those in the higher academic institutions, seem to be deplorable in that relationship communication is more of espoused theory, rather than adopted practice. Many academics are still entrenched in the old traditional realms of transactional communication rather than internal relationship communication orientation (Finne&Gronroos, 2009; Zlotin & Zusman, 2013).

Undoubtedly, effective service delivery requires that everyone in the organization becomes involved and supportive. Notably, effective organizational outcomes depend to a large extent on the integration, coordination, and transmission of clear, accurate, precise, and timely information and communication within and across the organizational units for analytical thinking and critical decision making (Elder & Paul, 2012; Roberto, 2009).

2.5.   Organizational Culture

The blend of shared belief, values, norms, and basic assumptions are called the culture (Yu & Wang, 2018). Organizations are supposed to resolve problems and challenges associated with the external environment by integrating strong OC. Schneider, Ehrhart, and Macey (2013) suggested that it should be referred to as settings in which newcomer employees are trained to feel or think correctly and negate all myths and everyday things communicated by people.

Peter Drucker stressed the importance of strategy-specific organizational culture, which we can understand from his stance that "*Strategy eats culture in its breakfast*" (Galpin, 2019). The organizational approach is changing from local to global business worldwide; that is why they create diversity in employees and business. The outstanding performance needs to maintain diversity in global business (Marnova, Plantenga, & Remery, 2016). However, most of the time, this diversity is challenging to tackle in bigger businesses because they fail to achieve the strategic objectives as the organization has unified vision and goals, and they face difficulties in implementing them in global business and implementation among the members of the business unit (Santhosh & Baral, 2015). Peoples from different cultures work together in different functional units to achieve similar goals for the organization (Piercy & Morgan, 1991). It is also the case of failure for the organization in the short-term and long-term tenure when employees think about the multiplicity of visions and goals (Sorge, 1982). For this purpose, the

organizations must inculcate the unified organizational culture and train the employees about the unified vision and the targeted goals.

Rus and Rusu (2015) organizational culture is myths, values, and norms throughout the organization. Research showed that firms outperform a market-driven organizational culture (Liu, Luo & Shi, 2003; Warrick, 2017). Organizations with vision and long-run business intents always strive to induce a congenial and customer-oriented organizational culture (Nadkarni & Herrmann, 2010). The firms in developed countries have an advantage in that they need less effort to install or uninstall an organizational culture according to the required strategy because they know that you should have a market-competitive organizational culture (Wei, Samiee, & Lee, 2014).

Organizational goals are fundamental to job descriptions formulated on this basis, flowing from vision and mission to the departmental level instead of individual employees. Narver and Slater (1990) explained that developing a superior customer value efficient and effectively market-driven culture is needed. Kroeber and K1uckholm (1952) and Smircich (1983) study organizational culture in anthropology for the first time. There is no accurate definition of OC, but the literature still defines it from so many perspectives. Sathe (1983) and Sapienza (1985) referred to OC as a cognitive component, such as assumptions, beliefs, and values considered individual characteristics. Deshpande, Farley, and Webster (1993) explained that organizations are expressed ideas, the basic practices, and purposive by the individual, which is the crucial demonstration in the existing organizational culture.

Community mutually shared understanding about the foundation of knowledge system is referred to as organizational culture. Sathe (1992); Schein (1988) narrated that almost many organizational members and scholars hold a diverse opinion on OC's very meaning or basic meaning. All agree that it inspires employees significantly and uniquely. Schein (1992) referred to learning to resolve the issues related to changing internal and external environments, and studying the obsolete way while focusing on such problems gives the new employees a unique way to perceive, think, and understand the problems effectively the OC.

Organizational culture is a broad term, and there is no single or common opinion on the concept of OC, and it is referred to values, beliefs, ideology, norms, customs, and traditions that are usually practiced, followed, and shared in and by the organization. However, few unlike but

meaningful definitions of OC are as follows. Lee Hakjong (1997) viewed the concept of OC from the perspective of sociology and anthropology applied to organizations creating a society; the organizational culture holds ideas, beliefs, norms, customs, traditions, knowledge, and skills shared by members of organizations.

Krech, Crutchfield, and Ballachy (1962) stated that the members use an old-style to solve problems in some organizations. The behavioral foundation of such members is the implicit belief, norms, assumptions, values and all the systems that control members' behaviors are the OC. Pettigrew (1979) stated that symbols, ideology, language, traditions, and beliefs as the general source of perception of organization members as the organizational culture. Louis (1983) stated the OC as the total of mutual understanding, views, and interpretation that make capable the members of the organization to understand the significance of objects in the organizational framework. The myth and symbols shared and understood in an organization, and the key values behind all these are the OC ingredient. Broms and Gahmberg (1983) and Gregory (1983) defined OC as all types of practices and behaviors and the system that holds a unique lifestyle of an organization.

2.6.   The Rationale of Competing Values Framework

The competing values framework was used as a representative model of organizational culture with robust quality. In reality, the framework has been one of the world's 40 most influential frameworks in business history. The robustness is considered one of the greatest strengths by the researcher in the history of organizational culture (Cameron, 2009; Cameron & Quinn, 2011; Morais & Graça, 2013; O'Neill & Quinn, 1993; Rai, 2011; Rukh, 2018). Robustness is the ability of a system to preserve its functions or characteristics in a reasonably controlled and reliable manner in the face of external pressures or fluctuations (Capano & Woo2018). It has proven to be a highly effective model for managing and comprehending various organizational and human phenomena, including organizational culture, organizational quality, financial strategy (Cameron, 2009). Similarly, this framework was preferred for this thesis because it was developed experimentally and had a high face and empirical validity. The CVF was found to have high reliability that matches or exceeds other widely used organizational culture models in social and organizational studies (Pierce, 2010).

2.7. Competing Values Framework

This study was conducted to check the mediation of organizational culture between IM and OP. The CVF model was used because the CVF model can accommodate the multiple configurative attributes of organizational

Cameron and Quinn (1999) incorporated the competing values model in the meta-theoretical version encompassing previously solely developed multiple models into one distinct framework. They applied that tool to recognize culture within an organization. Here, two dimensions are derived from four problems. One dimension emphasizes flexibility, wariness, stability, order, and control. In contrast, others describe organizational focus predominately internal or external and highlight the competition and distinctive aspects.

The scale that measures the OC based on the competing value model includes two types, Likert Scales and Forced Distribution Scales (Quinn &Spreitzer, 1991). Both methods have been proven to be highly valid. The competing values model, containing contradictory values tend pursued in organizations, was suggested as a framework to organize and analyze the concept of a variety of organizational effectiveness and later have been transformed into the analytic framework to identify the types of OCs (Quinn & Kimberly, 1984).

Organizational culture is regarded as the sum of basic thoughts, principal and shared understanding of values. Organizations are considered to focus and inclined to solve both internal and external environmental and human-related issues. Schneider, Ehrhart, and Macey (2013) defined organizational culture as the platform in which people bring close reality instead of myth and what is understood by ordinary people. Osborne (1996) stated that developing a systematic link between firm and environment is the organization's strategic value for setting business structure. Williams (2002) referred to organizational culture as the reflection of values and practices which prevailed in the organization. Organizations combining human and non-human objects in their system and organizational culture are the employee's perception of a written statement like vision, mission, and organization (Alina, Cerasela, & Raluca-Andreea, 2018).

While keeping in view the meaning of OC as cited above, the invisible factors of OC may be referred to as "mutual values, myth and traditions and belief, and among the visible elements

Organizational culture is formed through the interaction between the factors such as social culture, political ideology, or social value. The industrial culture can be seen in features of products, the industrial cycle phase, technology, institutional structures, the size of organizations, product life-cycle stage, growth strategy, control systems, central figures, rites and formalities, recruitment of new employees; and OJT (Fombrun, Tichy, & Devanna, 1984; Zheng, Yang, & McLean, 2010).

The previous studies suggested a wide range of OC types by demonstrating a wide range of dimensions and attributes of OCs (Choi, 2001). Ouchi (1980) claimed that OC types should be categorized based on an approach to handle the transactional exchange from the transaction cost perspective; they saw that the OC was generated from the advanced system to control the exchange and transaction between the members and organization. This exchange behavior from the property rights organizations claimed that unique property rights structures could form different OCs. This is derived from the social exchange theory that organization members, organizations, and customers have a reciprocal exchange system as service and organizational performance.

Studying Korean corporate culture through behavioral features and the workforce's actual working is termed the most often cited study by Suh (1986). However, Sathe (1985) explained the culture of any organization could be measured through varied organizational conditions and practices. According to Demision (1984), OC is shown through value given to organizational operations by the members, which means perceiving behavioral norms from an organization's culture. Resultantly, culture varies from one form of organization to that of others because of members' perception of what the organization is genuine. Therefore perception dimension highlights the type of culture accordingly

On the basis, Campbell, Lea, and Ashley (1974) 39 organization validities, Quinn and Mcgrath (1985) extricated four clusters and two-axis: one cluster highlights elasticity, discretion along with dynamics, other cluster explains stability, hierarchy, and control as the vertical axis.; similarly, one explaining the internal integration of an organization, and the other cluster exhibits

external integration, distinction, and competitiveness over the horizontal axis. Albeit both axes have conflicting values, the model is termed a competing values model (Kim, 2002).

Quinn and Spreitzer (1991) argued that the competing values model assumes that universal cultural features are extricated through several dimensions varying across organizations and thus compared among organizations. A manifest tool of validity and reliability has been derived using this model. It has been long ago that discussions revealed the limitations and cons of both qualitative and quantitative methodologies besides the studies on OCs. However, the competing model has a sheer role in supplementing comparative studies between organizations though for-granting analytical depth is present.

Quinn And Cameron (1988) also highlighted another eccentric assumption of inherited OC in the model. Four types of OCs exist in organizations based on ideology and no specific culture being applied to all organizations. The model showed OC is a unique blend of several cultural types and contradicting several conflicting aspects.

The supposition in the competing model points out the standard dimension of OC while measuring the organizational culture still accepts the variation in various OCs. The further competing model has different assumptions for previous studies according to correlating the organization's organizational culture and effectiveness. Model supplements the balance point between the cultural types and the effectiveness of the organization.

Valuable firms can vigorously maintain balance points between any change and stability, elasticity and control, innovativeness, and affective aspects, as highlighted through competing models. However, excess of everything is bad; organizational resources as over innovation and flexibility might lead to wastage of resources that impact organizational effectiveness. Sole emphasis on efficiency and strict control might create distrust among organizational members that will hold back the innovative skills to take advantage of challenging opportunities, which will automatically affect organizational development in the long run.

Quinn and Rohrbaugh et al. (1981) have articulated the competing values model by the following terms. After studying the Japanese firms in the early 1970s and late 1960, researchers observed that hierarchy forms and firm team designs of Japan differ from America (Lincoln, 2003; Ouchi, 1980; Pascale & Athos, 1981). Team-type firms are formed because of individuality, shared values, a sense of "we-ness," cohesion, and goals. It looked like an

extended family than an economic organization. Characteristics of team-type firms were the corporate commitment, employee engagement program, and teamwork instead of typical rules, profit centers, competitive profit, and procedures of hierarchies.

Quinn's CVF was chosen because it has the most comprehensive approach, encompassing leadership, corporate culture, and strategy. The CVF has shown up in the literature on public administration, but almost specifically for describing and figuring out public sector reform (Lindquist & Marcy, 2016). Quinn & Cameron, 1983; Quinn and Kimberly (1984) argued that follow-up work comprising competing models explains that non-organization follows one specific value or sole aim concerning the effectiveness of an organization. Particularly firms with higher performance concerns follow the effectiveness dimension as flexibility, control in the organization, focusing on the external and internal environment of the organization.

Culturally balanced organizations positively impact employee satisfaction and living standard (Bernhardt, Donthub, & Kennettc, 2000). Quinn's model is structured in two axes highlighting four categories of control-oriented culture, flexibility-oriented culture, externally oriented culture, and internally oriented culture. Before discussing each culture, it is imperative to say that four forms of organizational culture are built based on these two dimensions: team, entrepreneurial, hierarchical, and rational. Each culture or quadrant represents a theory, ideology, or status, as well as organizational characteristics. These cultural forms are mutually exclusive rather than component or predominant. Organizations are unlikely to comprise only one culture but a mix of the four. However, one culture can emerge as the dominant one over time (Denison & Spreitzer, 1991).

2.7.1. Team Culture

Team-type firms are formed because of collectiveness, shared values, a sense of "we-ness" cohesion, and goals. It looked like extended families than the economic organization (Im, 2019). Characteristics of team-type firms were corporate commitment, employee engagement program, and teamwork instead of typical rules, profit centers, competitive profit, and procedures of hierarchies. A culture-based on team system backs up an open and friendlier workplace. It ensures robust group loyalty and a sense of tradition. Group consistency is highlighted with long-lasting paybacks for development. According to Kargas and Varoutas (2015) study of concerns for people in an organization fosters more teamwork, involvement, and unanimity. A sense of

tradition and group loyalty is strong in team culture. Long-term development because of high benefits is emphasized, and cohesiveness is the core of team culture. The organization's design premium on team results and the concern for people is vital. (Kargas & Varoutas, 2015).

Team culture is termed 'Collective culture' focusing on cohesion, Entrepreneurial is termed 'Innovative culture,' focusing on flexibility, and rational culture is termed 'Productive culture' focusing on planning and goal setting. Thus, this study uses terms- collective culture, innovation culture, production culture. Examining these OCs, first, collective culture emphasizes flexibility orientation, internal integration, pays much attention to interpersonal relationships, known as 'Team.' Thus, it aims to develop human resources through trust, unity, harmony, teamwork among organizational members participation. This organizational type can be seen in the corporate organization in Japan that has applied that successfully since the Second World War with human relationships.

2.7.2. Entrepreneurial Culture

The entrepreneurial culture of organizations articulates a dynamic, creative, and entrepreneurial approach to working. The urge to think out of the box with pledge experimentation and think differently about what differentiates the organization from the marketplace is of interest for entrepreneurial culture. Kargas and Varoutas (2015) relate success with acquiring uniqueness as a new product or service. Entrepreneurial culture is considered the most receptive to the hyper conflict that is accelerating situations that expand the corporate world of the 21st century. There is an abrupt increase in service advantage, decreasing the product's life; these sets of propositions were expressed that diverged from other forms of organization. These propositions were considered innovative and new initiatives that escort toward success, those organizations whose goal is toward future services and preparing for new product development. The primary focus is to speed up creativity and entrepreneurship among the members.

2.7.3. Rational Culture

In the 1960s, there is another form of organizing the organizations, and they faced new challenges. Williamson (1975); Ouchi (1980) and their colleagues were on unique sets of assumptions. Scholars have identified different and alternative activities that are considered a set of foundation guidelines for the organization's effectiveness. Transaction cost was the most important. A strong focus on external positioning is achieved through market competitiveness

and productivity. Rational cultures treat organization and management as any other commodity - they pay as little or as much for it as they must (Thompson & Wildavsky, 1986). A result-driven organization or job completion is set as a standard in the rational culture (Bouranta, Mavridoglou, & Kyriazopoulos, 2005). Competent and goal-oriented people are selected. Highly dynamic, demanding, and hard-working leaders are assigned. The achievement-oriented mindset unites the team to one point. The competitive actions and achievement of the measurable results are the long-term intents of such organizations. Results in fierce completion and market share are termed as a success in such organizations. (Kargas & Varoutas 2015).

2.7.4. Hierarchy Culture

Weber (1947) suggested seven significant characteristics of bureaucracy and are also considered attributes: impersonality, meritocracy, distinct ownership, hierarchy, specialization, rules, and accountability. These attributes or characteristics are highly functional in attaining their purpose (Liao, 2018)

These attributes were highly adopted and appreciated in those organizations where the major challenge is to generate reliable, efficient, predictable, and smooth-flowing output. These attributes were highly adopted and appreciated in those organizations where the major challenge is to generate reliable, efficient, predictable, and smooth-flowing output.

Hierarchy's culture connects authority with positions. Therefore hierarchical cultures create pro-leadership cultures, supporting the position holder for every opportunity, shielding when under threat, flaking, and diffuse blame, putting the information under close control (Thompson & Wildavsky, 1986). Hierarchy builds and maintains a very formal and well-structured workplace in the organization. To govern behavior, procedures and rules are developed. The leaders in such cases want to prove as best coordinators and the efficiency-minded people as the wonderful organizers. Performance, efficient operations, and stability are considered long-term goals. The low-cost, fastest delivery, and smooth scheduling are the parameters of success. (Kargas & Varoutas 2015).

2.8. Organizational Performance

Organizational performance is the capability of the organizations to get to the desired vision and achieve the targeted objectives through the limited resources in the most efficient and

very effective approach. (Masa'deh et al., 2018; Tseng & Lee, 2014). Organizations play an essential role in our everyday lives and provide essential services that directly and positively impact our daily activities. For any developing nation in the world, successful organizations are a significant part of the economic development and prosperity of the nation. So this is the reason economists and researchers consider the organization the primary engine for social, political, and economic progress (Olson, 2008). Now the organizations and institutions are the focus of research for many economists for the last many years. Research shows that more than five noble prizes have been awarded to researchers in the last 22 years who have done a great deal of work on analyzing organizations, institutions, and organizational performance (Bryson, 2018).

Organizational performance includes both operational performance and also financial performance (Venkatraman &Ramanujam, 1986). It is referred to in both contexts, financial and non-financial. Performance measures conclude that only financial indicators are not sufficient. There is a need for non-economic indicators, which include product development, market share, or businesses use process efficiency for performance (Helgesen, Nesset & Voldsund, 2009).

Now the organizations put great emphasis on a performance-focused approach because performance is the key to the growth and progress of the organization. Organizational performance is considered the most important research variable and a key indicator for measuring organizational success. It is challenging to define OP because it is a broad concept and encompasses several different dimensions (Richerd, 2012). The OP was viewed as a social system back in the '50s and defined as the extent to which organizations achieve their objectives (Georgopoulos & Tannenbaum, 1957: p. 535).

Most organizational performance research uses it as an essential dependent variable and identifies different variables that affect the performance (Richard, Devinney, Yip, & Johnson, 2009). At the same time, researchers are trying their best to properly define the OP because it is still unclear and needed to be defined to measure the efficiency and effectiveness of the organization's activities and actions. Katz and Kahn (1966) stated almost thirty years ago that, "The existence of the problem of developing satisfactory criteria of OP is clear enough; the solution is much less obvious. It is being observed that in strategic management, due to the lack of a proper definition of performance, financial measures of performance are widely being used as a measure of performance (Rowe, Morrow & Finch, 1995). Theoretically, it is the measure of

the comparison of the output a business has created with the output organizational owners have expected to receive from the business (Alchian & Demsetz, 1972; Barney, 1997).

Venkatraman and Ramanujam (1986) observed that because of the limited definition of performance, organizations rely on the value of the business in financial terms, and it is thoroughly outcome-based, depending on the achievement of financial goals of the organization.

They also commented that the strategic management field is dominated by loosely defined outcome-based financial indicators (Bryan Dennis et al., 2008). Instead, they proposed another performance construct that is more broadly defined, and that is "business performance" (Tseng, 2009). This broad performance construct would comprise financial indicators and operational indicators, including market share, new product, and product quality. Besides this, they also proposed another performance construct called "organizational effectiveness." It would include business performance and the subordinates' accomplishments based on the goals set by different stakeholders (Schneider, Ehrhart & Macey 2013).

Earlier research shows that work, people, and organizational structure focused on performance evaluation before the '60s. Many new methods and ways of performance evaluation were developed in the late '60s and '70s. This helped a great deal in defining the performance, and then performance was defined as the extent to which an organization exploits the business environment to access and use the limited resources that are available (Yuchtman & Seashore, 1967: p. 379).

Before the 80s and 90s, identifying organizational objectives was not considered complex, but later it was realized that it is a complex phenomenon. Greater emphasis was put on organizational effectiveness (the accomplishment of goals) and efficiency (use of minimum resources) than ever before. Many organizational theories then supported this idea that organizational success depends on the accomplishment of goals by using limited resources (Lusthaus & Adrien, 1998; Campbell, 1970).

Based on the theories supporting organizational effectiveness and efficiency, profit is also considered an indicator of performance. The authors Lebans & Euske (2006: p. 71) presented a set of definitions and demonstrated the concept of OP. They viewed the performance based on profit and stated that performance includes financial and non-financial indicators that show the degree of achievement of organizational objectives and results (Lebans & Euske 2006).

They argued that performance could be illustrated by the causal model, which shows that current actions can affect the future results of performance (Fusch, & Gillespie, 2014). According to them, performance is dynamic and requires judgment and interpretation. The concept of understanding of OP also varies from organization to organization and from person to person involved in the assessment of OP. This is because every individual understands, judges, and interprets differently, affecting the overall result. So to report the OP, it is necessary to understand performance elements in each area of responsibility and help quantify the results.

2.8.1. Process

The process is defined as converting all input into output by an organization or department for a specific purpose (Masa'deh et al., 2018). In economics terms, it is the combination of effective costs for achieving the desired outcome through efficient use of resources. (Abu-Jarad *et al*., 2010).

High performance and valued originations are those who satisfy the needs of stakeholders on time. The strategic constituencies' model has presented this idea. (Gunby, 2009; Jensen, 2010; Jun &Shiau, 2012; Salancik, 1984) explained the OP differently; they said that organizations act as political bodies with bargaining power and satisfy different constituencies. Sasser et al. (1976) said that the process model furnishes evaluators for understanding the essential procedures, which in return causing effective performance with unique frameworks. The role of individual behavior cannot be underrated for determining their impact on OP, and it is regarded to be a critical aspect of the process model (Hartmann, 2006). Certain features of the process model shift focus from the organization to an individual level. This focus of shift is contextual because it explains the importance of employees in affecting the OP. It is only possible when the key resources that are the human resource of an organization are satisfied with the organization (Martz, 2013).

Finance (logistics) and process orientation are deemed to be organizational capacities intended for the continuous improvement and enhancing of the OP. Cleven, Mettler, Rohner, and Winter (2016) Argued that business process management (BPM) allows the organization to systematize and revamp organizational resources and capabilities that will ultimately lead towards goal and target achievement. However, Tadeu de Oliveira Lacerda, Ensslin, RolimEnsslin, Knoff, and Martins Dias Junior (2016) starkly stressed that apart from determinant

factors, it should enable the organization to adapt as well as respond to the rising threats and opportunities (Bititci et al., 2011). Both the financial and process performance needs to be traced continuously through the organizational reporting system. The organization is installing an internal marketing program, so the spiritual connections with the organizations should be part of the IM initiatives to ensure transparent reporting for high performance (Collins, 2010).

2.8.2. Financial Performance

Panigyrakis and Theodoridis (2009) mentioned that financial performance is the function of the return on assets and return on investment (Laguir, Marais, El Baz, & Stekelorum, 2018). The studies focused on the highly satisfied personnel and highly proficient who create a market-directed OC to increase human resources output and services (Kim, 2016; Anand, Gardner, & Morris, 2007; Leiponen, 2006). Many authors tried to develop a strong relationship between HR implementation of functional level and corporate financial performance. Gascio (1991) and Flamholtz (1985) emphasized that return is linked with high investments in HR practices, which are substantial.

2.8.3. Organizational Development

According to the research, the emphasis on IM is a determinant of increased employees' satisfaction that also increases OP (Haghighikhah, 2016). The satisfaction of external customers depends on the satisfaction of internal customers who are the service providers, and their confidence plays a vital role in meeting organizational objectives (Gounaris, 2008). Organizations need to comprehend that external customer satisfaction and loyalty to the products and services can only be achieved if internal customers are aware of the organizational products and their value (Varun et al., 2015).

2.9.   Performance Measurement

In the last 30 years, research on performance measurement has developed through various phases. There are three dimensions of performance in our context through which organizational performance could be measured (Tseng, 2016). For short-run measurement, we can take the firm's ROI and cash flows. Initially, the financial indicators were the primary focus of performance measurement. Later on, as the performance measurement process becomes more complex, the system emphasizes using financial and non-financial indicators to measure

performance. Later in the '80s, measuring performance shifted towards non-financial indicators in the performance measurement process. So in this context, we anticipate that those organizations involved in manufacturing businesses use financial and non-financial indicators to measure performance. In the last few years, many research studies focused on the impact of the performance measurement process on OP. In this context, Bourne et al. (2005) stated a positive impact of performance measurement on business success. Hosmer (2001) highlighted the impact of human resources and argued that attracting and retaining quality employees affects the OP as a quality workforce provides a competitive advantage and positively impacts OP.

Another author Reichheld (1993), also emphasized human resources and stated that employees affect the OP to such an extent that only a few percent reductions in employee turnover can ultimately increase profitability by 50%. Ultimately, the OP will increase.

2.9.1. Organizational Development Effect on Organizational Performance

In today's competitive and challenging business world, human capital management is vital to the organization's success. Research suggests that employee coaching is one of the vital tools that can help to improve organizational development and OP. Organizations nowadays strive to improve competitiveness, and coaching is one of the organizational development techniques that can help a business get a competitive advantage. The firms implement the coaching process to develop professional competencies in the employees by transforming negative behaviors and improving their effectiveness (Pedro Núñez-Cacho Utrilla, 2015). According to Carrillo (2013), coaching provides the employees with various opportunities for knowledge and tools necessary for their professional development and effectiveness that result in the improved OP.

Organizations nowadays focus on skilled and innovative human resources to avoid additional investments in enhancing OP and efficiency. Because of this, employee training has become one of the most important functions of HRM, as training has a positive impact on OP and success. Human resources are considered the most important and valuable asset in any organization, and by providing them with the required training, their knowledge and information can be enhanced. Training is a systematic development of employees' knowledge, skills, and behavior to add effectiveness and efficiency in their performance and organizational performance. Research suggests that training is beneficial not only for the employees but also for the organization's development. Three is a positive

relationship between employee training and employee performance and employee performance and OP; if the employee's performance is good, it will affect the entire organization positively (Azara Shaheen, 2013).

2.9.2. Cultural Impact on Organizational Effectiveness and Performance

Denison et al. (2014) demonstrated that an organization's culture directly impacts effectiveness and performance. His model showed four key areas are: mission, involvement, and consistency. The model is supported by both qualitative and quantitative research. Collins and Hansen (2011) conducted large-scale studies in the business world to see what differentiated successful companies from those that are not as successful. He found that culture had a tremendous impact on organizational effectiveness and performance. His research showed that successful long-term companies preserve their core values while simultaneously stimulating progress (Collins & Porras, 2002). The research also showed that companies that went from having average to extraordinary performers had organizational cultures that supported self-motivation by leading with questions; understood how to be the best, make money, and be passionate about the work; and had a disciplined work culture (Collins, 2001; Collins & Hansen, 2011; Pink, 2009).

2.9.3. Internal Marketing and Organizational Performance

Internal marketing capitalizes on strengthening the IM of the organizational offers that in return develop the powerful presence of offerings among external customers and internal customers (Berry & Parasuraman, 1991; Greene, Walls, & Schrest, 1994; Sasser & Arbeit, 1976; and Lings & Greenley, 2010). Recent studies in IM have provided helpful insight into certain factors related to employee behavior and attitude that help them convince external customers and work with confidence (Comm, 1989; Tansuhaj, Randall, & McCullogh, 1987). The focus on IM approaches profoundly impacts building a particular disposition among internal customers, guaranteeing their motivated response towards servicing the external customers (Rafiq & Ahmed, 1993; Wasmer & Brunner, 1991).

The foundation study of Sasser et al. (1976) has revealed that viewing the jobs as products could compel employees to devote similar care to their job offerings as they devote to the purchasers of their services (external customers). They also affirmed that much of what the customer buys is labor or human performance in services marketing. Therefore, attraction,

retention, and motivation of quality engineers and staff are crucial for every organization, especially in the services sector like telecom quality of service delivery is the only differentiating factor between competitors. These individual performance indicators become contributing factors that lead to organizational performance.

Empirically scholars have noted that IM contributes to OP. According to Bernahadt et al. (2000), there is a significant and positive correlation between customer service and employees' satisfaction. They also said that employees' satisfaction is derived through IM, which is related to customer satisfaction and high quality of service, which provides profitability to the firm and improves the quality profit cycle. Murphy (2008) also said that the findings of previous researches were on factual grounds; he further said that 7,939 business units in the USA and 36 companies shared their views that there is a strong correlation between the performance of employees and IM. Murphy (2008) also said that those business units which are in the top quartile measured 1-4 percentages higher in points concerning profitability with employee engagement. For the productivity of the organization, the same results were found. On average, concerning employee engagement, top-quartile business units had from $80,000 to $120,000 higher revenue monthly than those with low employee engagement. It is also noted that employee satisfaction and customer satisfaction directly link and improve the organization's productivity and financial performance. Mupemhi and Mupemhi (2011) supported the research of Murphy (2008) and said that the university of Zimbabwe used the IM strategy concerning the university of Midlands State. The report showed that academic staff derived up beyond the set forecast, and there was a low turnover rate of labor. Research findings of this study of MSU reported high recruitment. There was the commitment of employees to IM, and there was a high rate of retention of employees, motivation, and satisfaction of employees. These all were considered the organization's culture, like employees' commitment, reward policy, and career development.

The above-stated statement is proof that IM is a critical element for improving the organization's benefit and performance. Murphy (2008) also stated that satisfied internal customers provide better productivity, improve the retention level of customers, become innovative, and remained loyal to the organization. The same views were shared by Tansey, McHugh, and McGrand (2004) regarding the motivation level in employees concerning IM. It is reported that IM improves customer satisfaction, leads to increased communication, lowers

turnover rates, and increases employee performance within the organization. The study also showed that IM has a significant impact on corporate sector performance. Their findings suggest that by improving IM, we can improve the performance of the organization.

A survey-based on 7,939 business units in 36 companies in the USA conducted by (Murphy, 2008) showed the correlation between IM of the employee with OP. (Tansey, McHugh & McGrand 2004) concluded IM is a way forward for giving employees motivation, and it also starkly impacts corporate performance. Lower employee turnover, enhanced employee performance, hefty customer satisfaction, and communication within barge forwards towards maintaining positive IM.

H$_1$: There is a positive impact of internal marketing on organizational performance.

2.10. Internal Marketing and Organizational Culture

Organizational competitiveness and resourcefulness are based on human capital, employee development, enhanced motivation, promptness for the organizational service, and market-driven culture. Although, literature support that the organizational culture is the fundamental building block of the performance of every successful organization. Yet, the market-driven and supportive organizational culture do not come in a vacuum in these organizations. The strategy-supportive organizational culture is always induced in organizations through internal marketing, thus resulting in improved performance.

The crucial organizational aspects must be developed and sustained: strategic requirements, managerial needs, and organizational requirements (Abdalkrim 2013; George, 1990). These requirements advocate the importance of internal marketing and compel the leadership that the IM is not a simple task or can be performed in a vacuum. Still, it needs long-run planning to establish a service-centered organizational culture through an understanding of the market. There is a continuous and non-ending relationship between organizational behavior and internal marketing.

For the success of the organization, the OC must be aligned according to the vision statement. This vision-aligned organizational culture can be created and installed through the planned activities of IM. Matis, (2015). To successfully transform the organizational business philosophy into the desired organizational culture, business leaders must work on the workforce

of the organization to convince them that the success of the organization, and employees, depends on the workable, market acceptance, and success-oriented values which must be induced in them (Valmohammadi, & Roshanzamir, 2015). This induction is possible through a planned, well-researched program of the set of IM activities. The marketing team has to induce the positioning of the service concept, which gives a competitive edge to the organization in the market. The positioning must be done in a way that always remains at the top of the mind of the employees while serving the organization (Jo Hatch, & Schultz, 1997). This positioning will create the inner-directed vision in the staff's mind that will lead them to the satisfaction level, ultimately leading to low turnover and thus enhanced performance through low learning and experience curve of the employees (Choi, Jang, Park, & Lee, 2014).

Based on the work of Quinn (1999), OC is a function of four types of cultural aspects: team, entrepreneurial hierarchy, and rational. Previous studies have identified that IM and OC are related to each other (Gounaris, 2008; Lund, 2003), and both facilitate each other in achieving the organizational goals and OP. The study based on the literature view assumes that team culture, which is characterized as the commitment to the group, communication, and learning within the organization and emphasizes the development of individuals, underlies the theoretical understanding that human resource development and participation of individuals in the decision-making results into the organizational effectiveness (Andam, 2017). As far as IM is concerned, researchers view IM as that organizational strategies and practices should focus on individuals' collective vision and development. Therefore, the study assumes that the OC moves from more closed to more flexible because of these IM practices and where the organizational vision is shared with individuals. They become able to share their knowledge and expertise and develop each other within the team or group. Hence implanting the desired organization leads organizations towards improved performance.

The second dimension of the OC is "Entrepreneurial culture," which assumes that innovation, vision, and new resources lead to effectiveness. It counts innovativeness, agility, and transformation at the center for the effectiveness and the achievement of the organizational goals (Andam, 2017). The study based on the literature in the IM and OC view that the reward system motivates individuals to share and create new ideas. The human resource development practices and learning activities within the organization lead to innovative solutions that are valuable to the

context of the problem. The solutions provided through collective vision, learning, and motivation to generate new ideas lead to innovativeness and enable the OC to transform.

Amabile (1996) suggests that innovation and creativity are essential ingredients contributing to organizational and individual-level performance. The control mechanism within the organizations is a killer of creativity and creative performance. The emotions of the individuals, if decline it detracts them from creative actions and illuminations and implementation of new ideas (Amabile, Barsade, Mueller, & Staw, 2005).

Andrapolise (2008), discussing the paradoxical nature of the creativity and control mechanisms, has identified that although too much control is the death of creativity. If we eliminate the factor of control and process from the daily operations, the individuals show deviant behaviors and, hence, lead to destructiveness and wastage of resources. Cameron and Quinn (2005) and Andiam (2017) suggested that efficiency also depends on efficient and effective processes and control mechanisms. The study based on the work in IM views that vision and reward system leads to control of the output and performance of the individuals that ultimately leads to OP.

Therefore, it can be claimed that IM has a positive impact on hierarchical culture. Market-driven culture is like a competency of the organization or organization itself is that enables it to switch from one type of orientation to another. i.e., from market competition to customer-focused. It enables the organization to be competitive and respond quickly to the market. These types of cultures require conscious efforts like creating vision open to the environment, pay for performance, and communication in the form of developmental activities as advocated by the IM phenomenon.

The research studies have imparted meaningful insight regarding the role of IM in determining OC. The study of OC typology by Lund (2003) as a critical aspect, with its four dimensions of Entrepreneurial, Team, Hierarchy, and Rational, is considered an essential contributor in developing employee motivation.

Gounaris (2008) examined communication, empowerment, and OC typology and regarded them to be tools of IM meant for improving employees' satisfaction. This proves that OC and IM cannot be separated as they are potent enough to impact employees' satisfaction and organizational performance.

H₃: There is a positive impact of internal marketing on organizational culture.

H3: a There is a positive impact of internal marketing on team culture.

H3: b There is a positive impact of internal marketing on entrepreneurial culture.

H3: c There is a positive impact of internal marketing on market culture.

H3: d There is a positive impact of internal marketing on rational culture.

2.11. Organizational Culture and Organizational Performance

Organizational culture is considered the backbone of the organization because the performance of an organization depends upon it. In the management literature, culture is considered the intangible resource responsible for success and sustainability (Schein, 1985). Ogbonna and Harris (2000) mentioned that it is considered because the organization's specific culture leads toward the best financial performance.

Corporate culture is considered the best part of management because it leads to the success of the performance of the organization. In their study, Lok and Crawford (2004) proved that organizational culture positively impacts organizational performance. It is evident from the organizational culture literature that this is very important for the organization's effective performance and functioning. Literature has shown that OC has a positive influence on the organization's performance. There is evidence that organizational culture often impacts the organization's objectives and performance (Uzkurt, Kumar, Kimzan, & Eminoglu, 2013; Wilderom, van den Berg, & Wiersma, 2012; Xenikou & Simosi, 2006).

The literature argued a positive, strong, and direct relationship between the organizational culture and organizational performance for the innovative and competitive position (Liao, 2018). Corporate culture is considered the best part of management because it leads to the success of the performance of the organization. Lok and Crawford (2004) mentioned that the organization's culture could exert considerable impact in organizations, in some particular areas such as performance and commitment. It is evident from the literature of OC that it is significant for the effective performance and functioning of the organization.

Literature has suggested a substantial effect of OC on the organization's performance (Uzkurt, Kumar, Kimzan, & Eminoglu, 2013; Wilderom, van den Berg, & Wiersma, 2012;

Xenikou & Simosi, 2006). In the study of 1961 and 1981 on American companies, Peters and Waterman (1982) mentioned a direct association between financial performance and corporate culture. It is measured based on average turnover growth, the average return on the capital, mean ratio of the market to the book value, asset growth, return on sales, and return on equity. Literature suggested that OC has a long-term impact on organizational performance and culture, which decides the success and failure of the organization (McCullough et al., 2001; Ortiz & Arnborg, 2005).

Literature from previous studies showed that organizational culture has a long-term effect on performance (Kotter & Heskett, 1992). Ginevičius and Vaitkūnaite (2006) mentioned that OC is determined by the organization's involvement and corporation positively affecting the organization's performance. Kotter (2012) mentioned that culture has the power to improve the job satisfaction of the employee, the performance of the organization, and the ability to solve problems. Booth and Hamer (2009) find out the dimensions of culture (job satisfaction, manageable workloads, tools, and support for the infrastructure and, more importantly, morale) in the UK business of retail on financial performance. There is an inclination toward the organization's culture and collaborative culture on the subjective and objective performance of the organization.

Based on 7,939 business firms in the USA in 36 companies, Murphy (2008) suggested a strong and positive relationship between the organization's performance, IM, and the employee. Murphy (2008) mentioned that employees with engagement show a 1-4 percentage of higher points in profitability. Tansey, McHugh, and McGrand (2004) worked for motivation in IM. IM is the best tool to reduce turnover rates of employees, increase the satisfaction of customers, improve firm performance, and enhance communication within the organization. Literature suggested that IM has a positive and significant impact on the corporate performance of the firm. They concluded that by enhancing and improving the IM strategies, the organization could improve its performance.

Denison (1984) researched the 34 top American firms to check the relationship between culture and performance. He collected longitudinal data for five years and summarized some of the significant characteristics of the OP's culture. Reichers and Schneider (1990) argued that though various researchers have studied and conducted research to define culture, very few

researchers have studied and contributed to culture and performance research. But a thorough analysis of this situation reveals that understanding the operational concept of the cultural construct is very complex.

Kotter and Heskett (1992) studied more than 200 organizations to investigate the relationship between long-term OP and economic performance. This is one of the most crucial, reliable, and important research efforts on this subject, with the three most vital contributions it has highlighted. First is that the relationship showed between culture and performance is quite forceful in the research. Second, regarding the nature and scope of the culture, the writer has presented an important and powerful combination of both theoretical points of view. And third, the research presented a strong sketch of associations and the relationship between culture, management practices, and OP. They also claimed that OC is closely attached to OP, and culture plays an essential role in getting a competitive advantage for organizations.

Rousseau's (1990) work is essential and unique in this case. He studied OC measurement scales to overcome the limitations associated with measuring OC. The results of this research showed that there is no positive correlation between employee organization and employee performance. But critical analysis and review of recent studies show a strong and positive correlation between OC and employee performance (Lim, 1995).

Researchers also argued that organizational competencies help to form a sustainable competitive advantage for organizations. Both are important and superior, and competitors can't imitate and copy them easily (Saa-Pe'rezs and Garcia-Falcon, 2002). Other researchers argue that an organization's culture and organizational performance are also correlated, and the degree to which OC and its values are shared determines the organizational performance (Denison, 1984).

Kotter and Heskett (1992) looked thoroughly to identify the worth relationship between culture and organizational effectiveness. Voluminous relation lies in organizational effectiveness fostered by organizational culture (Juechter, Fisher, & Alford, 1998; Ostroff & Schmitt 1993). In addition to that (Thibodeaux & Favilla, 1995) employed that a) Planning and setting of goal b) flexibility to adapt c) managing the information d) communication, readiness is essential to appease an effective OC. The team culture stresses the importance of participation, cohesion, shared values, commitment, and high morale. Yazici (2009) found that team OC is a sole contributing factor for project and business performances.

H$_2$: There is a positive impact of organizational culture on organizational performance.

H$_{2a}$: There is a positive impact of team culture on organizational performance.

H$_{2b}$: There is a positive impact of hierarchy culture on organizational performance.

H$_{2c}$: There is a positive impact of rational culture on organizational performance.

H$_{2d}$: There is a positive impact of entrepreneurial culture on organizational performance.

2.12. Mediation Role of Organizational Culture between Internal marketing and Organizational Performance

2.12.1. Culture as a moderator or mediator

Research shows some variables (moderators/ mediators) that organizational culture influences as mediators between predictor variables and criterion variables. It is imperative to consider the mediator to uncover the mechanism that plays an important role. Organizational culture has been used as mediators and moderators with different predictor and criterion variables by renowned researchers and has been published in the renowned journals of the world Abdullah, Shamsuddin & Wahab, 2015; Abdullah, 2016; Ali & Park, 2016; Anthony Wong & Hong Gao, 2014; Cegarra-Leiva, Sánchez-Vidal, & Gabriel Cegarra-Navarro,2012; Gorondutse & Mugo, Minja & Njanja, 2015; Pradhan, Panda & Jena, 2017; Rasid, Manaf & Quoquab 2013; Shehu & Mahmood, 2014). Similarly, the OC is used as moderators in researches (Golden & Shriner, 2019; Garnett, Marlowe & Pandey, 2008; Rohim & Budhiasa, 2019; Saha& Kumar, 2018; Wang, Begley, Hui, & Lee, 2012;).

Some useful variables, such as; leadership (Chen & Barnes, 2006; Ogbonna, & Harris, 2000; Ken& Sarah, 2003;), Enterprise strategy (Chow & Liu, 2007; Chan, Shaffer, & Snape, 2004; Hoffman, 2007; HRM styles (M. Khasro Miah and Allan Bird, 2007) and human resource flexibility (Ngo, &Loi, 2008) as well as organizational commitment De Brentani & Kleinschmidt, 2004) Li Yueh Chen, 2004) were suggested for future study to understand the relationship between OC and corporate performance. Garnett, Marlowe & Pandey (2008) considered communication as a useful variable (mediator/moderator) to examine the impact of OC on public organizational performance. However, this study has taken OC as a mediator.

The epistemological debate highlights the relationship of IM with OC and OP. The debate is augmented with the support of different studies that show the three variables' connection and the OC as the mediating variable. Further, it explains the relation of IM with OP, IM with the OC, and that of OC with OP.

Management literature suggests the role of OC as a mediating factor; e.g., Shehu and Mahmood (2014) used culture as a mediating variable in studying the relationship between OP and entrepreneurial orientation. Mugo et al. (2015) also used culture as a mediating variable in the manufacturing sector to find the relationship between corporate growth strategy and management succession. Gochayat (2016) used culture as a mediating factor to carry out studies of organizational effectiveness and multilevel leadership in Indian technical education. Memon (2014) deemed culture as a mediating variable to determine the impact of leadership styles on employee performance.

It is interesting to note that organizational culture itself can be a moderator or mediator. First, OC might be a moderator, as Bagozzi, Verbeke, and Gavino (2003) suggested. These authors investigated two different cultures, one interdependent based culture (that of the Philippines) and the other is independent based culture (that of Netherlands), and examined how salespeople within these two cultures experience and self-regulate shame. Other studies, including Ji Li, Kevin Lam, and Gongming Qian (2001), examined the role of culture as a moderator and moderates the relationship between behavior and performance.

Ogbonna & Harris (2000) examined and considered the culture as a full mediator between the leadership style and corporate performance. Based on this study, some argued in the same way, OC would also be a mediator in the relationship between leadership (individual or team) and organizational outcomes. In the meantime, (Arogyaswamy & Byles, 1987) explained that culture is also a full mediator in the relationship between the enterprise strategy and OP. These studies provided a new dimension to study the relationship between different variables, and this paper will attempt to test the mechanism behind the organizational culture and corporate performance.

It is pretty interesting that all the major culture studies that have studied the relationship between OC and performance only focused on the direct effects of OC on OP. Despite some convincing and forceful theoretical stances, none of the studies had ever attempted to focus and

tried to investigate the mediating effects of organizational culture on organizational performance (Schein, 1991). Bass (1999) argued that direct effects analysis of OC on OP is inadequate and not sufficient to study the complex issues involved in this relationship mechanism. He further emphasized that a mediation analysis, also called process analysis, is pivotal in identifying the OP and understanding the mediating effects of culture. Holbert and Stephenson (2002) confirmed that it is needed to move beyond direct effects analysis because a better understanding of the issues can only be gained by analyzing the direct, indirect, and total effects.

The debate mentioned above exhibits the connection of IM with OC and OP. Based on the above debate, a relationship was developed between the three variables IM, OC, and OP, where the OC played the role of mediation between the IM and OP.

The organization uses IM for developing employees, inculcating vision in an employee's mind, and adequately rewarding the organization's employees (Foreman & Money, 1995). The studies tested the connection between IM and OP. Conceptualizing the idea of IM influence over performance, the organization stressed objectively recruit the human capital and the proper training and development. This will make the employees of the organization get maximum customer satisfaction. The organizations will get positive employee outcomes if they exert efforts in IM activities (Lings & Greenley, 2010). The managers must enhance internal communication and association between departments, functions, and employees in business organizations for better results (Turkoz and Akyol, 2008). It's the manager's utmost responsibility to deal in a better way with internal customers; this will augment employee behavior, motivation, and courage. Thus, these employees will deal with the customers better and get better performance (Tsai & Tang, 2008).

Besides all the above discussion, there is also a critical aspect of the OC that creates a conducive and strong environment in the organization. The employee attitude is the most burning and critical issue in any organization's performance, for which IM has the power to improve the attitude of the employees (Reza et al., 2012). The very rationale for IM is to develop competent and satisfied employees. The satisfaction and dedication of the employees have the utmost weight to ensure that the employees have accepted the organization's identity and goals from the core of their hearts. They should recognize that these goals achievements are essential for their organization and customers (Panigyrakis & Theodoridis, 2009). It's the beauty of the services

organization that they exploited the opportunities of conflict reduction, inter-departmental coordination (Aman, 2019) through IM and made their organization culture market-driven (Tsai et al., 2012). The previous literature didn't discuss the OC and IM linkage. IM supports the organization in achieving the desired OC. The IM changes the attitude of the employees by changing the perception of the employees.

Organizational culture is deemed to be the base of organizational performance. (Jacobs et al., 2013) A clear relationship exists between organizational performance and the strong management culture with seniors and teams in the service sector. Different eras are noted with variant cultures in different organizations. However, the literature pertinent to the OC and performance holds cardinal importance in the public sector.

Erstwhile literature laid down sheer stress on OC as corollary above it is deemed vital for OP. (Xenikou & Simosi, 2006) suggested that most and particularly financial organizations proved that out of four in Greece in total three cultural characteristics starkly impacted the OP. Moreover, Ginevičius and Vaitkūnaite 2006 accentuated that the organizational culture is acknowledged through organizational participation and cooperation in the performance of culture. Kotter (2012) contemplated that effective OC has the potential to glance at many employee-centered problems, such as employee job satisfaction and problem-solving potential, and that's the only way to revamp organizational performance.

H$_4$**:** There is a mediating role of organizational culture between IM and organizational performance.

2.13. Theoretical Reflections

The following theories support the theoretical framework of the organization's culture and the creation and integration of the organizational culture to perform different functions and help strengthen the position of the organizations in the marketplace and enhanced performance. The model presents the internal marketing responsible for the employee's behavioral change by adopting the new culture of customer service and relational coordination for enhanced performance. A successful corporate brand has a consistent message which is delivered between all groups and forms of communication. As a result, internal marketing becomes essential to ensure that employees know, understand, and take pride in what the organization stands for. This

signifies that social exchanges occur between the employee, customer, and the organization. This study sees the organizational culture from two perspectives first, from a marketing perspective, which considers corporate identity primarily an abstract reality that the company can handle. Second, the behavioral viewpoint, which addresses corporate identity as subjective, is then justified. Corporate identity cannot be handled in this way; rather, it depends on the active vision of the world by employees. Employees act by their interpretations. When employees observe other people around them participating in specific behavior patterns, they may take part in these behaviors according to the functionalist perspective to satisfy, establish, and strengthen their social relations (Kim, Kim, Han, Jackson, & Ployhart, 2017).

2.13.1. The Resource-Based Theory

Human capital is the best resource that gives organizations the most competitive position in the market. It is considered as the trained employees are strategic assets of organizations (Wei, Samiee, & Lee, 2014), and according to the resource-based view (RBV), it is challenging to imitate human capital (Javadin et al. 2012; MugoAkonkwa, 2016). According to RBV, these resources are significant as they provide a competitive advantage and essential elements for the long-term welfare of the organization. In the absence of this armory, it is challenging for the organizations to sustain their competitive advantage against the duplication and substitution of their resources. They are good enough to safeguard all their resources (Wei, Samiee, & Lee, 2014). Therefore, organizations should be equipped with these resources and competencies to sustain and achieve their competitive advantage. The same has been proven by empirical studies and supported the RBV theory (Li & Geng 2012; Kehagias & Katsikea, 2012; Charles 2014).

Similarly, the resource-based view stresses the achievement and maintenance of comparative advantage through resources to lead the competition in the market and to ensure deterrence in the market's rivalry. Human capital is the most critical and exclusive resource for organizations. This exclusiveness will be achieved if the organization's employees are responsive to the customer and market dynamics. For this purpose, the employee must demonstrate the pro-market behavior induced in them by installing well-designed IM programs. The IM initiatives will develop the employee to serve the market effectively and efficiently, thus creating differentiated customer service. These developed employees become the inimitable asset of the organization.

2.13.2. The Social Exchange Theory

Social exchange theory suggests that society is a complex system in which people and economic entities are interconnected and interdependent (Yu et al., 2018). Therefore, to exploit the maximum benefits from the constituent parts of the society, mainly the markets, this phenomenon cannot be ignored. For this purpose, the company does IM initiatives to improve the OC as a tool to better interact with the markets through market compatible and competitive behavior, thus making the desired exchanges between the internal customer, external customer, and other stakeholders finally impacts the performance(Sousa, Krot, & Rodrigues,2018).

Social exchange theory (SET) assumes that encouragement activities undertaken between an organization and its employees generate organizational commitment. Grounded on the assumption of SET, the employees expecting the organization to provide a better working environment and culture, join an organization, and utilize their skills and knowledge to achieve their goals. Hence, favorable exchange relationships between employees and an organization result in increased organizational commitment (Ahmed, Khuwaja, Brohi, Othman & Bin, 2018). A lot of work has been done on an exchange relationship between the employers and the employees for mutual benefits. The researchers suggest that from recruitment till retirement, the employee needs motivation through exchanges with employers, thus creating a symbiotic relationship (Huang & Knight, 2017; Latorre et al., 2016). Horman (1958) has developed the social exchange theory, which was studied for the first time in economics to check group behavior. According to Barbalet (2017), the first customers of the organization are employees, and those who are availing the services or buying the products and services are produced and delivered by the employees are the ultimate customers. The only difference between the RBV theory and social exchange theory is what role players play inside and outside the organizations (Delery, & Roumpi, 2017). According to social exchange theory, it is not only the individual involved in exchanges but also the complete system in the market with the help of which activities are performed (Barbalet, 2017; Emerson 1976). This theory is providing a complete set of information about the market characteristics. In contrast to this theory, the transactional relationship theory describes the relationship between the two groups. It explains that there is reciprocal relation of rewarding reactions with the action of reward (Blau, 1964).

To align the human resource of organizations with the organization's vision and goals, IM was considered the best philosophy in this perspective (George, 1990). The IM phenomenon was first introduced in the late 70s and then became an essential element of the human resource functions of prominent organizations. No doubt sufficient literature about IM is available (Kanyurhi & Bugandwa Mungu Akonkw, 2016; Lings & Greenley, 2010; McHugh & McGrand, 2004; Mupemhi & Mupemhi, 2011; Salehzadeh et al., 2017). This phenomenon needs attention because internal marketing is accepted as a concept or construct, and still, to some extent, the domain is undefined (Ferdous, 2013).

To combine the various functions of the organization, IM is presented as a holistic process of management comprising the following; (i) it is essential to fortify employees at all levels experience the business and comprehend its different campaigns and activities in the notion of atmosphere that underpins customer responsiveness, (ii) ensures that all the employees are ready and motivated to work. On the other hand, organizations want their employees to show their best to serve their customers. Organizations also take care of their employees and serve at their best. This is known as an internal exchange between the employees and the organization.

The study concept is based on the theories that support the idea of IM in the organization to uplift the OC to the level of the market competition and better serve the customers (Campbell & Park, 2017; Yamashita, 2018). The resource-based view holds the idea that human resource is the non-imitable strength of any organization if used competitively. According to Kotler & Armstrong (2012), IM is the development of the organization's personnel to the level of customer orientation, especially the employees who have frequent customer contact. This orientation may be achieved through regular training and development. Rafiq & Ahmed (2000) describe IM as a continuous planned activity to best resist the negative changes in the marketplace and to convert these changes to profit through the inter-functional integration and aligning the strategy and actions of the members of the organization according to the desired vision and the planned customer satisfaction. Hogg and Carter (2000) define IM as using marketing activities to design and communicate upending and superior customer value, thus achieving market orientation.

Bih-Shiaw (2000) postulates IM is an HRM department foster employed by using different marketing concepts such as motivation, development, training, communication, rewards, and welfare improvement to retain motivated and excellent employees. Varey and

Lewis (2000) defined IM as "the emergence of an idea that employees constitute an internal market inside the organization that needs to be informed, rewarded, trained, motivated and educated to meet external customer's expectations and needs. Conduit and Mavondo (2001) describe that IM means creating an internal environment with service consciousness and a customer-oriented organization. Palmer (2001) describes IM as applying practices and principles of marketing to an organization's dealings with employees. Piercy (2002) describes IM as providing tools and skills to make effective implementation. Zeithmal, Bitner, and Brembler 2002) define IM as a tool to change the behaviors and attitudes of employees toward organizational goals.

Ahmed and Rafiq (2003) describe IM as a philosophy that focuses on organizational productivity through customer satisfaction, focuses attention on customers' satisfaction, and improves jobs in which employees execute involving the environment in which they execute them. Bell et al. (2004) describe relational IM in terms of tasks and coordinating relationships through the "process of maintaining, initiating and developing relationships among employees along with their management and organization for creating value for the customers."

IM is referred to as managers who can alter the culture of that organization by providing training, hiring, and motivating employees under a new vision (Yu-Ting Huang, Sharyn Rundle-Thiele, 2015). Chen and Wu (2016) defined IM as the way an organization educates and motivates employees to behave in a market-driven or customer-conscious manner via the application of marketing-like processes.

Lings (2004) describes internal marketing as about satisfying and identifying the needs and wants as a prerequisite to satisfy the needs and wants of the customer. Proctor (2010) explained that IM is a tool for improving customer focus within an organization and paving the way for good customer relationship management (CRM). Shiu and Yu (2010) state that IM means creating a working environment where the employee is being trained for customer orientation, service skills, and service consciousness to fulfill customer needs and improve organizational performance.

Paul and Sahadev (2018) describe IM as a way of treating employees as internal customers and viewing jobs as internal products that fulfill their wants and needs by addressing the objectives of an organization. Abzari et al. (2011) define; IM as an effective strategy to

facilitate organizations with competencies and capabilities while enjoying environmental opportunities. Fortenberry and McGoldrick (2015) describe IM as a range of efforts directed toward all employees of an organization, enlightening and educating them as critical roles in retaining & obtaining the patronage of customers and promoting their proactive efforts to ensure enhanced the experience of the customer. Abd Munir, Othman, and Shukur (2015) highlights the discipline of internal marketing is more than the communication tactics- such as employee meetings and workplace posters or ways to build satisfaction of employees. Kaurav, Chowdhary, Prakash, & Briggs (2016) explained that IM is a concept through which firms apply marketing tactics and tools to retain and attract the best employees that directly affect the performance of the business in non-monetary & monetary terms. Kanyurhi and Akonkwa (2016) state that IM comprises efforts by an organization to motivate and train employees to provide better quality service.

While Kotler (2008) called for holistic marketing approaches to recruit, train, and motivate employees. Some earlier researchers (Joseph, 1996; Kelemen &Papasolomou-Dukakis, 2004) had also revealed that to stimulate, encourage, mobilize, recruit, and manage all employees, and there is the need to implement IM as part of the HRM program in an organization. Similarly, some scholars (Berry & Parasuraman, 1991; Rafiq & Ahmed, 2000; Lings, 2004) have also confirmed that cross-functional integration of IM would enhance human resource recruitment, training, and motivation practices that could engender commitment to quality service by employees.

In the human resources context, the studies have examined the role of internal exchanges and inputs by employees into jobs, and outputs like rewards, etc., have also been validated (Weider-Hatfield, 1990). The collective impact of HRM practices and the adoption of outward marketing ideas in the internal work environment are the pillars of the IM framework that are presented and discussed in the following paragraphs.

IM will develop a culture that will enhance the abilities of employees that will ultimately have a positive impact on the firm's performance. (Kaurav, Chowdhary, Prakash, & Briggs 2016). Consequently, cultural mediation will elevate the effect of IM over OP. External customers have coined the concept of marketing. In contemporary management with the invention of the latest tools and expertise stimulated the performance of both employees and

organizations. The IM concept has now been designed for employees considered internal customers in highly technological firms. IM can propose organization, a course for the development of everlasting relationships between colleagues (Ballantyne, 2000). As a strategy, IM facilitates employees to better participate in organizational activities. Once an employee agrees with organizational strategies, he will be better positioned to convince the outside customers (Hsieh & Wang, 2016).

IM assists employees in initiating improved coordination, integrated activities, and enhancing functionality within an organization. (Hsie & Wang 2016). Resultantly, all these initiatives can enhance the internal culture, which would add to additional gains for an organization. (Lings & Greenley, 2009).

Based on the above discussion, the study view that IM practices of the organization affect OC, and that finally results in the desired OP (Woodruffe, 1995). Based on stakeholder theory and resource-based theory, IM increases internal resources and competencies of the organization by improved coordination, integration, and cross functions (Ahmed & Rafiq, 2003).

Sturman et al. (2012) found that enhancement of the OC within the organization and thus can help in getting higher financial gains. Scholars view that the culture of the organization contributes to both short-run and long-run targets and success of the organization, i.e., in short-run culture can contribute to average turnover growth, compounded asset growth, the average return on the capital, mean ratio of market to book value, the average return on sales, and the average return on equity (Deshpande, Farley & Webster, 1993). Similarly, in the long run, success reduces turnover rate, increases customer loyalty and motivation levels of the internal employees, and contributes to the organizations' long-term performance. The study considers culture a deciding construct or phenomenon between the IM and the organizational success and performance.

Cultural management experts (Deal & Kennedy, 1999; Peters & Waterman, 1982) give strength to the glue of organization culture that facilitates the performance of an organization by enhancing the better commitment of employees. Different authors work on associating enhanced OP with strong and competitive OC, leading to improved employee productivity. Wilson (1997a & 1997b) exhibits no direct relationship between service delivery and the branch's culture. Shiu and Yu (2010) presented obvious pragmatic verification of having a direct relationship between

IM and OC, along with OP and job satisfaction.

Toaldo, Didonet, and Luce (2013) analyzed the effects of innovative OC on strategy formulation of marketing and results and how this relationship influences OP. Outcomes depict positive relations among the marketing strategy process, innovative OC, and OP. Many researchers focus on studying the relationship between OP and innovative culture as they do so by using determined and specific strategies. As it is built upon organizational capabilities, the strategic process is considered a means by which innovative culture favors the performance of the company (Hogan, & Coote,2014; Kasemsap, 2017; O'Reilly III, Caldwell, Chatman, & Doerr, 2014;). The outcomes restate potential innovative OC in stimulating the development of organizational capabilities towards improving OP.

Homburg and pflesser (2000) argued that culture is market-driven as a linear cause & effect model among the constituents and supposed that only market-driven actions influence the firm's performance. The recent study, based on premises of Hatch (1993), describes market-driven culture as a unit hiding dynamic interaction among conceptualized and components as these components affect performance as a collective concept.

Bruton & Peachey (2014) stated that this type of OC would strengthen affective organizational commitment, reduce job search behaviors, and mitigate turnover intentions, all of which can lead to effective OP. It's essential to examine if developmental cultures and groups play their role as mediators between transformational leadership and other outcome variables like morale, OP, and individual efforts (MacIntosh & Doherty, 2010).

Mugo et al. (2015) described that organizational culture could enhance organizational performance. The culture that is strategy specific always supports implementing the desired strategy. Shehu and Mahmood's (2014) statistical findings indicate cultural factors can directly affect the profitability of voluntary turnover and influence the performance depicting a positive relationship between culture, turnover & performance.

It was empirically tested by Mujeeb and Ahmad (2011) the relationship between components of performance management practices and OC and reported meaningful and positive relationships between elements of OC and performance management practices.

Gochhayat, Giri, and Suar (2017) studied and stated that positive and significant change in OC could create momentum for increased performance. Sturman et al. (2012) findings depict that OC and entrepreneurial orientation were considerably related to firm performance.

Goleman (2000) OC is present in all beliefs, aspirations, values, expectations, and behaviors in each organization shaped over time that predominates& indirectly and directly conditions performance and functionality.

Acar and Acar (2012) employees who have adopted innovation as their norms can inculcate a performance-oriented organization. The research found a positive influence of innovation and OC on business performance within the services industry. The study examined the healthcare industry's OC types (team, rational culture, hierarchy, and entrepreneurial).

The finding depicts that in a stable environment, strong culture firms are in a condition to produce more reliable performance. Over a few years back, a great deal has been mentioned about corporate culture and the crucial role it plays in the successful OP. Despite this fact, Kotter & Heskett (2012) reported that culture has a strong and better impact on OP.

2.13.3. Theoretical Framework
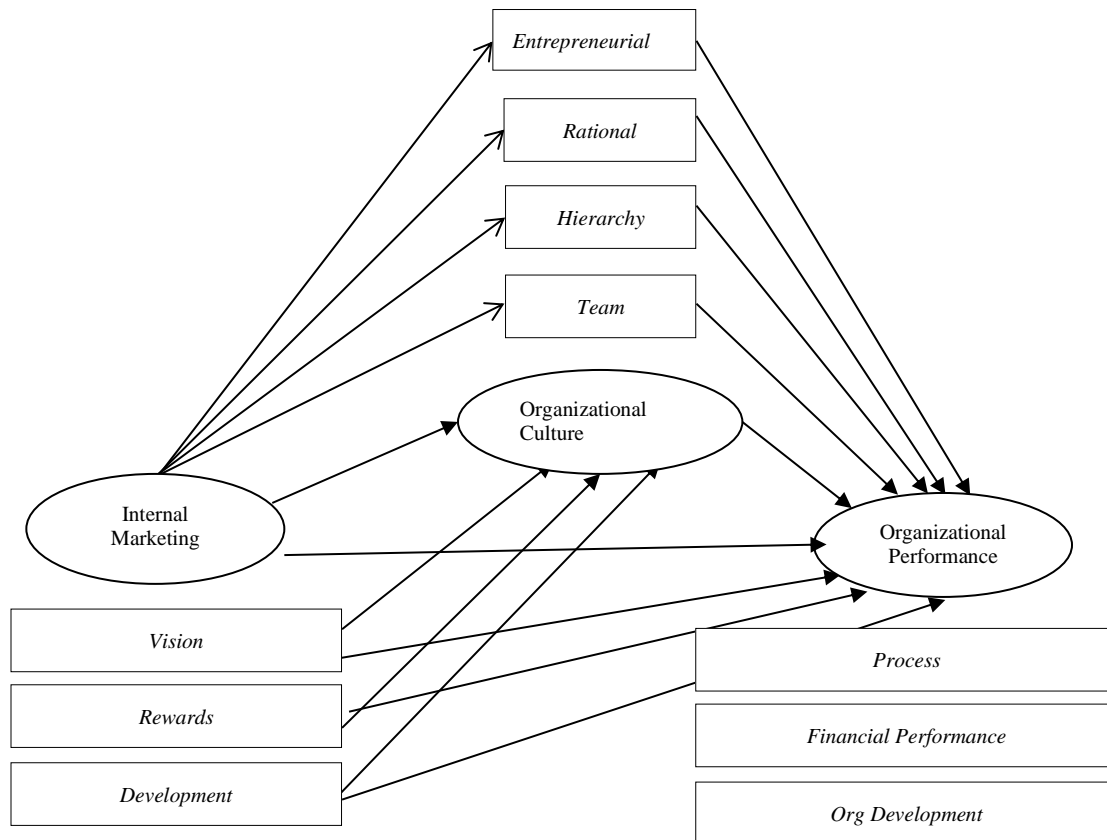
Figure 2.1 Conceptual Model

2.14. Research Hypotheses

H_1: There is a positive impact of internal marketing on organizational performance.

H_2: There is a positive impact of culture on organizational performance.

H_{2a}: There is a positive impact of team orientation on organizational performance.

H_{2b}: There is a positive impact of hierarchy orientation on organizational performance.

H_{2c}: There is a positive impact of rational orientation on organizational performance.

H_{2d}: There is a positive impact of entrepreneurial orientation on organizational performance.

H_3: There is a positive impact of internal marketing on organizational culture.

H3a: There is a positive impact of internal marketing on team orientation.

H3b: There is a positive impact of internal marketing on hierarchy orientation.

H3c: There is a positive impact of internal marketing on rational culture.

H3d: There is a positive impact of internal marketing on entrepreneurial culture.

H_4: There is a mediating role of organizational culture between internal marketing and organizational performance.

CHAPTER 3

RESEARCH METHODOLOGY

The preceding sections discussed and evaluated the foundation studies of the IM, OP, organization culture, and interrelationships and summarized the current challenges in the area under consideration. A review of relevant literature revealed that IM and organization performance require further investigation. The literature review and evidence of different studies highlighted unique problems and allowed the study to formulate research questions and goals. Broadly, the research aimed to analyze the relationship between IM and OP and research the underlying mechanisms such as OC and its dimensions.

The study's context is considered the warrant for supporting the arguments and claims of the study. From the contextual point of view, the study concentrated on the services sector especially, the telecom sector of Pakistan that seems to be a relevant and potential area for this study because of the interest of the previous successive governments in the development of telecom sectors for a prime role in the development of an economy. The government is interested in the up-gradation of 5G technology to boost the telecom sector and energize GDP through e-commerce. Developing countries have an attractive telecom market, as there are many unexplored areas in the telecoms field, and there is an attraction for foreign investors in the Pakistan telecom market (Imtiaz, Khan, & Shakir, 2015).

It is anticipated that Pakistan's telecom sector will attract substantial foreign investment and create prosperity in other sectors if the telecom sector is dealt with as per the business and social requirements (Hanif, Yunfei, & Hanif, 2018; Khan, 2018). The main reason behind the selection of the telecom sector is that the success of these service-oriented organizations is primarily dependent upon the services provided to the customers. And the service organizations are human intensive rather than capital intensive. This human element dependency urges the employees to develop and change their behavior to market-driven. This can only be evaluated if the organizations have proper strategies to develop a market-driven culture that enables the employees to produce quality service to the customers and end-users. Therefore in this study, we have selected IM as the enabler of the organizational culture. The literature provides evidence

that organizational routines and processes transform the culture and behaviors of the individuals in the organizations causing good or bad effects on the performance factors (Warner & Wäger, 2019).

The current chapter covers the methodological aspects employed for this study. The methodology is a set of procedures or techniques used to investigate a research study to gather relevant information for effective and reliable representation. This chapter offers a comprehensive account of the nature of the study and the procedures followed for assessing and analyzing the relationship between three key variables IM, OC, and OP, and precisely the mediation effect of the OC between IM and OP in the Pakistan telecom sector. For this study, the chapter covers a brief sketch of the rationale for the research strategy, data collection techniques, and data analysis. It also encompasses methodology details such as population and sampling techniques, variables, selected measures, methods for data collection, tools for analytical tools, and the rationale for selection.

3.1.   Research Design

Research design represents the *logic* or *master plan* of research. It answers questions like how the study is to be conducted. How would the data be collected? From whom would the data be collected? And how would the data be analyzed? (Sekaran, 2003). Adapting Sekaran (2003), an overview of the current study is provided as follows.

There are different research designs, namely, Exploratory, Descriptive, and Casual. Every research design has a specific nature of the investigation, thus giving specific results according to the desired objectives under consideration. The selection of these types depends upon the research questions and the philosophy of the study. In this study, the causal research design is employed. The study intended to further define and explain the cause and effect relationship between the IM and OP in the presence of OC as a mediator.

The research philosophy is categorized into two main paradigms: positivism and interpretivism, in other words, quantitative and qualitative. The positivist or quantitative research philosophy views that the social reality can be measured objectively and quantitatively compared to the interpretive or qualitative view, which considers the reality as subjective and socially constructed (Bryman & Bell, 2015). The current research is quantitative and has followed the

positivist paradigm. The justification for the selection of the positivist paradigm is that in this study, there are ample shreds of evidence of the positivist and quantitative studies in these types of studies, and the research questions also guide us to adopt the qualitative approach (Numan, 2006). The reason behind using positivist philosophy is that the research is based Bedman Narteh& Raphael Odoom (2015) on quantifiable and measurable phenomena, and several studies have developed and used the different measures quantitatively (Bermúdez-González, Sasaki, & Tous-Zamora, 2016; Latif, & Baloch, 2015; Narteh & Odoom,2015). Therefore the research design used for the study included the quantitative primary data collected through self-administered survey questionnaires, using a cross-sectional approach (Saunders, Lewis, & Thornhill, 2009).

3.2. Research Approach

The study is quantitative, where the deductive approach was employed to conduct the research. Quantitative research is based on the measurement and is conducted in a systematic, controlled manner. These measures enable researchers to perform statistical tests, analyze differences between groups, and determine the effectiveness of treatments. If something is not measurable, it cannot be tested (Hagan, 2014). Bryman and Bell (2015) explained that the researchers in the deductive approach deduce a hypothesis that must then be empirical scrutiny, based on the existing epistemological debate on the particular domain and the theoretical spheres within that domain.

Based on the above explanations, after examining substantive and theoretical perspectives on IM, OC, and OP, the research would follow positivist research philosophy, and the research approach used would be deductive, where hypotheses are developed. The data collection method used was survey-based. Further in the study, the anatomy of data through was done through quantitative techniques.

3.3. Research Strategy

To answer the research questions that help attain the research objectives, a research strategy is formulated. As emphasized by Saunders et al. (2009), the study questions and priorities drive the selection of research strategy. Sarantakos defined the research method as "the theory of methods" (Sarantakos 2012; p. 465), or the means using which the scholar makes sense

of the investigation undertaken to provide answers to the research questions. In the context of research methodology, research strategy assumes the role of a "general plan that explains how the researcher will go about answering the research questions that help attain the research objectives" (Saunders et al. 2009; p. 90).

3.3.1. Type of Study

It was a hypothesis-testing study as it attempted to find out the impact of internal marketing on organizational performance, and also it checked the mediating role of organizational culture. Internal marketing, organizational performance, and organizational culture were measured based on the self-reported perceptions of the respondents. The survey design was used in the study to find the relation between internal marketing, organizational culture, and organizational performance.

3.3.2. Study Setting

The research setting was non-contrived, and data was collected from the field, i.e., from the telecom companies where the unit of analysis was individuals serving in the telecom companies in twin cities (Islamabad and Peshawar). The surveys were distributed personally through postal services. The researchers allowed a reasonable time for the respondents to minimize the interference of personal views or biases.

The study was quantitative and structured to explore the causal relationship between IM, organizational culture, and OP by using the deductive, inductive method to answer the research questions. The study was conducted to test these variables in the telecom sectors. Hypotheses were developed after a review of the literature and the development of the research problems. The survey instrument was developed for the collection of data from the telecom sector. The method of the survey questionnaire relates to the deductive approach. A significant number of business and management research studies adopt this technique to gather the data required. The most important thing about using the survey is that it helps the scholar to get a sizeable amount of data from a wide target population. Using descriptive and inferential analytical methods, the data is further analyzed. The population, sample size, and sampling technique are discussed in their respective sections. After data collection, the data were screened, analyzed, and interpreted, resulting in meaningful results. Details of each section are discussed in the preceding section.

Purpose of Study	—	Hypotheses Testing
Types Investigation	—	Causal cum explanatory Correlational
Researcher Interference	—	Minimal: Studying events as they normally occur
Study Setting	—	Non contrived
Sampling	—	Non Probability Sampling
Instrument Development	—	Review of Existing Scales/Questionnaires Questionnaire Measurement Scale Pre-Testing of Questionnaire
Data Collection	—	Distribution and Collection Questionnaire Personal Visits Postal survey
Data Analysis	—	Descriptive Statistics, Reliability, Validity, Correlation and Regression

Figure 3.1 Research Design

3.4.   Population

The population is defined as a collection of events, individuals, objects, etc., of interest to be explored or studied by the researcher (Sekaran, 2003). The study's population frame comprised the individual managers working in Pakistan's telecoms sector. Currently, there are six cellular mobile companies as per the PTA website. The management and HR departments of the companies were reluctant to show the confidential data of the companies. Therefore, it was challenging to get the exact figures of the population from the respective telecom companies.

In this study, the telecom companies included only the cellular companies, namely PTCL, Warid, Ufone, Mobilink, and Telenor, whether public or private, centrally controlled by the head offices are mostly in large cities like and Islamabad. Hence, the study assumes that there are different factors studied in Peshawar that may be homogeneous and similar all over Pakistan. Peshawar is the capital city of the whole KPK province; therefore, people from all over the province represent there. Similarly, Islamabad is the country's capital city, and people from almost all over Pakistan represent here.

3.5.   Sampling Size & Sampling Technique

The sampling strategy has critical implications for the validity of a researcher's conclusions. Because of a lack of guidance on this subject, reviewers and journal editors often rely on basic rules of thumb, myth, and tradition to make sampling decisions, which encourages the needless and counterproductive categorization of sampling strategies as universally "good" or "poor." (Islam et al., 2020; Landers, & Behrend, 2015). According to Brewis, (2014) in one of his paper in the British Journal of management narrates that the scholar's under training is always advised for convenience sampling by their mentors. Another researcher advocated convenience sampling while researching industrial organizations, and the study is published in a good profile journal while testing the theory (Landers, & Behrend, 2015).

Since almost all samples in the industrial-organizational study, as in most social sciences, are convenience samples, this thoughtful approach has far-reaching implications. Organizational samples are not gold-standard testing sources; rather, they are a form of convenience study with its own set of benefits and drawbacks in terms of validity (Landers, & Behrend, 2015).

The major challenge the researcher's face is a rule of thumb, which the majority of reviewers follow by having a strict rule that sampling technique is concerned with selecting individuals or entities from a prescribed population so that the results produced from the sample about a phenomenon of interest can be generalized across the population (Tharenou et al., 2007). The choice of a sampling frame is the most critical element so that the sample becomes representative of the entire population, and the result of deducted should be unbiased. And sampling bracket must sufficiently represent the unit of analysis (Pinsonneault& Kraemer, 1993). According to (Landers, & Behrend, 2015), from the cultural perspective of organizations, there is homogeneity in the employees of the industrial organization, so the employees of industrial organizations in this context may be treated as homogeneous rather than heterogeneous. Hence this school of thought has reservations regarding the management and organizational research regarding this generalizability (Landers & Behrend, 2015).

All the employees of both genders group at officer level serving at the mobile companies were taken as population frame and unit of analysis. The data was collected from all the telecom companies. The sampling technique is Non-*probability sampling,* and convenience sampling was used because of the telecom companies' fragile strategic nature and confidentiality (Tharenou et al., 2007)**.**

This study used convenience sampling because the study was in industrial organizations. Studies with the logic supported the convenience sampling that the industrial organization has homogeneity, especially when the research is related to the organizational culture (Landers, & Behrend, 2015). There has been a debate on the notion that in the industrial organization, while studying a phenomenon, especially the culture or behavior, there is no such case of good or bad data because the respondents of the industrial organization have a homogeneous nature. The data collected for research on the organizations are always managerial or front-line managers, which depict homogeneity in organizational settings (Landers, & Behrend, 2015). Similarly, the researchers suggested that the theory under study also postulates the sample design and size (Landers & Behrend, 2015).

This study used a convenience sampling technique, and previously, the researchers supported such studies with the respective theories. The social exchange theory is supported for convenience by (Jalilvand, & Vosta, 2015; Albdour & Altarawneh,2012; Islam, Ali & Ahmed,

2018), and the resource-based view by (Gibbert, 2006). According to Morgan and Kragise (1996), the recommended sample size was 322 in the case of this research. In contrast, the sample size was more than 480 respondents. According to Mackinnon, Coex, Brandi, 2012,) sufficient sample size was a prerequisite and necessary to run the structural equation model, which was the reason for this sufficient sample size.

It was decided that the sample size must exceed 500 participants so that we could sufficiently meet the suggested range of Morgan and Kragise (1996). This was done to ensure the proper execution of the structural equation model to get results for the data analysis (Mackinnon, Coex, Braldi, 2012). In this research, 550 questionnaires were distributed where 511 were returned, so the response rate was 93%, supported by the results of the study of Shad (2008), and the study response rate was 84% in the services sector. Few questionnaires were discarded because of the non-serious attitude of the respondent or because some were incompletely filled. Some questionnaires were filled by irrelevant persons who were working on short-term tasks. The final 511 workable questionnaires were used in the study in the analysis phase. The information derived was used to answer the research questions. Participation in this study was purely voluntary, anonymous, and confidential, and the sensitivity of opinions was strictly guarded against privacy.

3.6.   Instrument and Instrument Development

The instrument was developed based on the existing valid measures of the field. The questionnaire was categorized into four sections, i.e., opening motivational statements, demographics, items of IM, OP, and OC. The total population was 4406.

The survey instrument was a structured questionnaire with a 5-point Likert scale that facilitated the collection of data from the two groups of telecom employees (Appendix B). The researcher developed all measures in the survey about relevance, internal validity, consistency, and inter-item correlation. The measures were also chosen based on the research problem, research questions, and hypotheses.

3.7.   Operationalization and Measurement of the Main Variables

The study operationalized IV, dependent variable (DV), and mediating variables of the research questionnaire based on the existing established literature, as described below.

3.7.1. Internal Marketing

Internal marketing was an independent variable in the study. IM was measured through a *scale* developed by Foreman and Money (1995). Foreman and Money operationalized IM into three sub-dimensions, namely Vision, Reward, and employee development.

Based on the work of Foremann & Money (1996) and the concept of IM was operationalized into three sub-dimensions, namely Vision, Reward, and employee development. The instrument is outlined in more detail in the results section. All the 15 items were as statements on a seven-point Likert-type scale, anchored on 1 = strongly disagree, through 5 = strongly agree. Before mailing the final questionnaire, reliability (item-to-total correlations and alpha coefficients) and other aspects of the design were tested. Hence, provide enough justification to use this measure for this study. The detail of dimensions, items, and Cronbach alpha values are provided as follows in table 2.

Table 3.1 Internal Marketing Scale

Dimensions	Label	Statement
Vision	IM1	The organization offers employees a vision that they can believe in.
	IM2	The organization communicates its vision well to employees.
	IM11	The organization communicates to employees the importance of their service roles.
Rewards	IM8	Organizational performance measurement and reward systems encourage employees to work together.
	IM9	The organization measure and rewards employee performance that contributes most to our organization's vision.
	IM10	The organization uses the data we gather from employees to improve their jobs and to develop the strategy of the organization.
	IM12	In this organization, those employees who provide excellent service are rewarded for their efforts.
Development	IM3	The organization prepares employees to perform well.
	IM4	The organization views the development of knowledge and skills in its

<div align="center">employees as an investment rather than a cost.</div>

IM5	Skill and knowledge development of employees happens as an ongoing process in our organization.
IM6	The organization teaches its employees "why they should do things" and not just "how they should do things."
IM7	The organization goes beyond training and educates employees as well.
IM13	In this organization, the employees are properly trained to perform their service roles.
IM14	This organization has the flexibility to accommodate the differing needs of employees.
IM15	The organization places considerable emphasis on this organization on communicating with our employee's Statistics for scale.

3.7.2. Organizational Performance

For the subjective part, the study adopted a corporate performance scale developed by Tseng (2016). The measurement scale has 12 items and three dimensions describing the dimensions of Process, financial performance, and organizational development. This measurement scale was based on the already established work of (Fliaster 2004; Germain et al., 2001; Kaplan & Norton, 1996; Maltz et al., 2003). This measurement scale comprised five 5 items with a reliability value equal to 0.913 as reported in the original study. All items were measured using a 1-5 Likert scale, with 1 representing "Strongly Disagree" and 5 "Strongly Agree".

<div align="center">

Table 3.2 Organizational Performance Scale

</div>

Dimension	Label	Statement
Financial Performance	CP1	Our company has a good level of revenue
	CP2	Our company has a good profit rate
	CP3	Our company has excellent income performance

	CP4	Our company has a very high rate of return on investment
Process	CP5	Our company introduces new products or services promptly
	CP6	Our company is equipped with the ability to develop new and high-quality products
	CP7	Our company launches new products much faster than our competitors
	CP8	Our company possesses a much higher level of sophistication in automation
People Development	CP9	Our company can retain outstanding staff
	CP10	Our company actively nurtures the leadership skills of our staff
	CP11	Our company focuses on employee satisfaction in our corporate measures
	CP12	Our company has a comprehensive staff welfare policy

3.7.3. Organizational Culture

The organizational culture was the mediating variable in the current study and the primary source of the research gap. It was tested through the Quinn CVF model. Similarly, this framework was preferred for this thesis because it was developed experimentally and had a high face and empirical validity. The CVF was found to have a high degree of reliability that matches or exceeds that of other widely used instruments in social and organizational studies (Pierce, 2010). For the OC, the scale of Helfrich et al. (2007) was used. The OC has four dimensions, team, hierarchical, entrepreneurial, and rational culture. The questionnaire comprised 14 items.

Table 3.3 Organizational Culture Scale

Dimension	Label	Statement
Entrepreneurial Orientation	EO1	The facility is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.
	EO2	Mangers in this facility are risk-takers. The manager encourages

		employees to take risks and be innovative.
	EO3	The glue that holds this facility together is a commitment to innovation and development. There is an emphasis on being first.
	EO4	This facility emphasizes growth and acquiring new resources. Readiness to meet new challenges is important.
Hierarchical Orientation	HO1	This facility is a very formalized and structured place. Bureaucratic procedures generally govern what people do.
	HO2	Managers in this facility are rule enforcers. They expect employees to follow established rules, policies, and procedures.
	HO3	The glue that holds this facility together is formal rules and policies. People feel that following the rules is important.
	HO4	This facility emphasizes permanence and stability. Keeping things the same is important.
Team Orientation	TO1	Mangers in this facility are warm and caring. They seek to develop employees' full potential and act as mentors or guides.
	TO2	The glue that holds this facility together is loyalty and tradition. Commitment to this facility runs high.
	TO3	This facility emphasizes human resources. High cohesion and morale in the organization are important.
Rational Orientation	RO1	Managers in this facility are coordinators and coaches. They help employees meet the facility's goals and objectives.
	RO2	The glue that holds this facility together is the emphasis on tasks and goal accomplishment. Production orientation is commonly shared
	RO3	This facility emphasizes competitive actions and achievement. Measurable goals are important.

Table 3.4 Measurement

S. No	Variable	Items No	Scale used
1	Internal Marketing	15	Foreman & Money (1995)
	Vision	5	
	Reward	5	
	Development	5	
2	Organizational Culture	14	Helfrich et al. (2007)
	Entrepreneurial	4	
	Hierarchical	4	
	Team	3	
	Rational	3	
3	Organizational Performance	12	Tseng (2016)
	Financial Performance	4	
	Process	4	
	Organizational development	4	

3.8.   Pre-Testing

Until data collection starts, pre-testing of a sample was performed to test the survey instrument and data collection method. The primary purpose of the pre-test of the questionnaire is to confirm that the items or questions asked from the respondents truly reflect the information the researcher requires and that the respondent can and will answer the questions comfortably (Sheth& Malhotra, 2010). Dilluman (2000) suggested validating the survey instrument before the actual data collection, and the researchers should go through four stages. i.e., Content validity, Readability, Pilot study, and Mistake Elimination. Here the validity means the accuracy of a constructor the degree to which a figure completely represents a phenomenon, and reliability is a gauge of construct internal consistency, and It refers to the extent to which the same results will

be obtained by repeating the same technique at different times (Rubin, 1989; Zikmund, Babin, Carr, Adhikari, Griffin, 2013).

For content validity, the questionnaire was distributed to collect observations of the scholars and potential respondents. They reviewed the questionnaire for possible mistakes, identification any statements that do not cover the construct in the field.

3.8.1. Stage-1 - Content Validity

Content validity means the extent to which variable measures what it is intended to measure, including the concepts and constructs of interest. In a cross-sectional survey, content validity "is achieved when a set of questions captures the full range of attributes thought to constitute what is being measured" (Pearson, 2010, p. 48). According to Lawshe (1975), content validity is achieved when there is evidence that the concepts and domains are appropriate and comprehensive relative to intended measurement with regards to the population, variables, and determinants. There is a need to test the operationalization of concepts and constructs against the relevant content domain in content validity. Content validity of constructs is measured by depending on individuals who are familiar with the subject matter and the calculated construct. Usually, the subject matter experts are given access to the measuring tools and are asked to provide feedback on how well each question or statement measures the construct. (Lawshe, 1975, p. 565)

To establish the instrument's content validity, copies of the questionnaire were given to one experienced marketing instructor and one organizational behavior professor to review the measures.

3.8.2. Stage Two: Construct validity

Construct validity relies on how well the results a researcher gets when using the measure fit the theoretical expectations (De Vaus, 2006). For instance, to validate how well the measures of IM fit with the theory as expected. The researcher may either test the quantitative relationship between the intended independent variable (construct) and the independent proxy variable (indicator) that is used (Hunter & Schmidt, 1990) or "argue for the validity of the measures because there is no ideal way of assessing validity" (De Vaus, 2006, p. 30).

De Vaus has also shown that access to participants, clarity of the instruments, planned methods of analysis, the degree of data precision, and accuracy are some of the elements of strength that can enhance the validity and reliability of a research study. To cultivate these elements, Frankel and Wallen (2000) suggested standardizing study conditions, obtaining more information on subjects, and obtaining more study details to decrease the negative effects associated with mortality and history. In that regard, some background information was collected from the company offices, franchise dealers, and mobile SIM retailers. To ensure the study's internal validity, all the variables in the instruments were comparable to those used in earlier studies on IM and organizational performance.

3.8.3. Stage Three: Pilot Study

A pilot study was conducted before the data collection to evaluate the instruments used in the study. Determining the reliability of the primary construct was critical and checking the readability, precision, relevance, and clarity for the readers. The reason was to improve the structure and sentences of the items of the questionnaire where needed. 50 questionnaires were used for a pilot study. Data collected were analyzed using SPSS. The list of items that were corrected and rephrased is given in table no 14. The mismatch was assessed after a thorough discussion with the supervisor and executive of the respective companies.

3.8.4. Stage Four: Mistake Elimination

The changed instrument was checked in the final stage, and any errors that could have gone unnoticed were removed. The research environment of this study was the telecom offices of the Islamabad and Peshawar cities. The focus of the research was the collection from primary sources through the questionnaire. Personal visits were made to the offices for the collection of data. More than 500 hundred questionnaires were delivered to the employees of the different telecom companies in the two cities Islamabad and Peshawar. The response ratio was approximately 80 percent.

The following table summarizes the selected company as a sample, the distributed questionnaires, the returned questionnaires, and the usable questionnaires.

3.8.5. Summary of Research Methodology

The research is based on the research questions following the positivist research paradigm. This study follows the deductive methodology for developing hypotheses and utilizing instruments for data collection, and then hypotheses generated were approved or disapproved using quantitative techniques. The study population was drawn from telecom sector cellular companies. The adaption of the questionnaire was based on existing literature and research. For the validation of the instrument, it was passed through four different stages suggested by Dillman (2000). The chapter also discussed the data analysis technique used to describe the data and test hypotheses. The next chapter further explains the sample at hand, then checks the study's hypotheses using quantitative techniques.s

CHAPTER 4

DATA ANALYSIS AND RESULTS

The data collected were analyzed, and the reports were generated to check the relationship of the three variables: the IM (IV), the OC mediating variable, and the OP (DV), which is the dependent variable. To check and explain the mean and standard deviation of the concept under discussion, we have done the descriptive statistics, and exploratory factor was conducted to evaluate the dimensionality of the factors. Confirmatory factor analysis was conducted, followed by exploratory factor analysis. Measurement and structural models are developed.

4.1.   Reliability Analysis

As validity is considered to be an essential element of assessing an instrument, but on the other side, reliability is also another technique of assessment of an instrument that the researchers use in their studies (Bajpai, 2011). According to Huck (2012), reliability has been derived from the terminology *accuracy*. According to Pellissier (2007), reliability is the degree to which findings of the study might be replicated, which is of prime concern for the researchers. It has been pointed out by Nunnally (1978), reliability is defined as the degree to which the measurements of a specific test can be repeated. Reliability is based on the point of view that the findings of the instruments must be consistent. Reliability is associated with the consistency of the results calculated using a particular instrument (Hair, Celsi, Money, Samouel, & Page, 2003).

To measure the instrument's reliability to be used in any study, there are several ways available. When we get the repeated responses from the same respondent of the same instrument, it is called Test-Retest reliability. Then we check the results of the correlation are high the reliability is also high (Hair et al., 2003; Coldwell & Herbst, 2004). The other way to test the summated scores is split-half reliability. The scale is split to correlate one half with the other. The higher will be the reliability if the magnitude of the correlation is high. (Coldwell & Herbst, 2004). However, most researchers recommend using the coefficient alpha (α) to measure the reliability (1951) alpha. The acceptable values are from 0 to 1. The reliability is better and more

acceptable if the value of α is near to 1. However, a lower value can be ascribed to the number of items or lower commonality among items (Churchill, 1979). Nunnally (1978) recommended that reliability statistic .50 – .60 is sufficient, although a coefficient of .70 or higher is sought-after.

The primary and real meaning and the very importance of the word reliability can be sensed from the alternate words suggested by scholars is *accuracy* (Huck, 2012). Reliability means that there must be a consistent output of results. In this study, the reliability was above .70 shows that the study had achieved recommended value of the reliability of all the constructs under consideration. Therefore, the required level of reliability was attained. The study also evaluated the descriptive scale item if deleted to assess if deleting an item would substantially increase reliability. The reliability of the variables in the present research ranged from .803 to .960. not even a single item was removed from the study during reliability analysis.

Table 4.1 Reliability Statistics for Constructs in the Study

Constructs	Cronbach's Alpha	N of Items
Internal Marketing	.960	15
Organizational Culture	*.909*	*14*
Entrepreneurial Orientation	.869	4
Hierarchical Orientation	.881	4
Team Orientation	.891	3
Rational Orientation	.803	3
Organizational Performance	*.869*	*12*
Financial Performance	.865	4
Process Performance	.876	4
Organizational Development	.883	4

4.2.   Data Analysis

The data analysis was done by describing the data, and inferential statistical analysis was used to test the study's hypothesis. The study utilized AMOS and SPSS as statistical. A detailed account of the analysis is given as follows.

4.2.1.   Descriptive Analysis of the Study

Descriptive data analysis is used to summarize the study's data in a more understandable and meaningful way. Thus, descriptive statistics aims to present the data in a more understandable way to a reader. So the data can be illustrated in the form of tables, can take the form of graphics, or arithmetical. All these forms come under the category of descriptive statistics (Anderson, Sweeney, & Williams, 2011). Descriptive statistics enable the researcher to identify various important features of the sample that can impact the findings of the study of the researcher (Thompson, 2009). According to Huck (2012), descriptive statistics are termed mainly as univariate; the reason behind this is that the descriptive statistics of only one variable are provided. The present study provides descriptive statistics to find any irregularities in the data by examining frequencies for each study variable. Skewness and kurtosis values have been examined to check distribution. The procedure for skewness and kurtosis is that when the calculated values are calculated to be between +2.00 to -2.00, those values are considered normal (Lomax, & Hahs-Vaughn, 2013; De Laurentis, Maino, & Molteni, 2011). But sample size should be given keen consideration as it has a significant impact on the normality. It has been evaluated in a study that small sample of 50 or less than 50 respondents, especially in a case when the sample size is founded to be less than 30 or near to 30, a significant deviation from the normality is observed, which leads to a significant impact on the findings of the study. If the sample size is taken to be 200 or over 200, then the deviation from the actual findings or results is negligible in that study (Hair, Black, Babin, & Anderson, 2009).

4.2.2.   Factor Analysis

Factor analysis is one of the methods of quantitative analysis, by which the items of every construct in a scale are measured quantitatively. This technique has been widely utilized in a study for the purification of items in a questionnaire. Those items that do not load considerably or may cause violation of the predicted factor structure are then removed to get the accurate one.

Factor analysis is one of the most commonly used techniques by researchers to develop and evaluate their required tests and the scales used by the researchers in their studies. Every item or question in a questionnaire is analyzed by using factor analysis, which enables the researcher to refine their scale and reduce it accordingly to make the best possible use of their respective scale. (Pallant, 2011). Thus the validity of the construct is tested, making use of factor analysis.

4.3.   Validity of Research

The researcher utilized a validity test on the scale for correct and justifiable measurement (Bajpai, 2011). The term validity has been originated from *accuracy* (Huck, 2012). Validity can be defined as the capability of a scale that the researcher utilizes to measure what it should measure; if not, then the instrument would not be considered valid (Pellissier, 2007; Bajpai, 2011). Validity is considered to be of core importance for the researcher, as put forward by Saunders, Lewis, and Thornhill (2009). Accordingly, an instrument is considered valid if the instrument's findings are obtained to be the ones that are appeared to be about. In the current study, two categories of validity, that is convergent validity and discriminant validity, have been evaluated.

4.3.1. Construct Validity

In conducting quantitative analysis, Construct validity is of core consideration. Construct validity will be considered to exist if the scale provides reliable measurement and the distinctive concept is represented factually. To determine construct validity, the technique utilized is exploratory factor analysis (Zikmund, Babin, Carr, & Griffin, 2013). Those factors that have Eigenvalues determined to be greater than 1 should be recognized, while the items having factor loadings evaluated to be less than 0.5 must be deleted from the instrument (Shi & Wright, 2001). To get the construct validity of an instrument, the researcher should give keen consideration to the two types of validity, that is, convergent and discriminant validity, which must also be identified (Bajpai, 2011).

4.3.2. Convergent Validity

Construct validity, as discussed by the theorists Zikmund, Babin, Carr, & Griffin (2013) that convergent validity is considered to be developed when the concepts of an instrument are analyzed to be truly associated with each other. Thus they are related, and highly reliable

instruments are considered to have convergent validity. To develop construct validity, every question in a construct must be converted. Convergent validity can be developed statistically when all of the items are meant for convergence (which measures the same constructs) provide the related or same scores. According to Recker (2013), exploratory factor analysis is one of the methods which is used to examine when the items of the scale "load" suitably on higher-order factors. When the constructs and the variables are analyzed to be uni-factorial, it can be surely evaluated that the dimensions of that particular study have construct validity (Kuei, 1999). Convergent validity by making use of factor analysis is developed when the cluster of questions on a scale is assessing the same construct is assessed to strongly agree (that converges) in their illustration of the basic construct that was created to measure. It has been examined that, when loadings come in the range of high and having, narrower range as well, which is estimated to be between 0.7 and 0.9, would lead to greater confidence, which means that all items in a scale aid in the estimation of the underlying construct (Widaman, 2010). In addition to factor analysis, another statistical calculation, which is Average Variance Extracted (AVE), can also be calculated, and thus convergent validity is considered to be developed if AVE of 0.5 or greater than 0.5 is attained for the constructs in statistical analysis (Fornell & Larcker, 1981; Sweeney &Soutar, 2001).

4.3.3. Discriminant Validity

According to the theorists Zikmund, Babin, Carr, & Griffin (2013), discriminant validity is defined as the distinctiveness of a construct on a scale. They further described discriminant validity, which is said to be achieved when the instrument does not correlate high enough with that of the measure of a dissimilar construct, which is not interrelated. A scale having a high level of discriminant validity will be evaluated to be correlated poorly (even no correlation) with that of the other instrument intended to measure a concept or dimension that is completely dissimilar (Coldwell & Herbst, 2004). The standard to assess discriminant validity is by taking the square root of the AVE, for this, every construct should be greater as compared to inter-correlations with that of the other constructs (Bhattacherjee & Sanford, 2006; Kim & Malhotra, 2005; Sweeney & Soutar, 2001).

4.4. Descriptive Analysis

This section includes information related to the descriptive statistics, including sample size, mean standard deviation for IM, OC, and OP constructs in the studies. The skewness and kurtosis were performed for the test of normality distribution. Also, this section covers the demographic variables of descriptive statistics.

4.4.1. Descriptive Statistics of Constructs (Means, Skewness, and Kurtosis)

This section covers the Constructs' descriptive statistics. The results of descriptive statistics have shown that all variables are within the acceptable range of skewness and kurtosis and are therefore used for further analysis.

4.4.1.1 Internal Marketing

Internal marketing determines whether the organization deals with employees as internal customers and whether it employs ways to boost internal communication, morale, and retention of the human capital. In the study, 15 items were used to measure. The mean analysis suggests that there is a consensus to some degree on the telecom organization's IM initiatives because most of the respondents on all things were neither agreed nor disagreed and agreed between the alternative ranges. The data normality was checked by assessing skewness and kurtosis and was found normal, and all four items were found in the range of ±2. The following table statistics show if the telecom company utilizes IM means in their organization.

Table 4.2 Descriptive Statistics for Internal Marketing

	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
IM1	3.5636	1.09516	-.788	.108	-.207	.216
IM2	3.5949	1.06748	-.875	.108	-.037	.216
IM3	3.6536	.98587	-.926	.108	.335	.216
IM4	3.5851	1.02904	-.783	.108	-.137	.216
IM5	3.5440	1.00855	-.742	.108	-.222	.216

IM6	3.4677	1.00119	-.570	.108	-.523	.216
IM7	3.4442	1.08299	-.693	.108	-.461	.216
IM8	3.4344	1.06233	-.611	.108	-.568	.216
IM9	3.2524	1.08142	-.496	.108	-.788	.216
IM10	3.4364	1.05689	-.622	.108	-.497	.216
IM11	3.4501	1.05578	-.776	.108	-.214	.216
IM12	3.4305	1.03591	-.647	.108	-.479	.216
IM13	3.4227	1.03156	-.658	.108	-.439	.216
IM14	3.4364	1.06060	-.704	.108	-.387	.216
IM15	3.5342	.99523	-.892	.108	.045	.216
Valid N (listwise)						

4.4.1.2 Organizational Culture

Organizational culture comprised 14 items divided into four dimensions: entrepreneurial orientation, hierarchical orientation, team orientation, and rational orientation.

The entrepreneurial orientation construct evaluates the availability of entrepreneurial facilities within the organization. The construct was measured using four different statements. The mean score reveals that entrepreneurial culture in the telecommunication organizations understudy is low since the mean value for all the statements was found to be below 3.

The hierarchical orientation construct evaluates the extent of formalization, rule, and stability in the companies. The construct was measured using four statements. The mean score reveals that the telecom companies have a significant level of hierarchical orientation in their organizations since the mean value for all the statements was found to be above 3.

Team Orientation constructs evaluate the extent of focus on building teams in the companies. The construct was measured using three statements. The mean score reveals that the telecom companies have a significant level of team orientation in their organizations since the mean value for all the statements was above 3.

The rational Orientation construct evaluates the extent of rationality in the companies. The construct was measured using three statements. The mean score reveals that the telecom companies have a significant level of rational orientation in their organizations since the mean value for all the statements was above 3.

The data normality was checked by assessing skewness and kurtosis and was found normal, and all four items were found in the range of ±2. The following table shows the descriptive statistics used for dimensions of the OC.

Table 4.3 Descriptive Statistics of organizational culture

	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
MEO1	2.2877	1.09070	.912	.108	.078	.216
MEO2	2.0489	.96789	1.165	.108	1.203	.216
MEO3	2.2622	1.03551	.916	.108	.282	.216
MEO4	2.0959	.98050	1.198	.108	1.353	.216
MHO1	3.2074	1.12198	-.549	.108	-.814	.216
MHO2	3.4247	1.10866	-.680	.108	-.533	.216
MHO3	3.3796	1.07771	-.639	.108	-.540	.216
MHO4	3.4070	1.13357	-.563	.108	-.657	.216
MTO1	3.4912	1.05506	-.701	.108	-.307	.216
MTO2	3.5988	.92964	-.827	.108	.230	.216
MTO3	3.5773	.95660	-.822	.108	.278	.216
MRO1	3.4971	1.09522	-.667	.108	-.518	.216
MRO2	3.3738	1.07339	-.634	.108	-.638	.216
MRO3	3.5499	1.05578	-.769	.108	-.226	.216
Valid N (listwise)						

4.4.1.3 Organizational Performance

The organizational performance comprised 12 items divided into three dimensions: financial performance, process performance, and organizational development.

The financial performance construct evaluates the financial performance of the telecom companies as perceived by their employees. The construct was measured using four different statements. The mean score reveals that the employee perceives that the company's financial performance is steady since the mean value for all the statements was found to be above 3.

Process performance evaluates the extent to which the company introduces new products/services, develops new products, launches new products/services faster than the competitors, and level of sophistication. The construct was measured using four statements. The mean score reveals that the telecom companies have an adequate level of process performance in their organizations since the mean value for all the statements was found to be above 3.

Organizational development construct evaluates the extent of focus on developing employees. The construct was measured using four statements. The mean score reveals that the telecom company employees believe that their companies are focused on employee development since the mean value for all the statements was found to be above 3.

The data normality was checked through the assessment of skewness and kurtosis and was found normal, and all four items were found in the range of ±2. The following table shows the descriptive statistics used for dimensions of organizational performance.

Table 4.4 Descriptive Statistics of Organizational Performance

	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
MFP1	3.7299	1.12610	-.637	.108	-.670	.216
MFP2	4.0215	1.03162	-1.065	.108	.438	.216
MFP3	3.9785	1.01050	-.895	.108	.086	.216
MFP4	3.8845	1.11337	-.926	.108	-.027	.216
MPP1	3.4384	1.18802	-.300	.108	-1.204	.216

MPP2	3.7534	1.11754	-.594	.108	-.751	.216
MPP3	3.5382	1.09456	-.341	.108	-.862	.216
MPP4	3.4462	1.09569	-.226	.108	-1.129	.216
MOD1	3.5264	1.01884	-.814	.108	-.011	.216
MOD2	3.5597	1.00969	-.743	.108	-.096	.216
MOD3	3.7397	.92502	-.864	.108	.434	.216
MOD4	3.7573	.98609	-.927	.108	.521	.216
Valid N (listwise)						

Table 4.5 Construct Skewness and Kurtosis

	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
IM	3.4877	.83237	-.834	.108	.178	.216
OC	3.5580	.71138	-.758	.108	.303	.216
OP	3.6978	.67983	-.153	.108	-.562	.216

The study estimated the mean values, skewness, and kurtosis of the variable of interests, namely IM, OC, and OP, to confirm the normality of data. The mean values of all three constructs are above average. Moreover, skewness and kurtosis values of all the constructs are within the required range of +1 and -1 (Field, 2009).

4.4.2. Descriptive statistics of Demographic Profiles of Respondents

This section covers the description of the demographic profiles of the respondents. It includes age, gender, years of education, nature of employment, and job rank.

4.4.2.1. Age

The statistical results revealed that the majority of the respondents belong to the age group of 30-39 (216, 42.3%). The frequency of age groups is shown in the following table.

Table 4.6 Age Distribution of Respondents

	Frequency	Percent
20-29	188	36.8
30-39	216	42.3
40-49	63	12.3
50-59	44	8.6
Total	511	100.0

4.4.2.2.   *Gender*

The respondents were asked to reveal their gender. The majority of the respondents (435, 85.1%) were male, while 76 (14.9%) were female. The frequency of gender is shown in the following table.

Table 4.7 Gender Distribution

	Frequency	Percent
Male	435	85.1
Female	76	14.9
Total	511	100.0

(Source: Field Data)

4.4.2.3.   *Level of Education*

The results revealed that the majority of the subjects has a graduate level of education (247, 48.3%) followed by undergraduate (149, 29.2%), while the study had a total of 115 (22.5) postgraduate respondents. The frequency of the level of education is presented in the following table.

Table 4.8 Level of Education

	Frequency	Percent
Under Graduate	149	29.2
Graduate	247	48.3
Post Graduate	115	22.5
Total	511	100.0

4.4.2.4.   *Employment*

The results revealed that the majority of the subjects were permanent (437, 85.5) while 74 (14.5%) were on contract. The frequency of the type of employment contract is shown in the following table.

Table 4.9 Employment

	Frequency	Percent
Contract	74	14.5
Permanent	437	85.5
Total	511	100.0

4.4.2.5.   *Rank*

The results revealed that the majority of the subjects were middle-ranked (311, 60.9) while 128 (25%) were junior-level employees, 72 (14.1%) respondents were senior level. The frequency of rank is shown in the following table.

Table 4.10 Ranks

	Frequency	Percent
Junior	128	25.0
Middle	311	60.9
Senior	72	14.1
Total	511	100.0

4.4.2.6. ***Work Experience***

The results show that the majority of the respondents had experienced between 2 to 5 years (219, 42.9%) while only 65 (12.7%) respondents had experiences of more than 10 years. The frequency of work experience/tenure in years is presented in the following table.

Table 4.11 Work Experience

	Frequency	Percent
Less than 2 Years	126	24.7
2 to 5 Years	219	42.9
6 to 10 Years	101	19.8
More than 10 Years	65	12.7
Total	511	100.0

4.4.2.7. ***Company***

The results revealed that the majority of the subjects were from PTCL (242, 47.4) while 39 (7.6%) were from Warid. The frequency of the company is shown in the following table.

Table 4.12 Respondent's distribution by Company

	Frequency	Percent
Mobilink	61	11.9
Warid	39	7.6
Telenor	41	8.0
ZONG	69	13.5
Ufone	59	11.5
PTCL	242	47.4
Total	511	100.0

4.5. Exploratory Factor Analysis

In the present study, the exploratory factor analysis was conducted to evaluate the dimensionality of the different constructs in the present research. Each of the different constructs is subjected to exploratory factor analysis.

4.5.1. Matrix Component

Factor analysis results for each of the constructs are described in this section.

4.5.1.1. *Internal Marketing*

The IM construct had 15 items querying the respondents about employees' perception of the IM initiatives undertaken by the telecom companies. The 15 questions were factor analyzed using principal component analysis with Varimax rotation. The analysis yielded a single-factor solution.

KMO (> .60) and the significance of Bartlett's test for sphericity show the suitability of factor analysis. The final factor structure shows a 64.370% cumulative %age of variance. The final factor structure and their loadings and commonalities are presented in the table.

The study is based on the estimates extracted from the principal component analysis adapted from the IM measure as uni-factor for further analysis. Moreover, the study conducted confirmatory factor analysis for the IM model and found statistically significant item loadings. The scale showed uni-dimensionality in terms of model fit indices and face validity. The one factor model of IM is also adopted by several empirical studies like Yildiz and Kara (2017), Salehzadeh, Pool, Tabaeeian, Amani, and Mortazavi (2017), and Yoon, Seo, and Yoon (2004).

Yildiz and Kara (2017) showed that all items in the measurement scale were loaded on a single dimension representing the IM construct in the higher education sector. The psychometric properties of the developed scale (IM-11) met and exceeded the expected criteria cited in the literature.

Salehzadeh, Pool, Tabaeeian, Amani, and Mortazavi (2017) investigated the effects of internal marketing and market orientation on organizational performance based on the balanced scorecard (BSC). The study used a scale of 12-item adapted from Ahmed et al. (2003) to measure IM. This study used the single-factor model to assess IM. The study further used this single factor IM model in the structural model to evaluate and estimate direct and mediating relationships.

Table 4.13 Assumptions for Internal Marketing

KMO	Bartlett's Test	Df	Sig	Cumulative % of Variance
.946	7577.744	105	.000	64.370

Table 4.14 Component Matrix for Internal Marketing

	Loadings	Communalities
IM1	.760	.578
IM2	.829	.687
IM3	.836	.699
IM4	.820	.673
IM5	.795	.633

IM6	.787	.620
IM7	.765	.586
IM8	.839	.705
IM9	.647	.419
IM10	.767	.588
IM11	.795	.633
IM12	.870	.756
IM13	.856	.732
IM14	.800	.640
IM15	.842	.709
Variance Explained	64.370	
Eigen Value	9.656	

4.5.1.2.   *Organizational Culture*

The OC construct had 14 items querying the respondents about employees' perception of the company's prevalent culture. Theoretically, the organizational culture had four dimensions, namely entrepreneurial culture, hierarchical orientation, team orientation, and rational orientation. The 14 questions were factor analyzed using principal component analysis with Varimax rotation. Initially, the analysis yielded four factors as expected based on the original dimensions identified in the literature.

Value for KMO (> .60) and the significance of Bartlett's test for sphericity show the suitability of factor analysis. The final factor structure shows a 75.105% cumulative percentage of variance. The final factor structure with four sub-dimensions and their loadings and commonalities is presented in the following table.

Table 4.15 Assumptions for OC

KMO	Bartlett's Test	Df	Sig	Cumulative % of Variance

.898	4168.242	91	.000	75.105

Table 4.16 Component Matrix for organizational culture

	1	2	3	4	Communalities
MEO1		.769			.720
MEO2		.822			.759
MEO3		.735			.704
MEO4		.802			.723
MHO1	.790				.714
MHO2	.764				.775
MHO3	.810				.790
MHO4	.754				.680
MTO1			.799		.782
MTO2			.859		.860
MTO3			.862		.842
MRO1				.833	.763
MRO2				.797	.704
MRO3				.795	.698
Variance Extracted	20.798	20.699	17.659	15.948	
Eigen Value	6.501	1.522	.1318	1.174	

4.5.1.3. *Organizational Performance*

There were 12 items of the organizational performance that were asked from the respondents about employees' perception of the organization's performance. Theoretically, the organizational performance construct had three dimensions: financial performance, process performance, and organizational development. The 12 questions were evaluated with the rotation

of Varimax using the main factor analysis. The study initially yielded as anticipated three factors, based on the original dimensions described in the literature.

Values for KMO (> .60) and the importance of Bartlett's sphericity test indicate the appropriateness of the factor analysis. The final factor structure indicates a variance age of 73.398 percent. In the table is shown the final factor structure with three sub-dimensions and their loads and commonalities.

Table 4.17 Assumptions for Organizational Performance

KMO	Bartlett's Test	Df	Sig	Cumulative % of Variance
.849	36.3.048	66	.000	73.398

Table 4.18 Rotated Component Matrix for Organizational Performance

	1	2	3	Communalities
MFP1		.690		.529
MFP2		.864		.785
MFP3		.878		.832
MFP4		.816		.744
MPP1			.744	.663
MPP2			.831	.761
MPP3			.842	.754
MPP4			.841	.759
MOD1	.810			.680
MOD2	.878			.778
MOD3	.869			.792
MOD4	.843			.731
Variance Extracted	24.947	24.238	24.212	

Eigen Value	2.994	2.909	2.905

4.6.   Construct Validity

Construct validity is determined once convergent, and discriminant validity is established.

4.6.1. Convergent Validity

Convergent validity was evaluated whether all the factors in the study are related to each other. According to Kuei (1999), the unifactorial existence of constructs shows the validity of the construct. Convergent validity was identified through factor analysis in the present study. Validity is defined by factor analysis when objects measure the same construct overlap in their representation of the base variable constructed for measurement. Converge in their representation of the basic variable that was designed to measure. Statistically, convergent validity is established through Average Variance Extracted (AVE). A value of .50 or greater confirms the existence of convergent validity. The results from the present study reveal that each construct has an AVE value of over .50; this shows the convergent validity for each of the constructs in the present study is established.

Table 4.19 AVE for Constructs

Construct	Average Variance Extracted (AVE)
Internal Marketing	.60
Organizational Culture	
Entrepreneurial Orientation	.62
Hierarchical Orientation	.65
Team Orientation	.73
Rational Orientation	.57
Organizational Performance	
Financial Performance	.64

Process Performance	.64
Organizational Development	.65

4.6.2. Discriminant Validity

Discriminant validity shows the level to which adequately separate variables differ from each other. If the square root of AVE for every construct is above than inter-correlations of the rest of the constructs, then the discriminant validity is established. The table below compares AVE square roots and correlations of the inter-constructs. The results above suggest that AVE's square root of all variables is greater than any other inter-variable correlations. Hence, discriminant validity is found out in the study. The correlation between the constructs shows there is no issue of multi-collinearity.

Table 4.20 Comparison of Square root of AVE and Inter-Construct Correlations

	IM	EO	HO	TeO	RO	FP	OD	PP
IM	*.77*							
EO	-.611	*.79*						
HO	.761	-.677	*.80*					
TeO	.669	-.576	.593	*.85*				
RO	.585	-.459	.529	.454	*.75*			
FP	.258	-.318	.197	.137	.105	*.80*		
OD	.741	-.590	.549	.760	.488	.252	*.80*	
PP	.284	-.258	.222	.137	.168	.555	.314	*.80*

Where IM is internal marketing, EO is entrepreneurial orientation; HO is hierarchical orientation, TeO is team orientation, RO is rational orientation, FP is financial performance, OD is organizational development, PP is process performance.

The aforementioned table also shows the correlation between the different constructs in the study. Correlation measures association between variables (Bajpai, 2011). Pearson correlation (r) was used to measure the strength of association between internal marketing variables and the organizational culture and organizational performance components. Pearson correlation expresses values between +1 and -1. A value closer to 1 show that there is a strong relationship between the variables. A value of 0 implies that there is no linear correlation between the variables. A correlation of 0.9 and above indicates a strong relationship. A correlation of 0.7 to .8 is moderately strong; a correlation of .5 to .6 is moderate; .3 to .4 is moderately weak correlation; and a correlation of .1 to .2 indicates a weak relationship. Although correlations do not prove causations, they indicate the degree of relationship between the variables that could predict possible outcomes in a research model (Pearson, 2010).

4.7. Structural Equation Modeling

This section provides details pertinent to the measurement model and the structural model. The first measurement models for each construct are presented to ascertain the loadings and model fit for the constructs. Further to the confirmation of measurement models for each construct, a structural model is developed to substantiate the hypotheses.

In this study, we focus on reflective measurement models that have been tested using CB-SEM. (CB-SEM) is a flexible and persuasive data analysis tool, most notably in reflective measurement when hypothetical constructions are approximated as common elements that are thought to impact their indicators (i.e., seen or manifest variables). It's now frequently used in management and organizational studies (Williams, Vandenberg & Edwards, 2009). Like other SEM family models, CB-SEM provides several advantages over several other commonly used analytical procedures. It is, foremost, a combination of many multivariate approaches, such as confirmatory factor analysis, regression analysis, and path analysis (Cheung, 2015). It may analyze latent structures and observed variables and their relationships and effects on the related results simultaneously (Cudeck, Jöreskog, & Sörbom, 2001). Secondly, CB-SEM explains measurement error in both the predictive and outcome variables (Grewal, Cote & Baumgartner, 2004). As a result, the model parameters and effects are more accurately estimated, and the measurable and latent factors are better controlled (Cheung & Lau, 2008). Third, CB-SEM allows several models to be tested, interpreted, and statistically compared (Mitchell, 1992). CB-

SEM can help researchers identify optimized models that are theoretically accurate and parsimonious (Burnham & Anderson, 2004).

Covariance Based (CB) structural equation modeling (CB-SEM) was chosen to analyze quantifiable information. CB-SEM is an emerging knowledge processing technique used in business and social science studies to successfully manage example size and non-normal evidence (Hair et al., 2014). This approach is more suitable to test existing hypotheses and include complex structural models (Fernandes, 2012; Ringle et al., 2020). Two approaches have been used in the SEM method: covariance-based (CB-SEM) and PLS-SEM (Hair et al., 2012). The authors chose CB-SEM over PLS-SEM because it is suitable for complex relationships between the latent constructs and exploring theoretical levels (Hair et al., 2014; Henseler et al., 2009). This approach has been extensively used in theory validation and testing and is appropriate for investigating whether multifaceted associations exist (Fornell & Larcker, 1981).

To evaluate the measurement and structural models, the current research employs structural equation modeling. Different models are used in structural equation modeling to describe relationships between observed variables (Sahoo, 2019). The current research employs structural equation modeling to assess regression and simple confirmatory factor models. IBM SPSS AMOS 20 is used to model the data.

Measurement models are dealt with confirmatory models, and the relationship of items, latent variables, and observed variables are checked (Coutlee, Politzer, Hoyle, & Huettel, 2014). However, the structural equation models support confirmatory factor models in that they hypothesize relationships between the study's various constructs. These models may validate or disprove hypotheses regarding latent variable explanatory relationships. (Raykov & Marcoulides, 2006).

The crucial thing for the management investigators is the assessment of whether the data is well-suited to the model. The term "model fit" refers to how the data represents the underlying theory; however, there is no consensus on the subject. There are many fit indices, and there is a lot of disagreement over which indices to publish and the thresholds for different indices (Hooper, Coughlan, & Mullen, 2008). The SEM literature identifies several indices that can measure a model's goodness of fit to the observed results. It's worth noting, however, that there's no consensus on the fit indices that should be used. Specific guidelines can be found in the literature.

4.7.1. Measurement Models

The current study comprises three different constructs. This section intended to conduct confirmatory factor analysis (CFA) and to test whether the data fits the measurement and structural model or not.

Reporting, SRMR, CFI, TLI, and RMSEA were recommended (Hu and Bentler, 1998; Hu and Bentler, 1999). CFI or TLI and chi-square and RMSEA were proposed by Kashy, Donnerllan, Ackerman, and Russell (2009). ChiSquare, CFI, TLI, RMSEA, and SRMR are all recommended by Bandalos and Finney (2010). RMSEA, SRMR, and at least one of CFI, NFI, and TLI were all recommended by Mueller and Hancock (2010).

Grimm and Widaman (2010) advocated for the use of chi-square, CFI, TLI, and RMSEA. CMIN, SRMR, CFI, TLI, and RMSEA are used in this report based on the aforementioned recommendations.

The cut-off value for each of the fit indices is different. The lower bound for SRMR is near to.08, and the lower limit for RMSEA is close to.06 (Hu and Bentler, 1998), but the value does not exceed.08. CFI has a decision threshold of.90 in the past (Wang & Wang, 2012). CFI and TLI values between.90-.95, according to Bentler (1990), is representative of suitable model fit.

Brown (2012) claims that when fit indices are in the marginal ranges, it's necessary to remember the model's consistency expressed by different fit indices. When assessing model fit, it's crucial to consider and disclose different fit indices. The relative chi-square, also known as the normed chi-square, is CMIN. This value is calculated by dividing the chi-square index by the degrees of freedom.

The criterion for acceptance varies across researchers, ranging from less than 2 (Ullman, 2001) to less than 5 (Schumacker & Lomax, 2004)

Since model fit could not be achieved in the initial study, Anderson and Gerbing (1988) proposed that items related to problematic standard residuals or larger chi-square reductions be found and discarded one by one for standard residual covariances to improve model fit. Brown suggests a threshold value of 2.0.

Summary of Recommended fit Indices

Level of Fit Measures				
RMSEA	SRMR	CFI	TLI	CMIN
$\leq$.08	$\leq$ .08	$\geq$ .90	$\geq$ .90	Between 2 to 5

4.7.1.1. *Internal Marketing*

EFA revealed a single-factor solution for internal marketing. The single-factor model was subjected to CFA. The results produced had a good fit to a single-factor model: (χ^2/df = 330.802/82 (CMIN = 4.034), SRMR = .03; CFI = .96, TLI = .95, RMSEA = .07. None of the items were removed as part of CFA. Standardized regressions weights and C.R. values are reported in the following table.

Table 4.21 Internal Marketing Summary of Findings

	Estimate	S.E.	C.R.	P
IM15	.835			
IM14	.783	.041	24.367	***
IM13	.827	.045	22.983	***
IM12	.844	.044	23.763	***
IM11	.784	.047	21.174	***
IM10	.738	.049	19.316	
IM9	.627	.052	15.572	***
IM8	.827	.046	22.958	***
IM7	.756	.049	20.047	***
IM6	.768	.045	20.528	***

	Estimate	S.E.	C.R.	P
IM5	.768	.045	20.460	***
IM4	.800	.045	21.810	***
IM3	.803	.043	21.937	***
IM2	.786	.048	21.231	***
IM1	.711	.051	18.341	***
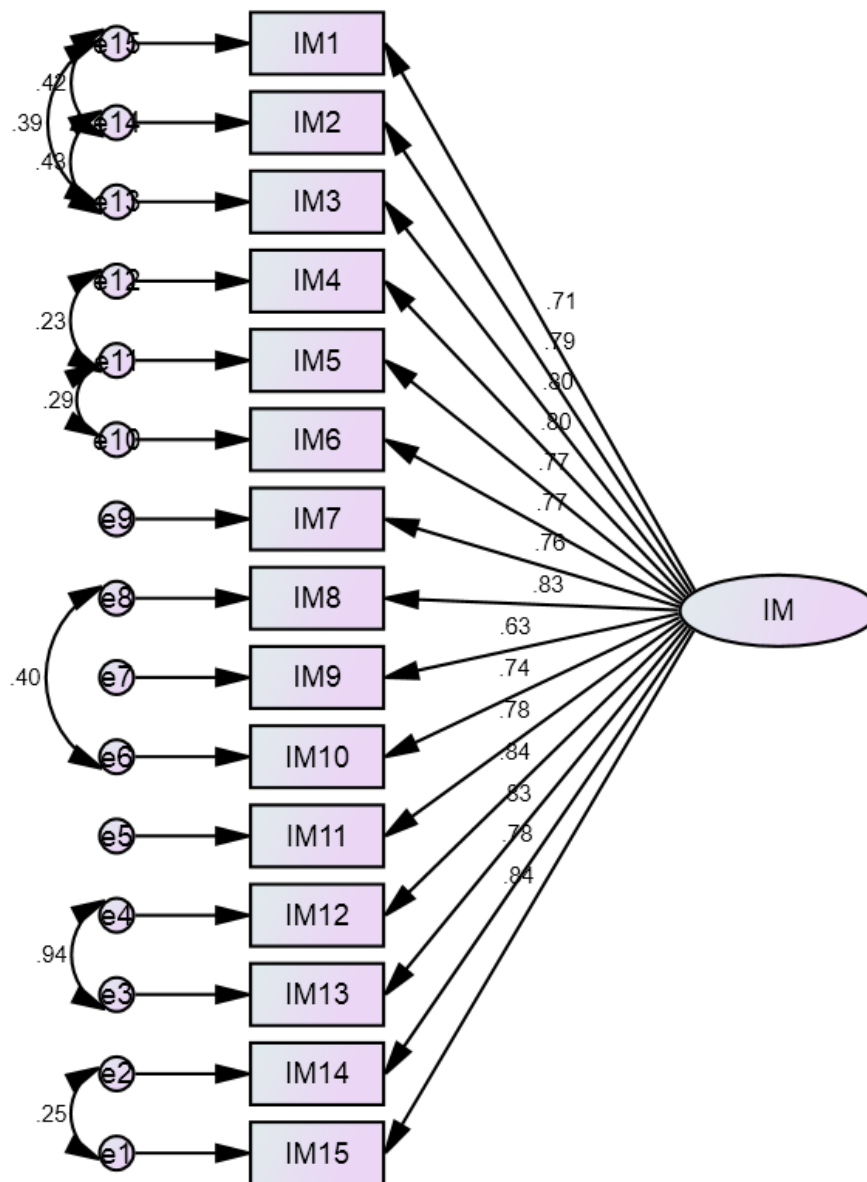
Figure 4.1 A measurement model for Internal marketing

4.7.1.2.   *Organizational Culture*

A per theory, EFA revealed a four-factor solution for OC. The four-factor model was subjected to CFA. The result of the study has a good fit to a four-factor model: (χ^2/df = 183.760/71 (CMIN = 2.588), SRMR = .03; CFI = .97, TLI = .96, RMSEA =.05. None of the items were removed as part of CFA. Standardized regressions weights and C.R. values are reported in the following table.

Table 4.22 Organizational Culture Summary of Findings

	Construct	Estimate	S.E.	C.R.	P
MHO1	HO	.766			
MHO2	HO	.865	.055	20.266	***
MHO3	HO	.848	.054	19.843	***
MHO4	HO	.746	.057	17.186	***
MEO1	EO	.804			
MEO2	EO	.805	.046	19.333	***
MEO3	EO	.792	.049	18.986	***
MEO4	EO	.764	.047	18.172	***
MTO1	TeO	.822			
MTO2	TeO	.897	.041	23.427	***
MTO3	TeO	.859	.042	22.449	***
MRO1	RO	.799			
MRO2	RO	.733	.060	15.014	***
MRO3	RO	.747	.059	15.196	***
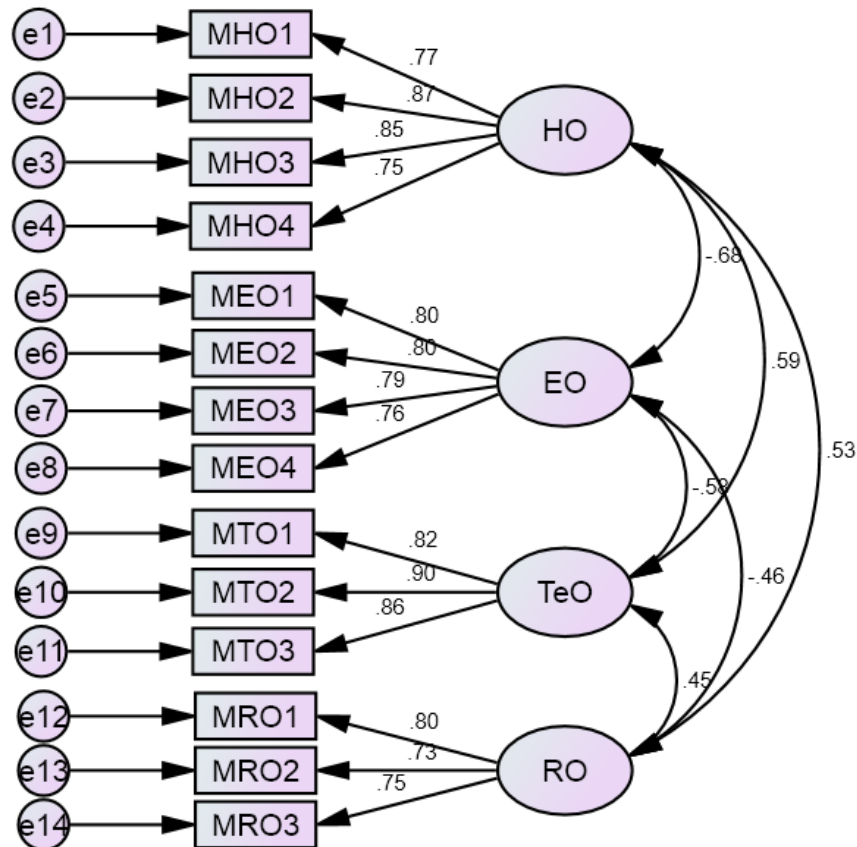
Figure 4.2 A measurement model for organizational culture

4.7.1.3. *Organizational Performance*

A per theory EFA revealed a three-factor solution for organizational performance. The three-factor model was subjected to CFA. The result of the study has a good fit to a three-factor model: (χ^2/df = 196.868/51 (CMIN = 3.860), SRMR = .04; CFI = .95, TLI = .94, RMSEA =.07. None of the items were removed as part of CFA. Standardized regressions weights and C.R. values are reported in the following table.

Table 4.23 : Organizational performance summary of findings

	Construct	Estimate	S.E.	C.R.	P
MOD1	OD	.730			
MOD2	OD	.824	.063	17.890	***
MOD3	OD	.874	.058	18.797	***

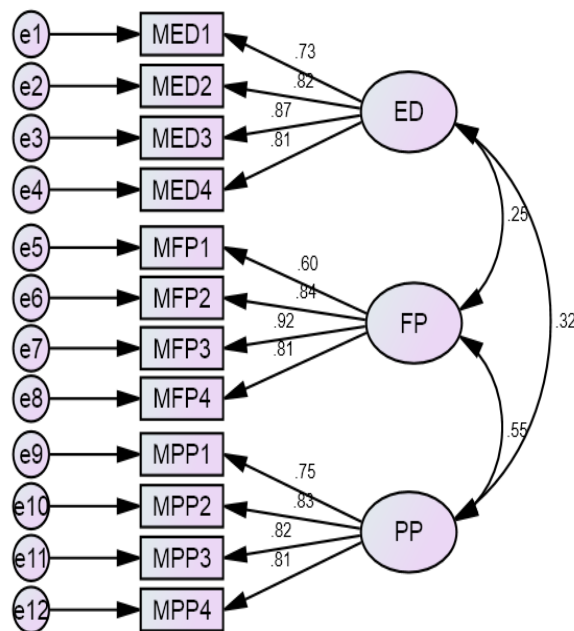|	Construct	Estimate	S.E.	C.R.	P
MOD4	OD	.810	.061	17.590	***
MFP1	FP	.599			
MFP2	FP	.840	.089	14.378	***
MFP3	FP	.916	.092	14.974	***
MFP4	FP	.813	.095	14.096	***
MPP1	PP	.746			
MPP2	PP	.829	.057	18.263	***
MPP3	PP	.817	.056	18.006	***
MPP4	PP	.814	.056	17.939	***

Figure 4.3 A measurement model for organizational performance

Complete Measurement Model

After the assessment of each of the constructs in the study separately, a complete measurement model with all the constructs in the study was developed. The result of the measurement model show a good fit for the model: (χ^2/df = 2200.261/743 (CMIN = 2.961), SRMR = .04; CFI = .91, TLI = .90, RMSEA = .06. None of the items were removed as part of CFA.
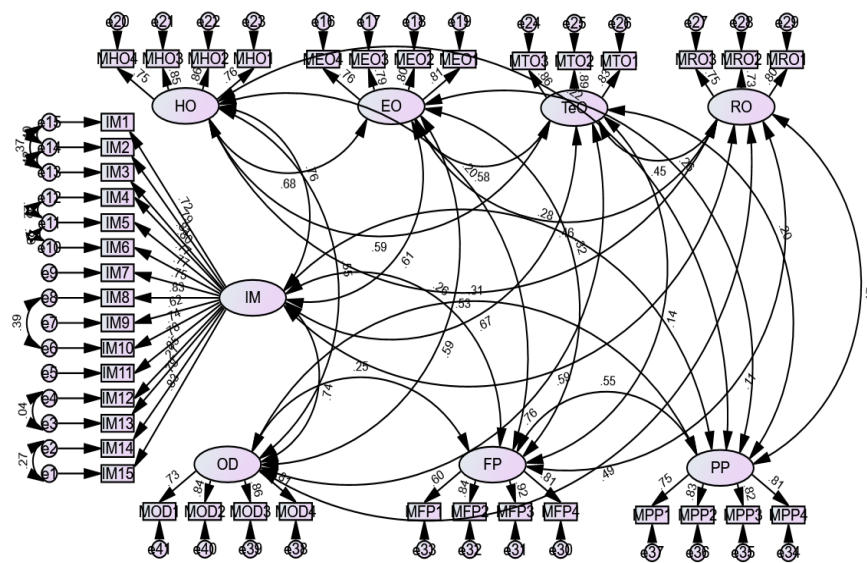
Figure 4.4 Complete Measurement Model

Hypotheses Testing

Further to the evaluation of the measurement model for each construct, the Structural equation model was tested. Different structural models are proposed to substantiate the proposed hypotheses.

4.7.2. Structural Model

4.7.2.1.   *Structural Model A*

Structural model assessment to ascertain the inter-relation between IM, OC, and OP, the results showed an adequate fit: (χ^2/df = 2437.225/761 (CMIN = 3.203), SRMR = .07; CFI = .90, TLI = .892, RMSEA = .06.

Following the assessment of model fit for the structural model. Hypotheses were assessed. H1 seeks to ascertain the impact of IM on organizational performance. The analysis

results revealed that IM initiatives by telecom companies do not have a positive impact on the organization's performance. (Est. = .074, C.R = 1.427, p = .153) hence, H1 was not substantiated.

H2 seeks to ascertain the impact of OC on organizational performance. The analysis results revealed that OC in telecom companies can have a positive impact on the organization's performance. (Est. = .343, C.R = 4.271, p < .001) hence, H2 is substantiated.

H3 seeks to ascertain the impact of IM on organizational culture. The analysis results revealed that IM initiatives in telecom companies can have a positive impact on the OC of the organization. (Est. = .754, C.R = 14.749, p < .001) hence, H3 is substantiated.

The final model is shown in table 4.5; the figure shows the structural equation model.
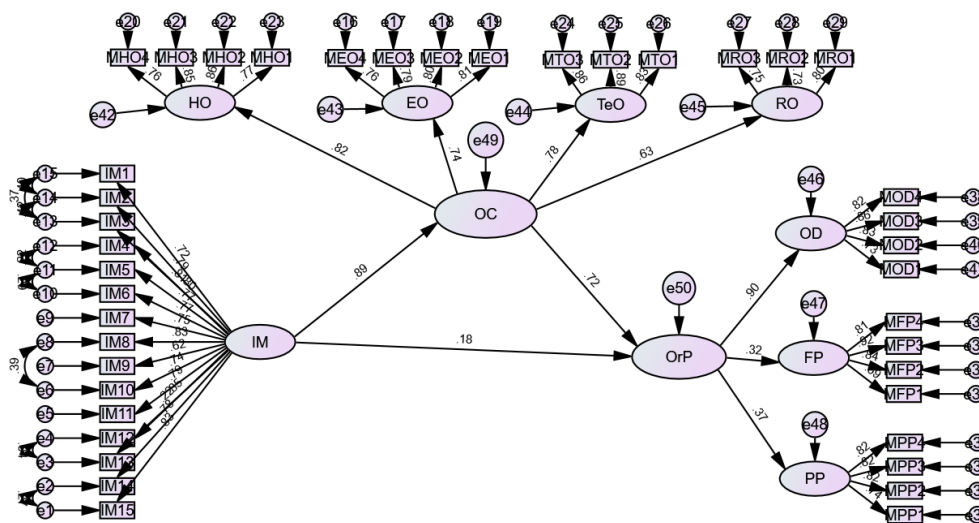
Figure 4.5 Structural Model C2: Inter-relationship between Internal marketing, organizational culture, and Organizational Performance.

4.7.2.2. *Structural Model C: dimensions of organizational culture and organizational performance*

Structural model C seeks to find out the relationship between different dimensions of OC and OP. Four different models are tested, each analyzing the different measures. Based on the substantiation of H2, a model is developed to ascertain which of the sub-dimensions of OC carry a positive impact on OP. The following hypotheses were formulated.

H2a: There is a positive impact of Entrepreneurial Orientation on Organizational Performance

H2b: There is a positive impact of Hierarchical Orientation on Organizational   Performance

H2c: There is a positive impact of Team Orientation on Organizational Performance

H2d: There is a positive impact of Rational Orientation on Organizational

Performance

For structural model evaluating the impact of the different dimensions of OC on OP, the results showed a relatively poor fit: (χ^2/df = 1591.846/292 (CMIN = 5.452), SRMR = .21; CFI = .84, TLI = .82, RMSEA = .09. The results of analyses revealed that all the dimensions of the OC in telecom companies have a positive impact on the performance of the organization. The results are summarized in the following table; hence, H2a, b, c, and d are substantiated. The final models are shown in the figures shows the structural equation models

Table 4.24 Summary of findings: Structural Model C1-2-3

		Estimate	S.E.	C.R.	P
OrP	HO	.027	.014	1.960	.050
OrP	EO	-.081	.021	-3.959	***
OrP	TeO	.200	.042	4.777	***
OrP	RO	.050	.016	3.058	.002
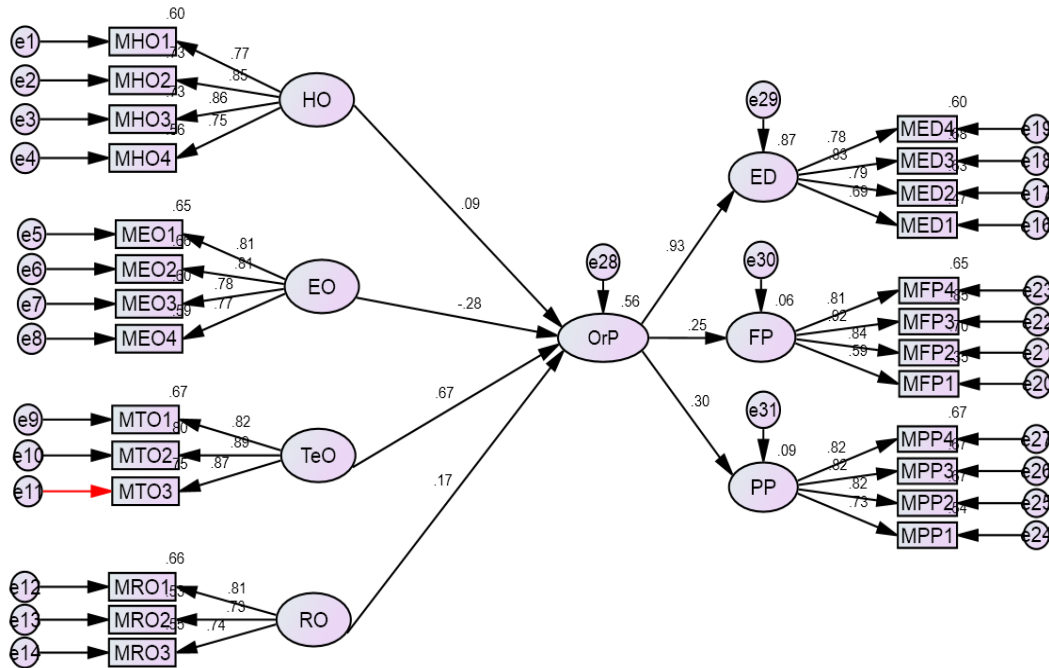
Figure 4.6 Structural Model C1: Dimensions of organizational culture and OP.

Based on the substantiation of H3, a model is developed to ascertain which of the sub-dimensions of OC are significantly influenced by internal marketing. The following hypotheses were formulated.

H3a: There is a positive impact of Internal Marketing on Entrepreneurial Orientation

H3b: There is a positive impact of Internal Marketing on Hierarchical Orientation

H3c: There is a positive impact of Internal Marketing on Team Orientation

H3d: There is a positive impact of Internal Marketing on Rational Orientation

For structural model evaluating the impact of internal marketing on the different dimensions of OC on OP, the results showed a good fit: (χ^2/df = 114.420/365 (CMIN = 3.127), SRMR = .04; CFI = .94, TLI = .93, RMSEA = .06. The analyses revealed that IM significantly influences all the dimensions of the OC in telecom companies. The results are summarized in the following table; hence, H3a, b, c, and d are substantiated.

Table 4.25 Summary of Finding Culture Sub-Dimensions and IM

		Estimate	S.E.	C.R.	P
HO	IM	.816	.052	15.626	***
EO	IM	-.693	.052	-13.325	***
TeO	IM	.726	.050	14.576	***
RO	IM	.643	.054	11.903	***
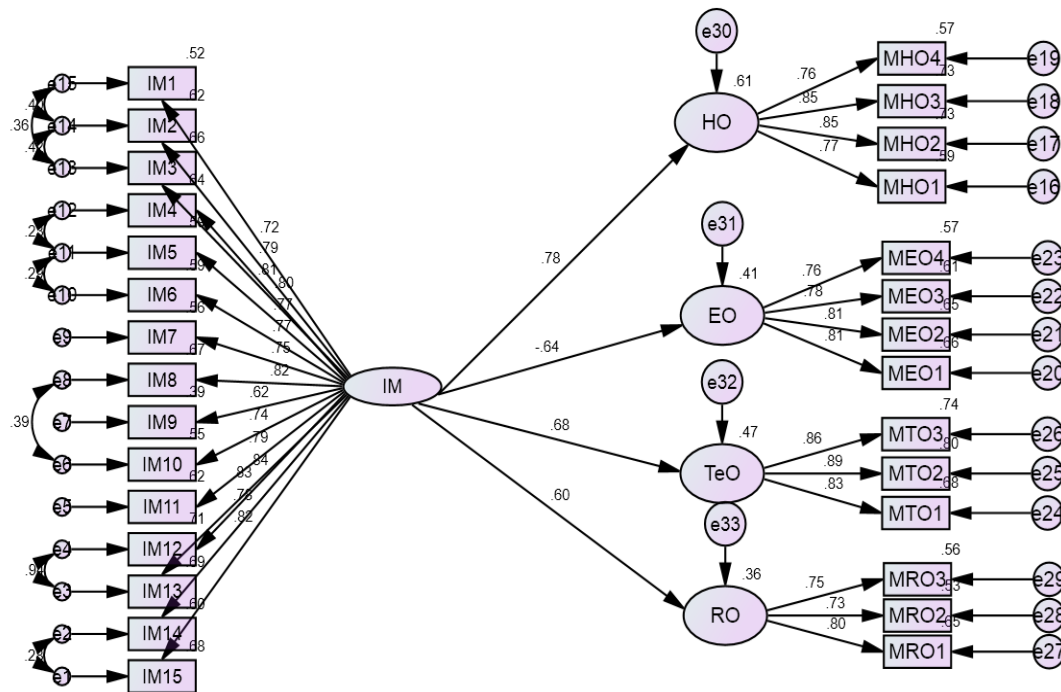
Figure 4.7 Structural Model C3: Internal organizational factors and organizational performance

4.8. Mediation Analysis

Mediation is considered to be a kind of interrelationship that is composed of a group of causal hypotheses. When a variable impacts the relationship between the dependent and independent variables, that variable that affected the two variables' relationship is called a mediating variable. It has been pointed out that mediation may partially affect the relationship or

it might impact completely, if in some finding, the impact of an independent variable on that of the dependent variable entirely changes the relationship between them, by some other variable, then it would be called as full mediation, and in a case when the mediating variable impacts the relationship either partly or impacts to some extent, then such type of mediation would come under the category of partial mediation (Warner, 2008). With mediation between the dependent and independent variable, the core consideration is on the mechanism which works between two predictors and the other variable called the criterion variable (Jose, 2012). The milestone that works on the process of mediation was presented by the researcher Baron and Kenny in 1986. According to these two researchers, Baron and Kenny, the mediating variable is the one that impacts the relationship of an independent variable on that of the dependent variable. There are about three multiple regressions, which are of core importance, to carry out mediation analysis. A formal process of testing the mediation between the variables has been described clearly by Baron and Kenny, summarized as follows,

1. Mediating variable (MV) regressed on that of the independent variable (IV) (Here and, Independent variable is said to be the predictor and mediating variable is considered to be the criterion variable) which provides with the estimate *a.*

2. DV regressed on that of the independent variable (IV), which provides the estimate *c.*

3. The dependent variable (DV) is regressed on the independent variable (IV) and the mediating variable, which provides the estimate *c'* and *b,* respectively.

   Now each of the mediation analysis of the variables is represented below
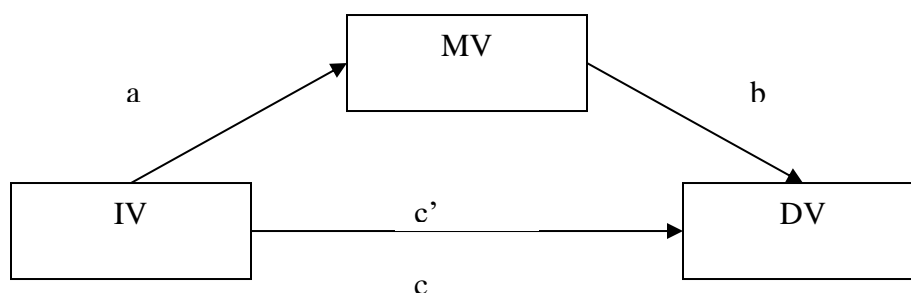

Figure 4.8 Graphical Representation of Mediation Analysis of Variables

When the three different regression analyses are carried out, it can be clearly stated that whether mediation is there or not, whether any change in the relationship but a third party variable has

been observed or not. The below-mentioned situations might be demonstrated for mediation to be supported in an analysis or findings.

1. The independent variable (IV) in the relationship must predict the mediating variable (MV) in the first regression that has been performed.

2. The independent variable (IV) in the established relation must predict the dependent variable (DV) in the second regression, which has been carried out.

3. Finally, it should be noted that the mediating variable (MV) in the finding must predict the dependent variable (DV) in the third regression, which is carried out.

4. It should be given consideration that various outcomes can be attained when mediation occurs in between a relationship. Meyers, Gamst, and Guarino (2013) pointed out the below-mentioned outcomes that can be achieved.

5. When the direct relationship has been observed to completely alter the relation of an independent variable with that of the dependent variable, it would be termed as full mediation (IV) may not significantly predict the DV with MV in the model provided).

6. Partial mediation can be attained when the direct relationship between independent (IV) and dependent variable (DV) is still significant but less strong with mediating variable (MV) in the model than it was in isolation.

7. Mediation is said to be negligible when the direct relationship of the independent variable (IV) with that of the dependent variable (DV) is so strong with that of the mediation in the model, as it existed alone, that is, without mediation.

8. The direct relationship of an independent variable (IV) with that of the dependent variable (DV) is observed to be significantly strengthened in the presence of the mediating variable (MV) in the model than it was observed to exist alone.

9. These findings reveal that the mediating variable (MV) acts as a suppressor variable in the relationship. These results portray that when the mediating variable (MV) exists in the relationship, it boosts up the relation of an independent variable (IV) on that of the dependent variable (DV). Thus it is evaluated that the mediating variable has enabled the refinement of the relation between that of the predictor and the criterion variable.

10. When the mediation is performed, the Sobel test is used to access the impact of the mediator to be significant or not. The purpose of the Sobel test is to carry out a statistical test to examine that whether the indirect route from the independent variable to that of the

Dependent Variable is significantly dissimilar from 0 in statistics or not. This is considered similar to that of the tests used to provide evidence of partial mediation in a relationship.

4.8.1. Mediation Analysis Internal Marketing, Organizational Culture, and Organizational Performance

Mediation analysis was performed using Baron and Kenny's (1986) causal approach through the stepwise procedure identified by Warner (2016). The initial causal variable was Internal Marketing (IM), the criterion variable was OP (OP), and the mediating variable was Organizational Culture (OC). The results reveal that the total effect of IV on DV was significant, c = .341, $p < .001$.

IM (IV) was significantly predictive of hypothesized mediating variable, OC; a = .753 (SE: .051), $p < .001$, when controlling for OC, MV did not significant predict DV, b = .335 (SE: .078), $p < .001$. The estimated direct effect of IV on DV, controlling for MV, was c' = .071, P > .05. The direct effect was insignificant; this shows complete mediation since the direct effect became insignificant when MV was added to the analysis.

The results revealed that the indirect effect was .252. According to Sobel (1982) this indirect effect was found to be significant, $z = 4.12$, $p < .0001$. Furthermore, both a and b coefficients were statistically significant. Additionally, the Sobel test for the ab product was also statistically significant. With the inclusion of the mediator in the relationship between IM and OP, the direct effect from IM (IV) on OP (DC) (c') was found to be statistically insignificant. This leads to the conclusion that the effects of IV on DV were completely mediated by MV.

Table 4.26 Mediation analysis OC between IM and OP

Analysis	IV – MV (a) IM – OC		MV – DV (b) OC - OP		Direct without Mediator (c)		Direct with Mediator (c')		Results
	Estimate	S.E	Est.	S.E	Est.	Sig	Est.	Sig	
IM - OC – OP	.753	.051	.335	.078	.341	.000	.071	>.05	Full Mediation
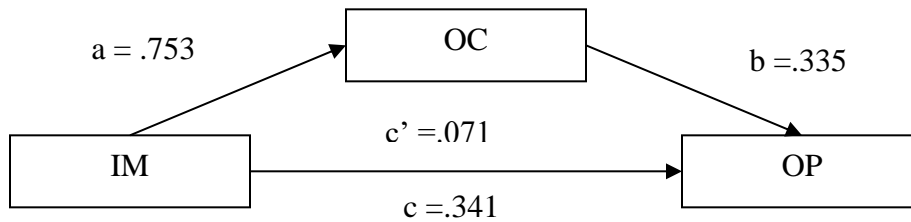
Figure 4.9 Mediation: IM, OC, and OP

The summary of hypotheses and their results are presented in the following table.

Table 4.27 Summary of Hypotheses Results

Hypothesis	Statement	Supported/Rejected
H1	There is a positive impact of internal marketing on organizational performance.	Rejected
H2	H_2: There is a positive impact of organizational culture on organizational performance.	Supported
H_{2a}:	There is a positive impact of team orientation on organizational performance.	Supported
H_{2b}:	There is a positive impact of the hierarchy orientation on organizational performance.	Supported
H_{2c}:	There is a positive impact of rational orientation on organizational performance.	Supported
H_{2d}:	There is a positive impact of entrepreneurial orientation on organizational performance.	Supported
H_3	There is a positive impact of internal marketing on organizational culture.	Supported
H_{3a}:	There is a positive impact of internal marketing on team orientation.	Supported

H_{2b}:	H_1: There is a positive impact of internal marketing on hierarchy orientation.	Supported
H_{3c}:	There is a positive impact of internal marketing on rational orientation.	Supported
H_{3d}:	There is a positive impact of internal marketing on entrepreneurial orientation.	Supported
H_4:	The organizational culture mediates between internal marketing and organizational performance.	Supported

CHAPTER 5

DISCUSSION AND CONCLUSIONS

Organizations are constantly striving for better tools and techniques which enable them to outperform in the marketplace within the respective industries they are competing. There are multiple resources that the organization holds while holding a competitive market position in the market. These resources may be technology, monetary resources, brand image, or the competitive culture of the organizations. This competitive culture gives the firm a long-run competitive strength to compete with rivals, protect the firm position and enable it to invade the market position. The results proved that internal marketing plays a vital role in building and maintaining a strong organizational culture which is helpful in market competition and to boost the organization's performance. Organizational performance is the ultimate goal of every business organization. This performance is connected to a few critical prerequisites, and organizational culture is one among them

Most management phenomena in the management sciences are elementary in appearance but very complex in their operational domain, and organizational culture design and implementation have no exception. These complex constructs need robust and configurative research methods to deal with them. For that reason, management scientists always need a powerful method that holds a built-in configurative capability to deal with the complex constructs of management research. The research gap of this study is supported by the future direction of eminent scholars (Chatman, 2016)

The study's main focus was on the telecom sector of Pakistan. It also aimed to measure the influence of IM on OP, which could improve the organizational culture and resistance to change initiatives. Successful implementation of IM (IM) and effective internal market orientation as a part of culture change and organizational policy implementation are essential for organizations and business institutions. The scholars propose that internal marketing initiatives should enhance the market-driven organizational culture and effectively implement structural and strategic changes that affect organizational performance.

The internal market programs are developed to train the employee through market need attitude, to own the organization and customers for the enhanced performance (Nemteanu, & Dabija, 2021). The extension of the IM theory (Varey & Lewis, 1999; Rafiq& Ahmed 1993, 2003) was also adopted to develop measures in the instrument and the general framework of the survey.

The study is important primarily because of the dearth of empirical research studies on IM in the telecom sector, specifically in Pakistan. Most of the existing research publications on the subject are limited to issues that affect the health sector and non-profit organizations. The majority of the existing studies were conducted outside Pakistan. Apart from this, existing research has assessed the impact of IM on performance. However, the present study argues against the direct relationship and notes that the influence is indirect and through another variable. The mediating variable taken in the study is OC, which has not been discussed as a mediator in previous researches. At the same time, it has been linked to both IM and OP.

There was, therefore, an existing gap, which needed to be filled. This study has contributed to filling the gap by corroborating the benefits and critically analyzing the limitations of integrating the philosophy of IM in the HRM and other functional strategies of the profit-oriented services sector. The study was also different because it was empirical research that utilized the holistic marketing concept to determine the extent of adoption and levels of implementation of the extended IM philosophy and strategies in the telecom sector of Pakistan.

This research study appears to be the first attempt to query and measure the relationship between a constellation of IM (Varey & Lewis, 1999; Rafiq & Ahmed, 2003; Foreman & Money 1996) and organizational culture as mediating variables (Cameron & Quinn 2005; Helfrich et al. 2007) and OP (Tseng, 2016) in a telecom sector of Pakistan.

The results of the current study provide a unique insight into how IM influences OP through OC. Previous studies on IM had demonstrated how employees have needs and desires that are like those of the external customers (Berry, 1981; Gronroos, 1981; and Berry & Parasuraman, 1981; Lings, 2004). Those studies created the philosophical foundation and the need for organizations to adopt and implement IM as a strategy to boost morale and sustain the market-driven attitude of employees. Since then, researchers in marketing and organizational behavior have also contributed to the development of IM concepts. However, implementing IM

concepts in contemporary organizations, including the services sector, especially the telecom sector, had been complex because of the apparent confusion and the conflict in the boundary-spanning roles enunciated in the earlier IM literature. This research study has attempted to resolve the confusion by delineating the benefits of adoption and identifying the limitations in implementing IM in the telecom sector of Pakistan. This research study tried to validate the relation of the organizational culture as a mediator between the IM and OP to exhibit the wide-spanning of the organizational culture in the improved performance of organizations.

5.1.   Discussion

Four research questions were pertinent to the study.

Research question one sought to determine, "*What is the impact of internal marketing on organizational performance?". To reach these questions following four hypotheses were formulated*

H_1: There is a positive impact of internal marketing on organizational performance.

H_{1a}: There is a positive impact of vision on organizational performance.

H_{1b}: There is a positive impact of reward on organizational performance.

H_{1c}: There is a positive impact of employee development on organizational performance.

Wang and Li (2016) Internal marketing has significant positive correlations with the interaction of members, second, organizational performance and the member has a remarkably positive interaction, and internal marketing has remarkably positive correlations with OP, according to the findings. This study makes recommendations based on the findings to assist the domestic hi-tech industry with internal marketing.

Latif and Baloch (2015) IM and internal service quality positively affect OP in the banking sector. According to the findings, internal service quality moderately mediates between internal mediates and organizational performance. The findings are helpful for businesses, particularly those in the banking industry, looking to stay competitive and respond to new threats. Jung, Jung, and Shin (2016) internal marketing has a favorable impact on market orientation in SME firms, similarly an indirect influence on company reputation and

organizational performance, according to the study. Market orientation has a favorable impact on a company's image and performance.

Karimi, Velayati Shokouhi, Shabani Nejad, and Gilani (2016) Internal marketing has a favorable impact on organizational performance, according to the findings. Similarly, according to the findings, there is a mediating relation of gender between the IM and organizational success. To be more explicit, while the association between male and female professors was statistically insignificant.

Coban, and Eren, (2017). The findings show that market orientation and IM, market orientation and OP, and IM and OP all directly correlate. Similarly, according to another finding of the study, there is a mediating relationship between IM strategies and OP.

Similarly, the findings of the study conducted by (Shahzad, & Naeem, 2013) on the banking industry of Pakistan also showed that IM has a positive impact on organizational performance.

To answer the RQ1, the following hypothesis was formulated.

Vision and Performance

LePine, Zhang, Crawford, and Rich (2016) the role of the leaders is to motivate and communicate the vision to the subordinates in an inspiring way and make them feel that it's the vision that untimely achieves the desired performance the improved performance is achieved. Rafeei &Rafeei (2014) the vision and the entrepreneurial tendency configured with the well-established vision lead the organization to the long-term bigger goal of the organization. These results are supported by the social exchange theory, which postulates the performance of organizations is enhanced through mutual exchanges (Nemteanu, & Dabija, 2021).

In the study conducted by Jones and Culbertson (2011) and Aktar, Sachu, and Ali (2012), the increase in employee reward directly impacts the improvement of employee performance and, hence, the overall OP.

The study conducted by (Pulakos and Leary, 2011) proved that the employee treat with the standardized reward performs better. The well-designed and configured incentives measures enhance the performance of the organization.

Rohan and Madhumita (2012) also found that the organization that invests in the proper training of employees in employee development for decision-making, teamwork, and problem-solving enhances the performance of every member and the organization as a whole. Galpin, Whitttington, and Bell (2015) to get the right and timely directions and signals from the internal and external stakeholders, the organization's goals and vision must be designed appropriately to get the desired performance.

H1:

The analysis results revealed that IM initiatives by telecom companies have a positive impact on the organization's performance. (Est. = .341, C.R = 6.818, p < .001). Hence, H1 is substantiated. These results are supported by social exchange theory, which postulates that performance is enhanced if positive exchanges between employees and employers occur. The social exchange theory has been applied to many different situations; in gender exchanges, the theory explains.

The findings of the study are consistent with the previous studies. It was found in the previous studies that through IM programs, the satisfied internal customers are motivated towards excellent customer service, thus enhancing the performance. Chang and Chang (2007), effective employee training and development also enhance firm performance. Panigyrakis and Theodoridis (2009), the internal favorable organizational rules and policies designed for human capital effectiveness make them conscious to enthusiastically work for the betterment of the organization and improved results (Tortosa, Moliner, & Sa´nchez, 2009), and finally, the shared vision gear up the firm profitability (Mehra, Joyal, & Rhee, 2011).

In support, Flipo (1986) advocates the satisfaction of the internal customers must be achieved through their desired needs, just like the satisfaction of the external customers. Flipo (1986) further suggested that to be in a better position in the marketplace and to achieve competitive strength through satisfied external customers; the organization must satisfy the internal customers.

H2. The second question of the study was

Question: 2 what is the influence of organizational culture on organizational performance?

H$_2$: There is a positive impact of culture on organizational performance.

H_{2a}: There is a positive impact of team culture on organizational performance.

H_{2b}: There is a positive impact of hierarchy culture on organizational performance.

H_{2c}: There is a positive impact of market culture on organizational performance.

H_{2d}: There is a positive impact of entrepreneurial culture on organizational performance.

Ni, Li, and Kang (2017) Assessed the effects of organizational culture, organizational leadership exploitation, and organizational performance, which was found to be moderate. Still, organizational culture suitability was found to be a significant moderator. Another study by (Ahmad, Karim, & Jan 2017) found a strong positive relationship between organizational culture and organization performance. In another study (Lily, Wang & Chen, 2015), organizational culture does not directly impact organization performance; rather, organization culture impacts organization performance via the mediating role of organizational behavior.

Waheed et al., 2021 found a positive moderating influence of organizational culture in the relationship between corporate social responsibility and organizational performance. In comparison, a significant correlation was found between corporate social responsibility and competitive organizational performance. Another study by Morched and Jarboui (2021) found a significant effect of organizational culture on firm performance and that charisma, which is perceived as an energy state, also positively impacts organizational performance. According to Ma, Shu, and Zhong (2019), organizational performance is high when organizational culture emphasizes HR flexibility, interactive orientation, and organizational collectivism.

Another study (Suifan, 2021) tried to examine the moderating role of innovativeness and its effect on the relationship between organizational culture and organizational performance. His findings suggest that organizational culture enhances innovativeness and performance when there is an effective leadership style. Whereas bureaucratic culture as an organizational culture was found to have an insignificant correlation with organizational performance.

According to Bhatti, Rehman, Basheer, and Rumman (2020), organizational capabilities uplift organizational performance, where organizational capabilities are positively associated with organizational culture and entrepreneurial orientation.

The analysis results revealed that organizational culture in telecom companies can have a positive impact on the organization's performance. (Est. = .542, C.R = 5.806, p < .001) hence,

H2 is substantiated. The result is in line with the previous work of Kotter and Heskett (199; Ogbonna & Harris, 2000; Ahmed & Shafiq, 2014).

The result shows that the four typologies of the culture are used in almost all big organizations. Because different situation and for different department different type of working culture is required. Jacob et al.(2013), in their study on the health sector, found that for delivering high performance to the external customer in the market, the proper set of the group and OC of the internal customer must be ensured.

The analysis results revealed that all the dimensions of the OC in telecom companies have a positive impact on the organization's performance. The results are summarized in the following table; hence, H2a, b, c, and d are substantiated.

The study to further explain the relationship between the OC and organizational performance hypothesized that the dimensions' of the OC, namely team, hierarchy, rational, and entrepreneurial, contribute positively to the OP. The respective hypothesis, their results, and their explanation is provided as follows.

H2a: There is a positive impact of Entrepreneurial Orientation on Organizational Performance.

The study postulated that entrepreneurial orientation leads to an increased level of OP in telecom sector companies. The results of the study revealed that entrepreneurial orientation has a positive impact on OP with Est. = -.081, C.R = -3.959, $p < .001$, and hence supported our hypothesis. These results are in line with the previous studies (Masona et al.,2015; Wiklund, 2006, Mason and Gos, 2014. Hermann et al., 2010; Li et al., 2009).

The study has empirically confirmed that entrepreneurial orientation is positively related to OP. Entrepreneurial orientation consists of innovativeness, autonomy, competitive aggressiveness, risk-taking, and proactiveness at all levels of the organization (Masona, 2014). Strategically, it develops and clarifies the vision and enables organizational members to think out of the box, making them proactive. Entrepreneurial orientation processes enable organizations to take the risk based on the established paths of knowledge sharing and problem-solving (Li et al., 2009). Besides, the high levels of entrepreneurial orientation strengthen the firm's capacity by

engaging in strategic orientation, identifying market needs, and thus creating new opportunities (Hartsfield et al., 2017).

In the services sector especially, in the telecom sector, the entrepreneurial orientation process builds the ground for the employees to generate new and creative ideas that provide foundations for innovativeness and performance Eckhardt and Shane (2003). for example, in different telecom sector organizations, some sections are provided an opportunity to make creative decisions and bring innovative ideas for introducing new packages and plans for their valued customers Eckhardt and Shane (2003).

Frank et al. (2010) conducted a study on entrepreneurial orientation and business performance and found a positive relationship between Eo and OP. A replication study (Li et al. 2009) Entrepreneurial Orientation and firm performance: in this replication, it was supposed that knowledge creation was discussed and concluded that OP is directly related to the entrepreneurial culture.

Some authors found that for business ventures the entrepreneurial orientation is important and has a positive impact on business performance. These authors' arguments strengthen the stance that entrepreneurial culture has a positive effect on business performance. (e.g. Buccieri, Javalgi, & Cavusgil, 2020; Soomro, & Shah, 2019; Li, Cho, & Lee, 2018).

H2b: There is a positive impact of Hierarchical Orientation on Organizational Performance.

The study hypothesized that hierarchical orientation has a positive impact on OP. The results of the study illustrated that HC has a positive impact on OP with Est. = .027, C.R = 1.960, $p < .05$. and hence supported our H2b. These results are in line with the previous studies. Papadimitriou and Kargas (2012) find out that in the larger companies, the hierarchical culture is high because of the demand of the bureaucratic control system for controlling the operations as compared to small companies for calculated and improved performance (Cameron, K. S., & Quinn, R. E. 1999; Carrier, C. 1994).

Khan et al. (2019) summed up that the bureaucratic culture is considered less conducive in the telecommunications business because of the flexibility and importance of centralized control. But the positive side of the bureaucratic culture is a reduction in professional isolation

and aid trust. The previous studies' results show, Kargas and Varoutas (2015) that bureaucratic culture performs well in innovation implementation while very poor in creating innovation.

The organizations have to meet their goals and control deviant behaviors; the organizations require the control mechanisms and establish a rule to eliminate biases. On the contrary, one group of scholars like Quinn and Cameron believes that while in the contingent situation, the entrepreneurial culture improves the OP. The bureaucratic communication layers create hurdles in the operational activities; that's why the contingent situation demands the leniency factors to be installed till the operational environment becomes more stable and normal.

The analysis results revealed that all the dimensions of the OC in telecom companies have a positive impact on the organization's performance. The results are summarized in the following table; hence, H2a, b, c, and d, are substantiated.

Al-Adaileh and Al-Atawi (2011). In their study on Saudi telecom, companies found that customer orientation and teamwork have high importance from employee's perspectives. The study participants highly valued teamwork with a mean value of (3.7488); the next important was customer orientation, whose mean value was (3.5361). Innovation, morale, openness to change, involvement, trust, and supervision all have medium importance from employee's perspectives.

The results of the study are in line with Yazici (2009). Found that team culture is the most important and sole contributing factor for projects and overall business performance. The team culture strongly supports the installation of the ingredients like commitment, shared values, extensive participation, and high morale. Besides all these, the team is the important culture type related to business performance and perceived performance. Cameron & Quinn (2005).

This shows that the high level of participation, increased employee empowerment, high involvement of teams, increased horizontal communication, a more conducive, caring environment, and more employee recognition have a strong and positive on successful project completion, hence the competitive position of the firm in the marketplace.

H2d: There is a positive impact of Rational Orientation on Organizational Performance

The study hypothesized that rational orientation has a positive impact on OP. The results of the study illustrated that MO has a positive impact on OP with Est. = .050, C.R = 3.058, p <

.01. and hence supported our H2d. These results are in line with the previous studies Han, Kim, and Srivastava (1998); Mahmoud, Blankson, Owusu-Frimpong, Nwankwo, Trang, 2016)

Papadimitriou and Kargas (2012) had conducted a study to check the impact of the external and external aspects of the competing values framework on OP. The findings resulted in a positive correlation between the entrepreneurial types of culture with the indicators of financial performance.

Papadimitriou, Maroulas, and Kargas (2009) conducted a study to check how Greek telecommunication companies are market-driven and check the relationship with specific variables like innovation capacity and performance. The study found that the Greek telecom companies give more value to the acquisition of competitor information and intelligence compare to the distribution of the information across the organization for innovativeness. This means that for the rational culture the intelligence acquisition is more important than information dissemination.

Kargas and Varoutas (2015) presented a further precise cause of the implementation of the hierarchical or rational culture in business organizations. Their findings show that as competition in the market grows, the managers design a more hierarchical command orientation to manage procedures, whereas to respond to market competition, the OC becomes more market-driven. They noted that these are the important underlying factors to overcome and fill the operational gap between the company culture orientation and management leaderships.

The rational culture works so that all the customers are too demanding, and the managers perceive the market as highly hostile. And the organization must rearrange to be productive and results-oriented. According to Han, Kim, and Srivastava (1998), the corporate rational orientation culture based on the resource-based theory inculcates the innovative capabilities in the individuals and customer orientation leading to OP. The scholars empirically proved that learning orientation positively impacts innovation while rational orientation significantly influences innovation. Moreover, there is a mediation effect of innovation between rational culture and business performance (Mahmoud et al., 2016). Contextually, the telecom services are innovative organizations, and the rational culture contributes to the innovation and performance of these organizations.

The results are summarized in the following table; hence, H2a, b, c, and d are substantiated.

What is the impact of internal marketing on organizational culture?

H₃: There is a positive impact of internal marketing on organizational culture.

H3a: There is a positive impact of internal marketing on team culture.

H3b: There is a positive impact of internal marketing on entrepreneurial culture.

H3c: There is a positive impact of internal marketing on market culture.

H3d: There is a positive impact of internal marketing on entrepreneurial culture.

The discussion on H3, H3a, H3b, H3c, and H3d is provided as follows.

H3: There is a positive impact of Internal Marketing on Organizational Culture

The results of analyses revealed that IM initiatives in telecom companies can have a positive and far-reaching impact on the OC of the organization. (Est. = .788, C.R = 15.391, $p <$ .001) hence, H3 is substantiated.

The empirical findings in the current study support the theories and opinions of many scholars like Bowen and Schneider, 1988; Greene et al., 1994; Gronroos, 1990; Gummesson, 1987; Varey and Lewis, 1999; Wasmer and Bruner, 1991; Shiu, and Yu, (2010).

These scholars have reported that IM influences market-driven OC. With this regard, IM and OC are highly important in the economic sphere of the services sector; Lovelock (1996) postulated that the services industries require a pervasive customer contact and communication level. The secret of quality exists in identifying and qualifying for the customer needs, and this feeling must be wholly transferred to the employee's mind with their interaction (Lings, 2004).

Brahmana and Christina (2020) found in their research that the services industry provides the most compelling evidence of internal marketing's impact on organizational culture, ultimately enhancing employee performance. These studies concluded that internal marketing has the strong potential to induce change in the services industries. Similarly, Schulz, Martin, and Meyer (2017) found in their studies that internal marketing is used as a strong tool in the services industries for change management and attitude change in the human-intensive sectors. Therefore, there is a dire need for new techniques in internal marketing that can influence

employee's attitude. Kelemen and Papasolomou (2007) support that Internal marketing (IM) has varied effects on organizational culture (OC): at times, it unifies, while at other times, it divides, resulting in conflicts and ambiguity within the company.

Pavlidou and Efstathiades (2021) looked into how IM tactics are used in the public sector and the impact that IM methods have on the organizational culture of public sectors. Their study found that IM has a considerable impact on organizational culture, demonstrating that IM is a significant driver of school culture. Santos and Gonçalves (2018) wanted to explore how organizational culture and internal marketing could feel more supported by their employers in their research. A total of 635 personnel were used in the research. The study found that there is a positive relationship between internal marketing and organizational culture. According to the findings, organizational culture and internal marketing contribute to explaining employee perception of organizational support.

Dunne and Barnes (2000*) Postulate* that IM affects how the roles relate to the broader operation of the organization with the business environment and how the individual perceives their role within the organization. The results confirmed IM dimensions like reward systems, empowerment, training and development, internal communication, and organizational commitment positively influence employee loyalty in the services sector. The Study stresses the notion that the managers must use these dimensions of IM to ensure the loyalty and motivation of the employees.

Coban and Eren (2017) support the stance of using IM to install the business-supportive OC. She advocated the view that for today's organization to achieve a successful and competitive position in the market place the leaders should install such a set of values that not only bind the members of the organization but also be helpful to reach the strategic directions through these values. For the organization, it is necessary to clarify the required business values and focus on the linkage of these values to their strategic goals. Failure of these may lead the organizations to lose their direction, and hence destiny will be the closure of the business (Schein, 2010).

Based on the discussion, many scholars have stressed the importance and relationship of IM and OC and confirmed that both are very much related

Hence, telecommunications industry leaders must focus on the role of IM in business and through impact on the OC. Thus, IM introduction across the board has concrete application in the whole organization can't be ignored.

H3a: There is a positive impact of Internal Marketing on Entrepreneurial Orientation

The analysis results revealed that IM initiatives in the telecom companies significantly impact the organization's entrepreneurial culture with Est. = .816, C.R = 15.626, p < .001, hence, H3a is substantiated.

The results are in line with the study of George, Kotha, Parikh, Alnuaimi, & Bahaj (2016). Move over to Mintzberg; the entrepreneurial culture gives way to ambidexterity.

Souder (1981) critically discussed and stressed the individual entrepreneurship behavior in large organizations. He suggested that internal communication programs must be adopted to enhance the entrepreneurial mindset.

Buccieri, Javalgi, and Cavusgil (2020)advocated the importance of the entrepreneurial drive and stressed the proper promotion and motivation of the entrepreneurial mindset.

Watto et al. (2019) One of the main reasons behind the shift of knowledge, initiative, and managerial control to the bottom is IM, and therefore with the shift, the external customer is nowadys more delighted. This is because of the decentralization to the line managers and respect for the employees, which creates self-accountability, economic uplift initiatives, and better and accurate decision-making for the organization and customers. This quality creates entrepreneurial freedom in the jobs of the employees as much as possible. One of the major implications is the need for "internal marketing" between internal enterprises.

Halal, (1994). "Internal business isn't about balkanizing companies into warring groups. The role of executives shifts to designing these self-managed systems and providing leadership to unify diverse interests into a strategic whole, a "corporate community."

Wierzbiński, (2009). The need for the creation of competitiveness in the marketplace stressed the importance of entrepreneurial minds set development. Similarly, idea creation innovation, process innovation, and technology transformation are the building block for the enterprises' success. For this reason, the organization must ensure that entrepreneurship must be depicted from every functional unit and operational unit for the true success of the organization.

Zampetakis and Moustakis (2007) conducted a study on public enterprises to check how IM can enhance corporate entrepreneurship. Their results revealed the intentions and attitudes towards customer service could change through the installation of IM programs. They argued that corporate entrepreneurship could be enhanced through the successful implementation of IM programs.

More innovations, flexibility, and speed are the main pillars of technology organizations. These organizations cannot exist with these traits because of the volatility and competitiveness of the product markets. So the creativity and innovations must be promoted in such organizations at all levels. (Zlotin & Zusman, 2013).; Han, Kim & Srivastava, 1998). while FMCG firms operate in a particular environment that supports stability and reliability in operations (Gordon, 1991).

Morris and Pitt (1994) pointed out the traditional organization will not exist in the future. The future organization will in entrepreneurial. The shape and structure of the future organization will be different because of a high level of technology and e-commerce. He suggested that humans will be replaced, and technology will coordinate all the organization's functions in the future. And the hierarchal and structural spans will be vague and blur. Multitasking teams with multiple backgrounds and experiences will replace specialized individuals. These members will be temporary and will be removed or shifted to another group once the one task is completed.

The output of research of Gimenez-Espin, Jiménez-Jiménez & Martínez- Costa (2013) also augments our claim that the managers must know the rules and policies that govern the organization, especially those which are most important for the daily operations. Those organizations who want to deliver quality to the customer should promote entrepreneurial and team cultures. It's a rigorous process and needs keen attention from the HR department to support it with the help of organizational practices. Most of the employees resist the change in the organization. So with the help of management commitment and these HR practices will make this unachievable task of cultural change is possible.

Entrepreneurial orientation is a framework positioned as ideal for problem-solving oriented to creativity (Mintzberg, 1979). An Entrepreneurial group is joined by experts from various fields, created to escape the trapping of bureaucratic structure and standardization (Parikh, 2016).

H3b: There is a positive impact of Internal Marketing on Hierarchical Orientation

The analysis results revealed that IM initiatives in the telecom companies have a significant impact on the Hierarchical culture of the organization with Est. = -.693, C.R = -13.325, p < .001, hence, H3b is substantiated.

Janjua, Ahmad, and Afzal (2014), entrepreneurial and hierarchy have a standalone impact on nurse's job satisfaction and interaction effects on some aspects of IM. Specifically, nurses perceive that the existence of rules and regulations (i.e., formalization of activities) and authority (i.e., centralization) and formal bureaucratic structures in the hierarchy are best suited for official training, structured reward systems, social bonding, and IFC.

Brooks, Lings, and Botschen (1999)some streams of research categorize IM according to the types of exchanges and the exchange partners participating. Bekkers and Van Haastrecht (I993) propose the following approaches to IM: internal supplies, hierarchical exchange, and exchange with organization employees.

Dadzie, Winston, and Dadzie (2012) suggested that organizations with hierarchical attitudes resist change because of their emphasis on procedures, rules, formalization, and consistency. These organizations will perform better if the business environment is stable and certain.

H3c: There is a positive impact of Internal Marketing on Team Orientation

The analysis results revealed that IM initiatives in the telecom companies have a positive impact on the team culture of the organization with Est. = .726, C.R = 14.576, p < .001, hence, H3c is substantiated.

Wang and Li (2016) postulate that those organizations that promote and perform the IM practices thus creating a link between the organization's members and the market demands. They perform positive activities with the member's consensus and thus creating favorable and result-oriented corporate culture. It would benefit the knowledge share among members and promote other learning opportunities. If the members are strongly mentally connected, they will develop strong social networks with each other's and thus sharing valuable information and market sense with each other. Thus with this attitude, the members become cooperative and always mentally

alert for the support for the colleagues when need thus enhancing the performance of the enterprise.

H3d: There is a positive impact of Internal Marketing on Rational Orientation

The analysis results revealed that IM initiatives in the telecom companies have a positive impact on the Rational culture of the organization with Est. = .643, C.R = 11.903, p < .001, hence, H3d is substantiated.

The results are in line with Jung, Jung, and Shin (2016) in their study that checked the relation of IM with corporate image and OP.

The study proved that IM has a positive relation with rational orientation and indirect relation with the corporate image in SMEs Producers and similarly has an indirect relation with OP.

Yardley and Neal (2007) found that organizations that maintain strong relations with stakeholders always maintain strong rational culture. Profitability, strong position in niche markets, stretch targets, bottom-line results, and strong, secure customer base are basic goals of such an organization where competitiveness and performance are the core values.

The analyses revealed that IM significantly influences all the dimensions of the OC in telecom companies. The results are summarized in the following table; hence, H3a, b, c, and d are substantiated.

Q: 4 whether organizational culture plays a mediating role between internal marketing and organizational performance?

Mediation Analysis

Therefore, the effects of IV on DV were completely mediated by MV.

The study aimed to check the OC act as a mediator between the IM and OP in the telecom sector. The study results are in line with (Shehu & Mahmood 2014; Mugo et al., 2015; Gochhayat, Giri, &Suar, 2017; Memon, 2014) all confirmed the culture as mediator. The behaviors of the internal customers can be improved with the help of IM that can make the organization asset healthy and sustainable, which is a crucial factor (Gross & Rottler, 2019). The prime objective IM program is the development of satisfied and loyal employees. Employee satisfaction and commitment are

achieved so that the frontline employee tuned motivated to work for the organizational goals, which will be beneficial for the employees, the organization, and customers (Panigyrakis & Theodoridis, 2009). The services organizations design and IM programs and get benefits from them, thereby reducing conflicts, encouraging inter-functional communication, and all these help the organizations shape market-driven culture (Tsai et al., 2012).

Relationship with Theories

It can be concluded from the above results that the social exchange theory and resource-based theory prevail in the telecom organizations of Pakistan. Internal marketing signifies the mutual social voluntary relation between employee and employer to satisfy customer beyond the perception. The study validated the social exchange theory with the inculcation of market-driven organizational culture through well-structured internal marketing programs and enhanced performance, thus making the employee a competitive resource with a new attitude to serve. All the hypotheses have been accepted with the current study, which shows that the market-driven organizational culture of employees can be induced through internal marketing and compliments validation of the existence of the social exchanges between the employees, customer, and the organization.

The current study's findings will help organizations maximize their benefits and minimize their costs by utilizing the relationship of organizational culture with internal marketing and organizational performance, which has been proposed in this study.

Internal marketing impacts the organizational culture and changes the employee's attitude as market-driven, which gives the company a competitive advantage in the marketplace by having a new organizational identity that the marketing literature calls the corporate brand. As suggested by the functionalist theory, this new corporate brand in the market is valued by stakeholders ranging from customers to the shareholder and from media publics to the financial public. As suggested by the resource-based view thus makes this market-driven cultured employee is considered a competitive resource of the organization. Organizational culture mediates between internal marketing and organizational performance. It is perceived in developing countries that customer service or products can be improved only by changing the services or product features. The human element of the service or the product development was ignored. This study found that the best customer experience is the outcome of the employee's

best interaction with customers, colleagues, and positive attitude about the organization and its products. This development of market-driven organizational culture reciprocal benefits to organization and customers has validated the organization's social exchanges. This study gives a new way to the organizational culture by combining internal marketing and organizational performance.

In addition, the Resource-based View (RBV) identifies that the organizations can get a competitive edge and best performance if the internal properties of the organizations are properly utilized and manipulated. Both organizational assets (tangible and intangible) and capabilities (internal knowledge and competencies) are defined as the organizational internal properties (Naor et al., 2014; Maurer et al., 2011). Similarly, the RBV considered that an organization contains different organizational resources such as competitive organizational culture, physical assets resources, employee capabilities, management competencies, technological resources, and knowledge resources (Collins, 2021; Kryscynski, Coff, & Campbell, 2021). These resources and capabilities enhanced the organizational performance and worked as a basis of competitive advantage (Cropanzano et al., 2017). Hsu and Pereira (2008) stated that RBV helps the organization identify its unique internal resources in the form of a unique culture that enhances the organizational performance and creates a competitive advantage for an organization. In addition, the body of literature recognizes the importance of RBV in the services sector and revealed the positive connection between organizational internal resources (like brand image, competitive culture, and organizational performance (Songling et al., 2018; Alexy et al., 2018)). Hereafter, in the pertinent literature, internal marketing and organizational culture have been described as the organizational unique internal resources and strategic attributes of an organization that helps in achieving superior organizational performance and competitive advantage over rivals (Ahmed et al., 2018; Tate & Bals, 2018; Zafar et al., 2016; Innocent, 2015; Pinho *et al*., 2014;). Therefore, the study hypothesized that OC plays a mediation role between the firms' internal marketing and organizational performance. It can be concluded from the above results that the social exchange theory and resource-based theory prevail in the telecom organizations of Pakistan. Internal marketing signifies the mutual social voluntary relation between employee and employer to satisfy customer beyond the perception. The study validated the social exchange theory with the inculcation of market-driven organizational culture through well-structured internal marketing programs and enhanced performance, making the employee a

competitive resource with a new attitude. All the hypotheses have been accepted in the current study, which indicates that the market-driven organizational culture of employees can be induced through internal marketing and compliments validation of the existence of the social exchanges between the employees, customer, and the organization.

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5.2.   Limitations

The limitations are the factors that are not in the researcher's control. The limitations are the conditions and shortcomings that are out of the control of researchers. Researchers always face this uncontrollable environment because of geographical, political, cultural, and social constraints. Sometimes, the policies and technical boundaries spanning the organization under research do not allow the researcher beyond certain limits, hence controlling the researchers' autonomy. Some limitations exist in this study, which must be identified. These include the population size differences between the groups that were analyzed. One limitation was the selection of the participants, the sample configuration, the number of respondents, apprehension by the participants on the role of IM. The telecom respondents are engineers or undergraduate qualified students who were not in direct contact with during the data collection process because of the confidentiality of the telecom sectors. The respondents were guided through the data

collection agents, where direct contact with the respondents was not possible. Similarly, there was a reluctance to release information about jobs by some respondents.

The study can also be checked through longitudinal studies, which need comparatively enlarged time for the results. Similarly, employees' interviews will further elaborate the mechanism and explore other related variables that can impact the study results.

This study was conducted in two cities and only in the telecom sector, one in Islamabad, where the companies' headquarters exist, and Peshawar. Only two strata were used, the office staff and field staff. Instead, in future studies, it must be conducted in the different functional departments of the organization. Since the study was a cross-sectional survey, it was somehow difficult to control the sizes of the groups that responded, as would have been possible in experimental or quasi-experimental research designs. Similarly, the absence of specific scenarios, which indicate abuses or violations of IM communication procedures, was also a limitation. The use of observation, retrospective case studies and interviews would have yielded additional data that could have been more revealing. While IM has been validated in the literature as a change agent that has positively impacted employee behavior, some key officials' apprehension probably made them reluctant to respond or participate in the study. Secondly, the study was confined to full-time and part-time employees of the telecom sector in Islamabad and Peshawar, which may have limited generalizability to employees in other locations and other private sectors. A post-research survey and analysis would have provided insights into why many employees in the telecom felt reluctant to respond after accessing the questionnaire, the consent form, and follow-up emails. Because of the fears of intimidation or high probability of losing jobs, if some employees extensively revealed negative responses or critical incidents?

5.3.   Scope of the study

The scope of the study is the choices the researchers have made to extend the research parameters. This provides an opportunity for the researcher to draw the workable boundaries of research. This study also has some limitations in the research objectives, research questions, research variables, target populations. However, this study has horizontally integrated into other fields and is also deep-rooted in the field of management sciences. But due to the sense of urgency and fear of data misuse, the organizations do not cooperate accordingly. Therefore, the

objectives, research questions, and target populations were set to accomplish the training degree of research.

The study has different delimitations; the most important ones are discussed below. Only one industry in the telecom sector was chosen for the study. More industries have a direct impact on the life of the ordinary and the whole economy. These are transportation, travel, hotels, hospitals, schools, universities, religious affairs bodies, etc. Future researchers are suggested to study further the industries mentioned here. In this study, the problem was confined only to the enablers of the OC and the mediating role of OC. There could be potential moderators, like task complexity, burnout, employee benefits conflicts. Similarly, more qualitative studies could further explore the roots of the problem in the organizational and societal system. The functionalist view could be more viably studied by incorporating multiple conflicting interests of the individual and groups.

5.4. Implications of the Research

The study encompasses theoretical, Policy and practical implications. Furthermore, the focus of organizations is on improving OP. Increasingly researchers, practitioners, academics are focused on the identification of antecedents of OP.

5.4.1. Managerial implications

The study shows that the managers may create an environment where employees aren't only working for compensation instead of an efficient internal marketing plan that consistently improves your internal brand culture and creates harmony in the organizational environment.

Internal marketing programs that effectively align external marketing claims with internal marketing realities offer the market a genuine organizational identity through improved market-driven organizational culture. The study shows managers may bring subordinates to a deeper knowledge of, and even love for, the organizational goal by using traditional marketing ideas to internal marketing. Employees who follow these principles can 'live' the vision in their daily operations.

The study was the long-awaited assessment of organizational culture to identify the most prominent enabler of organizational culture. This study identified internal marketing as an enabler with ultimate results on the long-run organizational performance. This study will guide

the managers for the mechanism of change for the improved performance with the inculcation of the sense of enablers of change management. Practically the study would help identify factors that can lead the telecommunications sector to improve performance. The employees being the essential resource giving competitive advantage positioning, will benefit from this study. This study guides managers on how to change the behavior of employees for the desired strategic and financial performance. The study has focused on how the employees will be developed to provide a customer with the desired service. IM can significantly help telecommunication organizations to transform themselves into the organizations that are recognized for their service. Furthermore, the significant lack of research in the soft dimensions like exploring the organizational culture, tools for change, and change management design for the short and long-run objectives will help the telecom sector. This research adds to the scarce literature on how management concepts can help the telecommunication sector boost performance.

The study contributes to the training of employees to understand, comprehend and follow the new visions set for the organizations at different times. Thus, the organization will need the IM campaign from time to time whenever they add a new fleet to the business or make any related or unrelated acquisitions to align the organization's members to the new vision. The present study will be helpful for HR managers and give them insight into the role of internal marketing in change management in the services sector. By installing internal marketing, the employee behavior and attitude can be changed to market-driven organizational culture. The study suggests that managers should be trained to design and implement new and finer internal marketing techniques. The implementation of internal marketing will support leveraging the motivation of the employees, which will ultimately enhance the performance of the employees at all levels in the organization. Agbényiga (2011), the theory presented by Maslow about human motivation, suggests that the ultimate goal of the human resource department is to push the employees to the actualization level where the employees own the organization at their full belief. Internal marketing can enhance motivation by identifying the dos and don'ts and eliminating the confusion regarding the vision in the organization. Azzam (2014) internal marketing helps the human resource manager design enhanced and effective motivational programs. This study explains that the motivational level achieved by the employees to work for the organization. (Varey 1995) thus augment the idea that the implantation of internal marketing will unify the focus of all the employees of the organization for the unified vision.

Leaders are always very concerned about the working culture, which is sometimes changed when leadership changes in the organization, especially when the leadership is hired from other successful organizations (Aktaş, Çiçek, & Kıyak, 2011). Leadership and culture can become a competitive advantage that cannot be imitated and guarantee viability and growth. Lack of coordination between these two elements can result in phenomena of change-viability, conflicts between top management and employees, and reduced operating efficiency.

The IM reward system will facilitate the HR department to design prober benefits and compensation policies. Through reward, the management achieves the desired targets to better compete in the marketplace. The managers must revise the rewards' baskets when achieving a new position in the market or business. This will help them design a better IM campaign to install the market-driven OC and organizational performance.

5.4.2. Theoretical Implications

Theoretically, the study would add to enhance and further deepen the understanding of the inter-relationship between IM, culture, and OP through an assessment of the relationship of IM with the OC, which has scarce existing research. Second, the relationship of IM with OP was tested in the telecom sector, which was not previously checked in the context of Pakistan, hence, further cementing the role of IM in fostering OP. Third, the study adds to the limited research on the role of OC in fostering OP. Finally, a significant contribution of the study is identifying the mechanism through which IM influences OP through OC, hence finding out the role of OC as a mediator between IM and OP. The study is in the context of the telecom sector in Pakistan. The study would further add to the existing body of knowledge in developing an understanding of how these critical organizational variables are perceived in the essential services sector of telecommunication and.

The study has contributed few things to the body of knowledge. The study presents a unique addition to the IM concept with the addition of the linkage of mediation of OC organizational culture as a mediator with the other new variables, internal marketing and organizational performance, which was not previously used. To the best of the author's knowledge and through a detailed search in peer-reviewed journal databases, no study was found

in this research horizon, which shows the mediation of OC between the IM and the OP. Most importantly, this study is the first in the context.

Based on an extensive literature search from well-reputed databases of research studies (Emerald, Sage, Taylor and Francis, Springer, Jstor, Wiley, and Science Direct). A search with keywords *Internal Marketing* and *Culture* revealed only four studies that assessed the impact of IM on culture. Furthermore, two out of the four studies were based on interviews/qualitative approaches. This shows a significant lack of empirical studies on the relationship between IM and culture.

The academic area suggested by the management guru through the three big problems of IM enablers, OC mediation, and IM creations and implementation have been addressed through this study. The present study added to the literature, thereby investigating the impact of the dimensions of the OC and their impact on organizational performance. The relation between OC and organizational performance is already established. However, the relation of the other culture model, like the competing values framework and the three sub-dimensions of the newly developed scale of organizational performance (process, organizational development, financial performance, Tseng (2106), have not been assessed. However, all four dimensions of organizational culture were found to positively impact organizational performance.

This study validates ambidextrous culture in developing countries where the organization's size is too small to accommodate such a cultural model. The study supported ambidextrous culture in small organizations, unlike in big organizations, to help them deal with multiple scenarios that need multiple culture design and implementation.

The IM can be used for the alignment of the required behavior with the business strategy. Similarly, the IM can be used to install and induce new behavior in the employees that can give a competitive advantage to the organization in the marketplace.

This study finds that IM has a substantial impact on the improvement of OP by changing the belief and attitudes of the employees towards the organizational goals and objectives. Sometimes the employees of the organization cannot recognize the support given to them from the organization. IM is the best way to make employees sure about the organization's part in their betterment. Thus this study can help future researchers to use it as a secondary source for the directions of the new avenue while researching the benefits and compensation models. This

study suggests that big organizations have multiple projects and multiple stakes within and outside the organizations with multiple stakeholders. So the managers must design the IM programs in such a way to motivate the employees in such a way to satisfy maximum stakes holders. Besides, the findings also provide some support to the proposition of Smith et al. (2005) that organizational routines are critical antecedents of an organization's knowledge creation capability.

A) Expansion in the body of knowledge

The construct was first used with the theories identified theories of Social exchange theory, resource-based view. This study ascertains that OC mediates between different IM and organizational performance. This study contributes to the social exchange theory by validating the role of organizational culture as mediating. The study validates that as the culture is changed to the market-driven organizational culture, the performance is enhanced because of the improved work attitude of the employee. This enhancement is because of the improved exchanges among the three major stakeholders, i.e., employees, customers, and the organizational leadership.

Similarly, the resource-based view claims that the organizations' intangible (organizational culture) and tangible resources give a competitive advantage to the organization. The resource-based view (RBV) is a management paradigm for determining which strategic resources a company may use to gain a competitive advantage. The study validates that by changing the organizational culture, the performance is improved, thus contributing to the theory that whenever the internal marketing activities are initiated, it will change the culture and thus enhancing the performance. Here the study validates that the competitive organizational culture is the organization's resource by giving it a competitive advantage in the long-run performance. However, there is no such study to the best of the author's knowledge that supports the mediation of OC between IM and OP.

B) Methodology

The objective and research question of the current study was not on a new methodology. Instead, it validated the two theories, social exchange theory and resource-based view, using the organizational culture as mediators between the two variables IM and OP.

5.4.3 Policy Implications

This study found that OC has a positive influence in predicting organizational performance measures. The present research stimulates the hypothetical declarations that unless the OC isn't reinforced, the organization will not attain the full capacity to achieve the required performance, process, organizational development, and financial performance. (Tseng, 2016). Thus, to achieve the best business performance, the management must ensure a strong strategy-supportive OC. Customers can no longer be obtained by price reductions, as this feature becomes obsolete as soon as competitors compete on the same terms. As a result, companies should aim for a market-driven culture to be sustainable in the long run. Research shows, loyal customers are more likely to purchase more, pay higher rates, and provide new referrals via positive word-of-mouth contact (Ye, Dong, & Lee, 2017).

The services sector mainly depends on human resources, and the human resource is among the few important reasons for brand strength. (Gyepi-Garbrah & Asamoah, 2015) their study on the importance of internal marketing proposed that internal brand equity can be enhanced by developing effective internal marketing programs that ultimately help boost performance.

Before reaching the decisions, managers and entrepreneurs should consider the above-mentioned elements to be precise in the operations. This study has proved the organization's performance can be enhanced by changing the organizational culture to the market demand by implementing internal marketing programs. IM holds power to steer the pressure of the market dynamics in profitable outcomes as it is a strong tool to cater to the change in the organization or the marketplace. This study is beneficial in the services sector for creating awareness to develop finer internal marketing techniques; it is one of the tools for organizational effectiveness and serves as a vehicle. The addition of this research helps businesses to understand better how they can improve organizational performance through the contribution of internal marketing by deploying a policy regarding employee satisfaction.

The telecom industry is purely a service-based industry; therefore, it depends heavily on human capital to benefit the markets. Therefore a well-organized HR department having internal marketing experts must be established to ensure a well-organized IM campaign. The team must ensure the proper and precise communication of the vision across the board, develop the well-

accepted rewards basket, and design market-based training and development programs for employees. The campaign should ensure strong cohesiveness among the people of the organization. The management must give proper attention to those items to achieve the IM and OC's desired goals and finally achieve organizational performance.

The research study shows that not only does the marketing department of the organization play a role in putting the required imagery in the mind of the customers, but the HR department also plays the same role in creating the positive positioning of the organizational goals and standings in the minds of the internal customers through IM campaigns. The research showed that the OC positively affected the operation, employee growth, and financial performance. This shows that the telecommunications industry must ensure that they take initiatives that promote OC.

The study suggests that management should move forward by considering introducing IM strategies that further enhance the corporate culture to increase business efficiency. The investment includes events that highlight distinct job responsibilities, learning programs that assist in creating the short and long term, communication and creation of believing in mission and vision, and tangible performance incentives. Failure to properly consider improvements in OC can seriously impact the organizational performance, as employees may not be able to provide the timely and adequate services which their coworkers require.

For producing shared value, developing and implementing a clear and well disseminated corporate vision through a series of workshops involving employees can be considered (Keene & Fairman, 2011). Other steps in building shared value may include the recruitment of staff and leaders of similar values, the communication of important values, the demonstration of the behavior of the desired value, and the clarification of any competing values (Whitmire, 2005).

Employee empowerment has proved very important to promote mutual and organizational trust (Moye&Henkin, 2006). For this reason, the management should give autonomy as well as opportunities while they are in decision-making. The practice that makes the employee confident and designing the inspirational goals is also considered the effective means of employee trust and empowerment. The strategic leaders who use a consultative approach, disseminate a unified vision, creates share values can provide the essential building blocks of trust within their staff (Gillespie & Mann, 2004).

The findings of this study will help the organization and leadership align the OC with the required strategies. Every organization needs some special requirements of culture type, which help the management execute the required strategies. For that reason, the management must work to achieve the required culture.

5.5.   Future Research Directions/Avenues

This study has provided insights into future research opportunities regarding the influence of IM practices on OC and ultimately on the organizational performance in the service sector context. While the study results demonstrate that some dimensions of IM in the study were perceived to have a positive influence on the four CVF, these typologies need to be further investigated, probably in a longitudinal study. In addition, relevant questions should be asked about IM activities in the telecom industry. Observations should be made on employees' attitudes and responses about their long-term career ambitions, job offers, and telecom customer support.

The foremost crucial future research directions are exploring input costs by implementing internal marketing and gauging the performance output in multiple sectors, especially the services. The program design for the culture change that leads to industry-academia linkages strength must be explored.

Future studies should look critically into the boundary-spanning conflict and recommend relevant solutions to facilitate IM implementation and full integration in the telecom industry setting.

It should be noted that while previous studies have emphasized the need for functional integration of IM, some business institutions may still lag in that respect because of the silo effects of internal communication and excessive emphasis on functional specialization. It is, therefore, proposed for further studies to explore and recommend the ways and means of bridging the internal communication gap and the hierarchical barriers in most services business environments for IM to be fully imbibed. In future research on IM and OC, it would be useful to explore how professional perceptions of the service sector viz a viz IM practices towards the OC influence the telecom sector.

Besides, studying IM practices in more than one sector in Pakistan would be rewarding, probably comparatively. Such a study would provide further insight into similarities and differences in the level of adoption and implementation of IM and its impact on the behavior of employees in services other than the telecommunications sector.

This study used the empirical approach for the investigation of the research problems and questions. However, future researchers are strongly recommended to use the qualitative and mixed approach to dig out further the deep-rooted importance of the mediation of the OC. And to find a new avenue in the field of IM and OC studies that can help the industries and the researchers for the new exploration. A qualitative approach is important to find out the benefits to add to the benefits basket used in the human resource motivational purpose. For this reason, an in-depth interview and close observations of the in-house behaviors of the employees must be needed. The mystery behavior of the HR member as an employee can also be beneficial if used in the action research.

Such a study will also provide the basis for generalizing the findings for other telecom companies in the telecom industry and the possibility of improving and extending the principle of IM in the field of operation.

Future research is encouraged to explain the research question with the consideration of the constructs as second-order constructs containing all the described dimensions with logical explanation in consideration of the novelty.

5.6. Conclusion

This study aimed to diagnose the ingredients that can control a business organization's operations and value chain dynamics softly and indirectly. Business organizations are constrained by customer satisfaction; therefore, the employees are trained to cater to the customer to their utmost level. In developing countries, the employee has little sense of customer service, especially in the state-owned enterprises like Pakistan Railways, PIA, Pakistan Postal, etc. These organizations lack a specific business and market-driven organizational culture, which creates a switching tendency in customers' minds whenever they find better options. To better strengthen the plans designed to achieve the specific goals, there must be strategy specific

organizational culture. Here in this study, it was assumed that industry-centered research is important for academia and the industry to explain further the link of the OC with performance and the relationship of OC with its enablers, which is IM in this study. The telecom sector was chosen because of its widespread importance in modern high-tech operations and the economy.

The fuel behind organizational competitiveness and resourcefulness is human capital, human development, enhanced motivation, promptness for the organizational service, and market-driven culture. Literature support that the OC is the fundamental building block of the performance of every successful organization. The market-driven and supportive organizational culture do not come in a vacuum in these organizations. This supportive strategy culture is always induced in the organizations through IM, thus resulting in improved performance. The following conclusions are based on the study findings with the research problem and the IM theory as the guiding principles.

The current study concludes that IM practices have a positive impact on the control of the OC. Therefore, the management should focus on designing and implementing the IM practices to get better and desired results of change and alignment of the OC.

The current debate has proved that the OC has a powerful impact on the strategy and control of organizational functions. Therefore, the management must align and control the OC according to the current prevailing situation of the market to get better performance. The study has proved that the changes in the OC do not exist in the vacuum, but it is the impact of IM activities that creates the change. Thus, the managers should start the IM practices from the very beginning, like from recruitment till the retirement of the employee. Similarly, the practices must flow from the top to the root level employees of the organization.

The big organization has a vast diversity of functions, products, operations, and geographical business expansions. Thus, the organization must understand the need for diversity to cater to the required managerial requirements. Quinn's competing values framework model has all the ingredients of the organizational diversity and culture types for its control, especially of the large organizations controlling the ambidextrous situations. The manager must understand the CVF dimensions and their applications and implications for different organizational units and situations.

The study has some limitations, and the bigger and prime important is the methodological contribution. The scholar's novice nature was the more significant limitation to contribute to the new methods of the topic. However, the author comprehended that to get better results from the study, and future researchers should conduct a longitudinal study and use in-depth interviews.

The literature support and augmentation of the above discussions are given in the below paragraphs. Murphy (2008) also stated that satisfied internal customers provide better productivity, improve customers' retention, become innovative, and remain loyal to the organization. The same views were shared by Tansey, McHugh, and McGrand (2004) regarding the motivation level in employees concerning IM. It is reported that IM improves customer satisfaction, leads to increased communication, lowers turnover rates, and increases employee performance within the organization. The analysis also found that IM greatly influences performance in the corporate sector. Our results indicate that we can improve the organization's efficiency by enhancing IM.

Albeit IM is a hard nut to crack, it needed to be strongly aligned to the organizational vision statement; otherwise, it would lead to nothing more than flogging a dead horse. Incorporating management's directions in the OC needs to be fully equipped with strategies of employees to share standard sets of values and beliefs. Being lackadaisical in that core strategy will create nothing but an organizational falter. All this is ensured to have a lower employee turnover rate, maintaining low training costs, and the opportunity to build up shared values and goals.

Based on the work of Quinn (1999) OC is a function of four types of cultural aspects: team, entrepreneurial, hierarchy, and rational. Previous studies have identified that IM and OC are related to each other (Lund, 2003; Gounaris, 2008), and both facilitate each other in the achievement of the organizational goals and organizational performance.

The organizational strategies and their practices should focus on individuals' collective vision and development as far as IM is concerned. Therefore, the study assumes that the OC moves from more closed to more flexible due to these types of IM practices and where the organizational vision is shared with individuals. They become able to share their knowledge and expertise and develop each other within the team or group. Hence leading to organizational

commitment and participation and learning leading to organizational performance or effectiveness.

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Appendix 1

RESEARCH QUESTIONNAIRE (PH.D. RESEARCH STUDY)

SURVEY QUESTIONNAIRE

Dear Sir/Madam,

I am a Ph.D. scholar of Management Sciences. The questionnaire in hand is in the context of data collection for my Ph.D. dissertation. The present study investigates the role of organizational culture as a mediator between internal marketing and performance in the telecom sector of Pakistan. The findings of this study would help the researchers and practitioners to develop strategies and to take effective measures to enhance customer and employee satisfaction in the services sector. The collected data will be purely used for research purposes and will be kept completely confidential.

Thanking you in anticipation for your kind cooperation.

Mohsin Ullah   E-mail: economicsera@gmail.com

PhD. Scholar,   Contact # 0334-9017262

Bahria University –Islamabad

Section A: Personal & Professional Information

SECTION A. PERSONAL PROFILE **Demographics Section**	
Please fill in the information, select the option as appropriate for the following questions. *Example:*	
1. Gender ☑	☐ Male ☐ Female
2. Age	☐ 20-29 Years ☐ 30-39 Years ☐ 40-49 Years ☐ 50-59 years ☐ 60 and Above
3. Educational Qualification	☐ Under Graduate Level ☐ Graduate Level ☐ Post Graduate Level
4. Nature of Employment	☐ Permanent ☐ Contract
5. Job Rank	☐ Junior ☐ Middle ☐ Senior
6. Job Experience	☐ Less than 2 Years ☐ 2-5 Years ☐ 6-10 Years ☐ More than 10 years
7. Company	

Section B:

Please show your level of agreement by marking tick (✓) against each statement given below:

1	2	3	4	5
Strongly Disagree (SD)	Disagree (DA)	Neutral (N)	Agree (A)	Strongly Agree (SA)

Sr#	**Internal Marketing (IM)**	SD	DA	N	A	SA
IM1	The organization offers employees a vision that they can believe in.	1	2	3	4	5
IM2	The organization communicates well its vision to employees.	1	2	3	4	5
IM11	The organization communicates to employees the importance of their service roles.	1	2	3	4	5
IM3	The organization prepares employees to perform well.	1	2	3	4	5
IM4	The organization views the development of knowledge and skills in its employees as an investment rather than a cost.	1	2	3	4	5
IM5	Skill and knowledge development of employees happens as an ongoing process in our organization.	1	2	3	4	5
IM6	The organization teaches its employees "why they should do things" and not just "how they should do things".	1	2	3	4	5
IM7	The organization goes beyond training and educates employees as well	1	2	3	4	5
IM13	In this organization, the employees are properly trained to perform their service roles.	1	2	3	4	5
IM14	This organization has the flexibility to accommodate the differing needs of employees.	1	2	3	4	5

IM15	The organization places considerable emphasis on this organization on communicating with our employee's Statistics for scale.					
IM8	Organization performance measurement and reward systems encourage employees to work together.	1	2	3	4	5
IM9	The organization measure and rewards employee performance that contributes most to our organization's vision.	1	2	3	4	5
IM10	The organization uses the data we gather from employees to improve their jobs, and to develop the strategy of the organization.	1	2	3	4	5
IM12	In this organization, those employees who provide excellent service are rewarded for their efforts.	1	2	3	4	5

Please show your level of agreement by marking tick (✔) against each statement given below by keeping in mind the culture of your organization					
Sr #	**Organizational Culture (OC)**	**SD**	**DA**	**N**	**A**	**SA**
	Entrepreneurial Orientation (EO)					
EO1	The facility is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.	1	2	3	4	5
EO2	Mangers in this facility are risk-takers. Manager encourages employees to take risks and be innovative.	1	2	3	4	5
EO3	The glue that holds this facility together is a commitment to innovation and development. There is an emphasis on being first.	1	2	3	4	5
EO4	This facility emphasizes growth and acquiring new resources. Readiness to meet new challenges is important.	1	2	3	4	5
	Hierarchical Orientation (HO)					
HO1	This facility is a very formalized and structured place. Bureaucratic procedures generally govern what people do.	1	2	3	4	5
HO2	Managers in this facility are rule-enforcers. They expect employees to follow established rules, policies, and procedures.	1	2	3	4	5
HO3	The glue that holds this facility together is formal rules and policies. People feel that following the rules is important.	1	2	3	4	5
HO4	This facility emphasizes permanence and stability. Keeping things the same is important	1	2	3	4	5
	Team Orientation (TO)					
TO1	Mangers in this facility are warm and caring. They seek to develop employees' full potential and act as mentors or guides.	1	2	3	4	5
TO2	The glue that holds this facility together is loyalty and tradition.	1	2	3	4	5

	Commitment to this facility runs high.					
TO3	This facility emphasizes human resources. High cohesion and morale in the organization are important.	1	2	3	4	5
	Rational Orientation (RO)					
RO1	Managers in this facility are coordinators and coaches. They help employees meet the facility's goals and objectives.	1	2	3	4	5
RO2	The glue that holds this facility together is the emphasis on tasks and goal accomplishment. Production orientation is commonly shared	1	2	3	4	5
RO3	This facility emphasizes competitive actions and achievement. Measurable goals are important.	1	2	3	4	5

Section C:

Please show your level of agreement by marking tick (✔) against each statement given below:

1	2	3	4	5
Strongly Disagree (SD)	Disagree (DA)	Neutral (N)	Agree (A)	Strongly Agree (SA)

Sr #	Items	SD	DA	N	A	SA
Financial Performance (FP)						
FP01	Our company has a good level of revenue.	**1**	**2**	**3**	**4**	5
FP02	Our company has a good profit rate.	**1**	**2**	**3**	**4**	5
FP03	Our company has excellent income performance.	**1**	**2**	**3**	**4**	5
FP04	Our company has a very high rate of return on investment.	1	2	3	4	5
Process Performance (PP)						
PP05	Our company introduces new products or services in a timely.	1	2	3	4	5
PP06	Our company is equipped with the ability to develop new and high-quality products.	1	2	3	4	5
PP07	Our company launches new products much faster than our competitors.	1	2	3	4	5
PP08	Our company possesses a much higher level of sophistication in automation	1	2	3	4	5
Organizational Development (OD)						
OD09	Our company is able to retain outstanding staff.	1	2	3	4	5
OD10	Our company actively nurtures the leadership skills of our staff.	1	2	3	4	5

OD11	Our company focuses on employee satisfaction in our corporate measures.	1	2	3	4	5
OD12	Our company has a comprehensive staff welfare policy.	1	2	3	4	5

Appendix 2

Berry et al. (1976)	178	IM is a marketing strategy and program based on communication with employees, the development of their potential, and motivating-remunerating those who offer excellent service (also used by Berry, 1981; 1987)
Gronroos (1984)	2018	IM is a strategy for creating a "state of mind" in personnel that will allow customer service effectiveness under a broader relationship management paradigm
Gummesson (1987)	1201	IM is implemented through communication with personnel and culture change mechanisms (also used by Tansuhaj et al., 1988)
George and Gronoos (1989)	411	Employees in the internal market, where marketing-like activities are used internally, are best motivated to be service-minded and customer-oriented through an active marketing-like approach
Ahmed and Rafiq (1993)	322	IM is a planned effort through the application of marketing techniques along with human resource management practices to facilitate the implementation of the organizational market objectives (also used by Ahmed and Rafiq, 2000; 2003; Bennett and Barkensjo, 2005)
Ballantyne et al. (1995)	91	IM is considered to be the process of creating market conditions within the organization to ensure that internal customers' wants and needs are met
Piercy and Morgan (1991)	188	IM is a targeted effort aimed at removing interdepartmental barriers and achieving strategic alignment between consumer-affecting employees and marketing

Varey and Lewis (1999)	202	IM is the philosophy and the behavior that allow a rapid organizational change in response to the company's macro and microenvironments
Arnett et al. (2003)	420	IM is referred to managers who can alter the culture of their organization by hiring, training, and motivating employees that are consistent with the new vision
Lings (2004)	334	IM embodies treating front-line employees as customers and improving their transaction quality
Proctor (2010)	5	IM is an idea to put employees in the first place for gaining of the organizational purposes
Abzari et al. (2011)	6	IM is a philosophy of human resources management to develop jobs as products
AbdMunir et al. (2015)	0	IM advances the notion that the discipline is more than communication tactics – such as workplace posters and employee meetings – or a way to build employee satisfaction

Source: Huang, Y. T., & Rundle-Thiele, S. (2015)

Past Studies Using CVF in Recent Year

Author	Research Area	Research Purpose
Irfan and Marzuki (2018)	Education	To examine the relationship of organizational culture, work motivation, and work commitment on academic staff
Ogbeibu, Senadjki and Gaskin (2018)	Manufacturing Industry	To study the impact of organizational culture on employee creativity by considering the leader's benevolence as mediating factor.
Chatterjee, Pereira and Bates (2018)	Learning Transfer Organization (LTE)	To examine how LTE is affected by organizational culture under the perceptions of employees
Felipe, Roldan and LealRodriguez (2017)	Innovative Sector	To study the effect of diverse cultural values on organization agility
Cherchem (2017)	Family SME Business	To study cultures that suitable for family business control and their long term entrepreneurial orientation