

Cultivating Success: The Interplay of Innovation Marketing, Marketing Orientation and Internal Strategies on Organization Performance in Pakistan

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ABSTRACT

This study's primary goal is to ascertain how innovative marketing and market-oriented internal marketing relate to one another and how this relationship affects performance in the mediating impact of innovative capability within Pakistan. To analyze the relationship between variables and accomplish the study's objective, 295 university student samples were used. The study's findings indicate that internal marketing plays a significant role in performance, meaning that an increase in internal marketing will improve an organization's performance. Innovative cultures have a big impact on how well an organization does; in Pakistan, any organization that has a strong creative culture will perform even better. Market orientation is also crucial for any organization. The study found that innovation is believed to have a mediating role in the relationship between market orientation and marketing performance.

Keywords: Internal Marketing, Innovative Culture, Market Orientation, Innovative capability, Performance.

INTRODUCTION

"Market orientation" describes how a business prioritizes obtaining, disseminating, and reacting to market data in order to satisfy customer needs (Udriyah, Tham, & Azam, 2019). Market orientation offers an entrepreneurial mentality in contrast as one that places an emphasis on hazardous endeavors, aggressive product-market innovation, and a tendency to develop inventions ahead of the competition. Entrepreneurship orientation differs from market orientation in that it is characterized by the following three traits: high levels of innovation, pro-activeness and taking risks (Kohli & Jaworski, 1990). Market orientation is a crucial precondition for the beliefs, actions, and outcomes of product innovation. In the end, market orientation leads to improved performance by providing a cohesive focus for the endeavors and activities of both people and departments within the organization (Kirca, Jayachandran, & Bearden, 2005).

According to experts that focus on company capabilities, a business's ability to deploy resources through organizational capacities may be more important than absolute resource levels in determining success (Vorhies, Morgan, & Autry, 2009). This growing corpus of research has

increased our understanding of how certain companies manage resource limitations by making the most of their limited resources through high-level capabilities. The emphasis on resource-capability (Gebhardt, Carpenter, & Sherry Jr, 2006), Baker in 1999 shared that the understanding of performance differences is severely constrained by the paucity of research on internal processes (Baker & Sinkula, 1999). The arguments made by (Krasnikov & Jayachandran, 2008) and others that resources have merely potential value and that actions (i.e., capabilities) generated and used by businesses are what capitalize on the resources and lead to greater firm performance demonstrate the significance of capabilities. The Resource Based View has not yet completely analyzed which behaviors are essential and how such behaviors affect how much the value of the available resources is realized (Bayer, Tuli, & Skiera, 2017).

Market orientation is based on three factors: the organization's generation of market intelligence, its dissemination throughout all departments, and its organizational response in terms of market selection and product and service design to address both current and future needs (Kohli & Jaworski, 1990). Innovation and learning have a good link. Innovation is a result of learning, but the connection between learning and a focus on the market is unclear. Market orientation's effect on learning and learning's effect on market orientation (Mathafena & Msimango-Galawe, 2023). Market orientation looks at a number of procedures that improve a company's capacity for learning. Market-oriented businesses learn from their consumers, take use of information, and use it promptly, and so on to react to market circumstances (Dickson, 1996). Companies must employ specialists to capitalize on their knowledge base and create new information in order to provide cutting-edge goods and services (Foley & Fahy, 2009). The corporate culture must encourage innovation. Market orientation contributes to the development of an innovative corporate culture. We learn from the experiences of the individuals in the company and use their insights to better the organization's capabilities (Gounaris, 2006).

According to (Lado & Wilson, 1994) and (Hult & Ketchen Jr, 2001) the social structure of the company contains transformational resources. We selected innovativeness as a supplemental transformational resource due to its lengthy history in the marketing literature and allowing our study to compare with others in the past. Innovativeness suggests a company is proactive by looking into new prospects rather than just utilizing its present capabilities (Tuan, Nhan, Giang, & Ngoc, 2016). Innovation helps a company gain a competitive edge through its advantage in market position. It is a unique, priceless, and socially complicated resource that is difficult for other businesses to copy or transfer. Incorporating innovation into a company's operations can be "viewed in one way or another as taking on a new shape, whether it is a program, product, administrative system, or technology with the intention of improving performance (Mohnen & Hall, 2013)." A marketable product with an inventive design has a better chance of boosting productivity gains. Process innovation is thought to be a priori anticipated to have "a more pronounced beneficial impact on productivity since they have a direct link with cost reduction. Organizational process changes and marketing innovation, respectively, have a very favorable effect on a company's success" (Mohnen & Hall, 2013).

This research attempts to investigate the connection between market orientation, product innovation, and business success in exporting operations given the aforementioned theoretical limitations (Goksoy, Vayvay, & Ergeneli, 2013). Our approach to developing theories is based

on the resource-based view (RBV) of the company, which views market orientation as a resource connected to marketing and views innovation orientation and innovation resources as resources linked to innovation (Govindarajan, Kopalle, & Danneels, 2011). Marketing-related resources can enhance resources for product innovation, which then assists exporters in achieving acceptable product innovation performance and ultimately achieving better export performance (Hanifah, Halim, Ahmad, & Vafaei-Zadeh, 2020). As a result, our study makes three contributions to the literature on market orientation, product innovation, and export performance. It looks at the mechanisms through which market orientation enhances the performance of new products and exports through innovation focus and RBV-based innovation resources.

However, organization ethos, market direction, and organizational education will lead to enhanced organization performance even in emerging economies, which is the fundamental rationale behind this research (Sanz-Valle & Jiménez-Jiménez, 2018). This analysis addresses issues like what kind of organizational culture should be adopted to promote innovation, how to increase organizational learning, how to enforce market orientation in developing economies, and how to adopt an innovative culture to gain a competitive advantage through property (Homburg, Hoyer, & Fassnacht, 2002). Superior structure originates from a number of variables. Innovation, organizational culture, structural learning, and market orientation are examples of performance. According to (Hurley & Hult, 1998) a company has the capacity to launch new products and processes if it is actively involved in innovation. The literature on the structure of learning demonstrates that businesses always gain knowledge, that if information is no heritable from many different geographic areas, may be a useful resource for creating unique information combinations, leading to creativity (P. Iyer, Davari, Srivastava, & Paswan, 2021). If we look at emerging economies, we can see that while businesses are still not as eager to embrace structural cultures that lead to the highest performance, they are still striving for greater performance in developing economies (Vera & Rodriguez-Lopez, 2007).

LITERATURE REVIEW

Internal Marketing

Employer and employee interactions inside an organization are referred to as internal market orientation, or IMO, in adaptations of the market orientation idea (Lings & Greenley, 2005). The term "IMO" describes the process of gathering and sharing information regarding the demands of the internal market, as well as reacting to and meeting those needs (Lings & Greenley, 2005). IMO operates between staff and management while placing a strong focus on interdepartmental connections (Carter & Gray, 2007). Additionally, it symbolizes "marketing-like" operations carried out by an organization's internal management (Gounaris, 2006). In other words, a business identifies and meets the demands of both its internal and external clients (Lings, 2004).

The three behavioral components of IMO are responsiveness to the internal market, internal information distribution and communications, and internal information collecting (Lings & Greenley, 2005). The process of gathering internal information entails gathering data about employees. Managers can do this by using official and informal channels, such as daily interactions, job satisfaction surveys, and interviews, to learn more about their staff members' needs and characteristics, as well as their perceptions of the equity of employer-employee exchanges and their perceptions of their inputs into the job and benefits they would like to

receive (Carter & Gray, 2007). A manager's response to knowledge about the requirements and expectations of their staff, as gleaned from the internal market, is referred to as responsiveness to the internal market (S. K. Singh, Gupta, Busso, & Kamboj, 2021). Workers give up their time and effort in exchange for non-cash advantages including social needs, prestige, praise for their efforts, and a sense of achievement, in addition to cash compensation (Sasser & Arbeit, 1976). Employees will feel content and have favourable attitudes about their occupations when managers use internal market information to discover the requirements and wants of their workforce and then develop tasks to meet these demands. The happy workers will then put out a lot of effort to satisfy outside clients (Vazifehdoost, Hooshmand, & Dehafarin, 2012).

Innovative Capability

There is some empirical evidence supporting the positive and substantial association between creative capabilities and company success in studies on innovative capabilities in both large organizations and SMEs (Keskin, 2006; Grawe, 2009 #1793). It is also true, though, that certain empirical research has shown that there is a negative association between these two concepts (Capon, Farley, & Hoenig, 1990; Chandler, 1994 #1796). This emphasizes the necessity of carrying out further empirical study in this field, particularly in relation to SMEs (Kafetzopoulos & Psomas, 2015). To increase corpus information about innovation in these kinds of organizations. Von supports this reality by arguing that a more thorough analysis of what is actually occurring with SMEs' capacity for innovation is necessary (von Koskull & Strandvik, 2014). Consequently, the primary contribution of this study is the examination and discussion of the current relationship between the innovation capabilities and the business performance of SMEs, particularly in a particular area of a nation with an emerging economy, as is the case with the Mexican state of Aguascalientes as suggested by (von Koskull & Fougère, 2011; Kahn, 2012 #1800). Numerous academics, researchers, and professionals in the fields of business and management sciences, including (Ruefli & Wiggins, 2005; Kunc, 2011 #1802) and (S. K. Singh, et al., 2021), have deemed it crucial to analyze and develop in greater detail the various capabilities that businesses have in order to perform better in challenging business and economic environments. As (Teece, Pisano, & Shuen, 1997) deduced that firms' capacities facilitate enhanced organizational integration and adaptation to their external surroundings. In a similar vein, (Eisenhardt & Martin, 2000) believe that competences may be seen as a necessary component to improve product innovation outcomes. Specifically, three categories of fundamental organizational capacities were recognized by (Wang & Ahmed, 2004) the capacities for invention, absorption, and adaptation. According to Olsson et al. (2010), an organization's ability to innovate is what matters most since it enables them to respond quickly and effectively to changes in the business environment as well as market demands (Permatasari & Dhewanto, 2013).

Consequently, the literature now in publication recognizes an organization's capacity to both produce and manage innovation activities as one of the greatest business strategies and as the primary means of achieving improved outcomes (Hilman & Kaliappen, 2015). To add more value to their products, SMEs in particular need to innovate through the efficient and effective use of their available resources and the diverse skill sets of their workforce (Sun, Tee, Al Mamun, & Salamah, 2021; Saenz, 2009 #1810). As such, innovation can be viewed as a fundamental capability for any organization. Therefore, according to this perspective, innovation is seen in the literature today as the skill that businesses most frequently employ to

gain more and better competitive advantages and improve their overall business performance (Hilman & Kaliappen, 2015).

Internal Marketing and Innovative Capability

To achieve better export performance, Chinese firms should focus on export intelligence responsiveness, whereas non-Chinese companies should focus on export intelligence generation. Second, by looking at mediating factors, students work together to try and understand the process behind the relationship between EMO and export success (Racela, Chaikittisilpa, & Thoumrungroje, 2007). An abstract model that takes risk-taking into account as a mediating factor between market orientation and originality shows that exportation companies' originality and risk-taking are inhibited by client orientation, while competitors' attention has the opposite effect and fosters a willingness to take risks, which in turn encourages originality in exportation companies (Gao, Murray, Kotabe, & Lu, 2011). Interfirm collaboration, communication, and export performance are all impacted by EMO (Racela & Thoumrungroje, 2014). Third, some research looks at possible factors that might make the relationship between export performance and market orientation weaker. Market orientation's influence on new development capabilities is lessened by the turbulence in the competitive, technological, and market milieu, while it is strengthened by competitive intensity (Shoham, Rose, & Kropp, 2005). When considering the variety of the market portfolio, market orientation exhibits entirely distinct nonlinear relationships with performance in the export market. Exporting organizations learn to promote their combined programs to meet the demands of overseas markets in tumultuous times. This helps them achieve greater export performance in highly competitive and psychologically remote markets.

According to (Eibe Sørensen & Koed Madsen, 2012) there are several pertinent research that investigate the role of structural or inter-organizational elements in moderating the influence of EMO on export success. Seeking greater complementarity between market orientation and entrepreneurial orientation may be a beneficial strategy for export success, especially when the export unit has greater access to financial capital and the export market environment is highly competitive (Boso, Story, & Cadogan, 2013). "Structure learning and its output, structure information, have conjointly been cited as antecedents of innovation," in addition to market orientation. The underlying premise is that organizations with a higher capacity for learning have a better chance than their rivals of comprehending the effects of changes in their environment and are better equipped to respond to them more quickly and effectively. This is because they are more likely to modify their core business beliefs in response to new information and events (Baker & Sinkula, 2002). This may be the reason that, in contrast to promoting orientation, which is mostly linked to numerous reactive inventions, structure learning has been linked to several proactive and novel ideas (Perez Lopez, Montes Peon, & Vazquez Ordas, 2005).

- *Hypothesis 1: There is significant relationship between Internal Marketing and Innovative Capability*

Marketing Orientation

According to (Bhaskar et al., 2020) research, market orientation is all about creating high values for consumers. Market-oriented businesses identify the expressed and hidden needs of their customers and take creative action to meet those needs. The two widely recognized

interpretations of market orientation are anticipated. The United Nations organization placed more emphasis on the cultural than the behavioral aspects of market orientation. The following constructs influence market orientation: inter-functional cooperation, competitor orientation, and customer orientation (Huang, Borazon, & Liu, 2021). Market orientation is primarily based on these constructs: market intelligence created by the organization, market intelligence disseminated through all departments, and structure response in selecting markets and developing products and services to meet present and future customer needs (Kohli & Jaworski, 1990). There is a strong correlation between market orientation and innovation. The majority of studies have looked into how strongly competition and client focus impact innovation. They demonstrated how innovation is impacted by market orientation (I. Khan & Bashir, 2020). They said that understanding clients is a major factor in becoming innovative. This demonstrates how a culture that is focused on the market is necessary for innovation (Foley & Fahy, 2009). According to this interpretation, a company will obtain a competitive edge by using its resources, which are firm-specific, useful to consumers, and very difficult to replicate. Market orientation and resource primarily based read's capacity for market sensing are closely related (Lukas & Ferrell, 2000). Less innovative organizations place less emphasis on market orientation, whereas more innovative firms place more emphasis on it.

Market-oriented businesses prioritize identifying and meeting customer needs, and they focus on developing new products and services to meet these needs via manufacturing (Verhees & Meulenbergh, 2004). Proactive and responsive market orientation are the two categories into which market orientation falls. Finding customer demands that businesses are unaware of is the focus of a proactive market orientation (Narver, Slater, & MacLachlan, 2004). While responsive market orientation focuses on meeting customers' indicated needs, why do businesses choose proactive and responsive market orientation? In addition, a proactive approach to market orientation aims to identify customers' unspoken needs and is inextricably linked to innovation (Gul et al., 2021). "Technology and production have been the main drivers of innovation; customer stress is suggested as a useful indicator of innovation. Structure performance refers to a company's specific output or results relative to its expected outputs, aims, and objectives (McDermott & Prajogo, 2012). There is a positive correlation between innovation and business performance. The advancement of entrepreneurship has also benefited from creative thinking and the application of cutting-edge technology to improve business performance. Initiating businesses aims to support dynamic trends and positive behaviour inside the company as a means of improving and increasing performance (F. H. Liu, Chen, & Tsou, 2019 ; Vazifehdoost, 2012 #1835). Innovation is not too flourishing to apply while not a holistic read; rather, innovation has its own factors, attributes, and contributions to corporate performance. The capacity of the company to include responsive market orientation into their strategy and provide something new to the table is a critical component of relevant market orientation (Kyrgidou & Spyropoulou, 2013). Businesses that often embrace responsive market orientation can concentrate on understanding the expressed preferences of consumers in the segments or markets they service, while also modernizing their operations in a way that is highly innovative for the industry (Story, Boso, & Cadogan, 2015). It is still unclear how innovation affects a company's success (Zhang et al., 2008).

Market Orientation and Innovative Capability

Market orientation is crucial for helping businesses have a firm grasp of the marketplace, create the right products, and find solutions to meet the needs and wants of their customers (Abdulai

Mahmoud & Yusif, 2012). In order to achieve semi-permanent firm success, a market orientation ensures a client-focused strategy for the creation of market cognitive content that is overseen by coordinated, cross-functional selling activities (B. Liu, 2009). A favorable correlation between market orientation and business success has been documented by several academics. The phrase "market orientation" refers to a serious marketing approach that companies might use to improve their performance. The relationship between market orientation and performance may also be more complex, thus it is unable to see the effects clearly (Dwyer, 2022). Internal information exchanges and interactions include exchanges between managers and employees as well as between completely unrelated divisions. Internal communications have two goals. The first is communicating the organization's objectives and marketing strategies to the workforce; the second is for managers to be aware of what their staff member's desire. Managers will be more receptive to the needs of their personnel if there are closer contacts between them (Gounaris, 2006).

Staff members may easily adjust their behaviors and accept the responsibilities assigned to them when managers in associate degree organizations maintain professional relations with them and keep their attitudes and aims aligned (Hurley & Hult, 1998). A manager's response to information about the needs and expectations of their workforce, backed by data collected within the internal market, is referred to as responsiveness to the interior market. Employees give up their time and effort for non-monetary benefits such as social demands, status, long-term acknowledgment for their job, and a sense of success in addition to financial compensation (J. Kim & Choi, 2020). Once managers identify what their staff member's desire using internal market data and assign tasks to meet those demands, employees might feel satisfied and have favorable job attitudes. The content team can work tirelessly to please outside clients (H. b. Kim, Gon Kim, & An, 2003).

- *Hypothesis 2: There is significant relationship between Market orientation and Innovative Capability*

Innovative Culture

It is common knowledge that innovation is essential to corporate success, and a number of studies have demonstrated the positive correlation between innovation performance and business performance (Damanpour & Evan, 1984). According to (Dobni, 2008) innovation culture is a reflection of common values, attitudes, and behaviors that foster innovation. The relationship between innovation performance and innovation culture has been demonstrated by a number of research (A. M. Khan & Manopichetwattana, 1989; Birkinshaw, 2010 #1848). Even Nevertheless, further research is necessary to completely understand the link between innovation culture and the various stages of the innovation process. There are two phases to innovation (Koen et al., 2001). Ideas are created, shaped, and the best ones are chosen for additional development at the front end of innovation (Selart & Johansen, 2011).

At this point, the atmosphere must be welcoming, imaginative, encouraging, and learning-focused. Innovation performance is influenced by the infrastructure of the organization, management support and involvement, and resource accessibility (Shane & Ulrich, 2004). The greatest ideas are conceived, prototypes are created, and new products are field tested towards the rear end of innovation (Girotra, Terwiesch, & Ulrich, 2010). After developing a sales and market strategy, the new products are eventually launched. At this point, an organization's

performance is determined by its ability to implement plans rapidly, make choices quickly, and have well-defined and coordinated procedures (Girotra, et al., 2010). At this point, speed, coordination, and discipline are essential for success (Börjesson & Elmquist, 2011)

Innovative Culture and Innovative Capability

Originality is linked to the components of inventive culture and, by extension, to thought itself. First, a company with an innovative culture will have an easier time obtaining fresh concepts from the market and will be more motivated to respond to needs (Fakhreddin, Foroudi, & Rasouli Ghahroudi, 2021). Second, because of a strong innovation culture that represents a radical comprehension of what each customer desires and what makes things competitive. Third, a company's trust in innovation as a social control activity increases because an inventive culture increases the likelihood that inventions will be better adapted to the needs of the market. According to (T. Morgan & Anokhin, 2020) market orientation produces a structural environment that supports innovation. Organizational learning, which may impact and enhance a firm's capabilities, is the process of creating new knowledge and insights from the shared experiences of individuals inside the organization (Abdulai Mahmoud & Yusif, 2012). This approach comprises gathering and acquiring knowledge from both the organization's internal and external environments, dispersing it throughout the company, interpreting it, and storing it in structural memory for later use. According to (G. R. Iyer, Blut, Xiao, & Grewal, 2020) the outcome of this approach is the event of structuring information, which may be reflected in theories that are now in use, shared mental models, info databases, formalized processes and routines, and formal cultural models that serve as guidelines. While inventive capability and structural learning are related concepts, they are not the same. Structured learning is not closely related to a market-driven approach. This implies that, initially, a company with an innovative culture must have market knowledge, while structural learning affects the company's inclination to create and use all kinds of information, such as knowledge derived from experience, learning by doing, or a unified R&D policy. Second, innovative culture aims to challenge the market. It encourages structure and adaptive learning, but it also has the potential to foster generative learning since it depends on the firm's ability to be flexible enough to challenge its own norms and values, which foster innovative capability (Jiménez-Jiménez & Cegarra-Navarro, 2007).

- *Hypothesis 3: There is significant relationship between Innovative Culture and Innovative Capability*

Business Performance

Performance is the measure of how well work-related objectives are carried out. As employees strive to meet the organization's goals, workers succeed in reaching their own goals related to their jobs, and organizations succeed in attaining greater performance (Cascio, 2006). Performance is the term used to describe job completion. A number of studies referred to input and output potency as performance. Structure Performance provides a solution to the problem in addition to defining the drawback (Stannack, 1996). Structure Performance is the organization's capacity to quickly deplete its resources in order to accomplish its objectives. A nursing organization is said to have performed structurally if its objectives have been met. When companies do better than expected, it indicates that they are becoming more productive (Hefferman & Flood, 2000).

Every organization has to have some kind of performance measurement system to determine whether or not it is accomplishing its goals. A method for monitoring performance also aids in the creation of more advanced strategic plans for the future. Numerous students have recommended various performance assessment tools (Kaplan & Norton, 2001). Companies quantify customer satisfaction, quality, and services by placing a high value on intangible assets. The goal is to set up an accurate method for monitoring performance so that employees involved in both financial and non-financial tasks may be evaluated. Measuring performance is essential to enhancing an organization's capacity for innovation. Employee performance is monitored using a strategic performance measurement system (Agarwal, Krishna Erramilli, & Dev, 2003). Additionally, he demonstrated how this approach aids in escalating the organization's battle. The Balance card is the most important instrument in the strategic management system. This card guarantees that performance measurements are interpreted rationally (Thomya & Saenchaiyathon, 2015). It explains the effects of growth, learning, customers, and company operations. The ideal instrument for tracking organizational performance and improving company practices is the balance card. Systems for monitoring performance should be employed to monitor output and handle uncertain situations by improving organizational procedures (Chenhall, 2005). Performance is observed in order to determine the level of success attained by a company.

Companies are frequently judged based on their size, workforce, capital, and profitability (Akande, 2011). Science has recently been more interested in how a company increases performance in a highly dynamic environment. But different researchers have different ideas on how to define organizational performance. The majority of researchers referred to the gathering of measurements of input and output potencies as well as transactional potencies as performance (Bayer, et al., 2017). There are metrics used to evaluate a company's success. A few employed objective performance metrics, including sales growth, return on equity (ROE), and return on quality (Cacciolatti & Lee, 2016). Market share and the amount of debtors are two examples of financial and non-financial success metrics for businesses (Minai & Lucky, 2011).

Innovative Capability and Performance

Strong corporate innovation capabilities boost innovation and have a positive effect on business performance. Product innovation frequently boosts business success, and trade and trade performance are strongly correlated with the level of innovation (Fong & Chang, 2012). Additionally, companies that prioritize innovation can enhance their performance; performance is also significantly impacted by the level of innovation. Product innovation enhances the performance of businesses. The success of a corporation is significantly impacted by proactive environmental innovation capabilities (Charterina & Landeta, 2013). Strong inexperienced product innovation can exert a significant influence on competitive advantage relative to business performance. The positive environment that the management fosters a strong correlation between novice product invention and business performance. The sustained expansion of a small to medium-sized business is directly correlated with innovation, firm size, geography, demographics, and expertise. Product innovation influences a company's performance. Superior innovative creativity will enhance the functioning of the construction. Small and medium businesses' success is significantly impacted by both product and approach innovation (Salim & Sulaiman, 2011).

The development of a competitive advantage is influenced by the business resources and competencies. The company's competitive edge is primarily what determines semi-permanent business performance. Companies will gain a competitive edge if they can supply clients worth more than their rivals. According to (Rosli & Sidek, 2013). "The ability to produce makes low-value operations, distinguish, and produce with flexibility gives property a competitive edge. Three teams may be formed from the current research on market orientation in export environments. Professionals with expertise in developing the export market orientation (EMO) architecture at a larger scale are included in the main cluster. Separating elements influencing the adoption of market orientation are the focus of the second cluster (Diamantopoulos, Siguaw, & Cadogan, 2000). Examining the relationship and effects of market orientation on export success is one of the goals of the third cluster. The authors first examine the direct connection between export performance and EMO. EMO's function is to assist exporting companies in making strategic decisions. There are unquestionably significant positive correlations between export success and EMO in many different areas. For instance, they examine whether EMO has entirely distinct effects on export performance among American enterprises. The nature and characteristics of market orientation were found in the Turkish setting (H. Singh & Mahmood, 2014).

➤ *Hypothesis 4: There is significant relationship Innovative Capability and Performance.*

Internal Marketing and Performance

The link between internal marketing and corporate performance has been the subject of several studies, with varying degrees of success (Ahmed & Rafiq, 2003). Some research finds weak or inconclusive associations between internal marketing practices and business performance indicators like employee morale, customer satisfaction, service quality, and organizational profitability (Homburg & Stock, 2004). However, other studies find the opposite (Grönroos & Gummerus, 2014). By raising employee engagement and happiness, internal marketing affects corporate performance through a number of main channels. Higher customer satisfaction and loyalty are the outcome of satisfied and engaged personnel providing outstanding customer service (Saks, 2006). Moreover, engaged workers are more innovative and productive, which boosts the competitiveness and efficacy of the company (Meyer & Allen, 1997). Internal marketing strategies help to create a healthy work environment where trust, cooperation, and transparency are valued by the organization (Grönroos, 2000). Knowledge sharing, collaboration, and creativity are fostered by a supportive corporate culture, which boosts business performance by ongoing enhancement and adjustment to shifting market conditions (Narver & Slater, 1990).

Additionally, internal marketing emphasizes the value of comprehending and satisfying client wants and expectations, which help staff members, adopt a customer-centric perspective (Schein, 2010). Organizations may improve customer satisfaction, loyalty, and good word-of-mouth by ensuring those workers' attitudes and behaviors are in accordance with customer-focused objectives (El Garem, Fouad, & Mohamed, 2024). According to research, internal marketing strategies are critical for boosting employee engagement and happiness, creating a positive workplace culture, encouraging customer focus, and raising service standards—all of which have a positive impact on business success. To fully comprehend the intricate connections between internal marketing strategies and diverse performance results in many organizational contexts, more study is necessary (Meyer & Allen, 1997).

- *Hypothesis 5: There is significant relationship between Internal Marketing and Performance*

Market Orientation and Performance

"The organization-wide generation of market intelligence that pertains to current and future client desires, dissemination of intelligence across departments, and organization-wide responsiveness" is what is meant to be understood by the term "market orientation" (MO). A MO is typically associated with doing something novel in response to specific circumstances; it is regarded as an antecedent of innovation (Jaworski & Kohli, 1996). Research has revealed a significant correlation between the extent and type of an affirmation's MO and its involvement in new development activities. Although a favorable relationship between MO and firm performance via innovation is typically considered within the research, MO is defined as having three activity components: customer orientation, competitive orientation, and inter-functional coordination (Narver, et al., 2004; Schulze, Townsend, & Talay, 2022)). Social control linkages carry corporate and political relationships, and managerial ties discuss about managers' contacts and ties with their counterparts in other firms, as well as exchange parties, government organizations, and officials. According to (Prahalad & Hamel, 1994) "business ties" refer to managers' relationships with other businesses, such as those with their suppliers, customers, distributors, and rivals. On the other side, political ties refer to managers' relationships with staff members or organizations within various government agencies. Relationships between managers and organizations help businesses overcome institutional obstacles and instability in the face of regulatory changes. They also help businesses obtain scarce resources, such as access to capital, land, and human resources, as well as the power to shape a firm's competitive strategies (Wolfe, 1994).

Social control links are especially important in emerging economies and communal cultures where commercial relationships are defined as complex guanxi networks, undeveloped market-supporting institutions for promoting trade. In line with our intended abstract framework, we tend to contend that political and business relationships interact with the three MO aspects in a variety of ways, and that these interactions have a range of effects on innovation (Yu, Ramanathan, Wang, & Yang, 2018).

- *Hypothesis 6: There is significant relationship between Market orientation and Performance*

Innovative Culture and Performance

Several approaches have been used to conceptualize innovation. It's been conceptualized as an outcome, a process, or both and several forms of innovation are identified. Innovation is the adoption of a concept or, depending on the adopting organization, a new system, policy, program, equipment, method, product, or service. According to its intended use, innovation categories are often categorized as either technical or bodily (Damanpour, 1991). Technical innovations refer to new products, services, and/or technology, whereas body innovations address new rules, regulations, and organizational structures. Technical innovations include all of the following: product innovations, which include the introduction of the newest or better goods and/or services, and method innovations, which entail the use of the most recent or better manufacturing techniques (Chaigassem & Tunming, 2019).

The body of research generally holds that innovation is critical to the economic strength of both countries and businesses, and that it is one of the primary factors influencing businesses' semi-permanent success, particularly in dynamic marketplaces (Baker & Sinkula, 2002). This theory is explained by the fact that innovation usually helps to mitigate the volatility of the external environment. Organizations need to have the capacity to handle rapid modification and rising quality in order to thrive in Schumpeterian contexts. In these situations, innovative organizations are better equipped to respond to difficulties more quickly and to seize new product and market possibilities than non-innovative firms. As a result, it is widely believed that organizations must adapt in order to be successful and, ultimately, to survive (Kalmuk & Acar, 2015).

Unquestionably, the majority of research shows that innovation improves performance. To put it succinctly, every theory and study suggests that inventive activity and company performance are positively correlated. Because of the firm's client orientation, contestant orientation, and inter-functional coordination along with two decision-making criteria: semi-permanent focus and profit focus, two frameworks for learning market orientation may be distinguished within the selling, cultural perspective of the thought and think about market orientation (Charterina & Landeta, 2013). Conversely, a process-based approach defines market orientation as "...the generation, dissemination, and responsiveness to promote intelligence... throughout the organization (Guillen, 2023)..". Nonetheless, there are certain similarities across all of the frameworks, such as the need to comprehend market requirements, desires, and expectations; the requirement for cross-functional integration; and, therefore, the significance of responding appropriately (Keskin, 2006).

- *Hypothesis 7: There is significant relationship between Innovative Culture and Performance*

Internal Marketing, Innovative Capability and Performance

When it comes to the real fact that it takes into consideration the relationship that exists between the variable and the criterion, a variable is seen as a negotiator. "Suppression, mediation, and unsupportive effects are mathematically identical, and their inherent relationships are investigated by identifying a variety of patterns in the relationships between the variables. Adopting the market and seeing a favorable impact on performance is necessary since other research haven't shown any significant associations, necessitating the introduction of a mediating factor (Fatonah & Haryanto, 2022). Students and professionals view innovation as a crucial component of the modern corporate environment. As (H. b. Kim, et al., 2003) showed how companies are focusing their efforts on transferring innovation to make them competitive and sustain them over the long term if trade activities change.

Thus, innovation should be included to the relationship between performance and market orientation to help businesses perform better. A company that is innovative is seen as having a competitive character as it frequently implements new operational methods, finds answers to problems that buyers have, and adds value by providing unique products (Lytle & Timmerman, 2006). Businesses that use a market-oriented strategy in their industry must demonstrate that they are thinking about innovation in their operations (Kocher, Kaudela-Baum, & Wolf, 2011). The correlation finding indicates a genuine link between market orientations and performance if structural culture acts as a mediator between them (Shehu & Mahmood, 2014).

Market orientation is frequently used to forecast firm performance through "the scale of shopper orientation, contender orientation, and interventional coordination." Group activity and market orientation will be driven by competitive advantage, government regulation, and market-oriented selling activities. International market performance and these factors also have a strong association (Daud, Remli, & Muhammad, 2013). Selling performance is a product of sensible selling skills. Market orientation acts as a mediating factor in the links between innovation and firm performance. Customer and competitor focus frequently leads to an improvement in the financial performance of small and medium-sized enterprises. Small and medium-sized businesses' creativity and expertise support the growth of the property (Suliyanto & Rahab, 2012). The natural selling process and product quality have an impact on management's capacity to introduce new ideas. Innovation quality frequently leads to an improvement in company performance (Sulistyo, 2016).

- *Hypothesis 8: There is mediating role of Innovative Capability between Internal Marketing and Performance.*

Marketing Orientation, Innovative Capability and Performance

Market orientation is considered a focal construct in the strategy literature to support innovation performance. To increase the likelihood of innovation, businesses should gather market-based data and disseminate it across the organization. Below the market orientation perspective, businesses should also consider stimuli related to customers, competitors, and technology to support innovation (Mathafena & Msimango-Galawe, 2023). According to (Gatignon & Xuereb, 1997). a customer orientation is the capacity to recognize, evaluate, comprehend, and respond to customer needs; a competitor orientation is the capacity to recognize, evaluate, and respond to competitors' actions; and a technology orientation is the capacity of the organization to amass a significant technological background and knowledge domain. All three of these orientations are seen as critical to the development of innovation, and the market orientation relates to investigative work and processing stimuli related to these three market components. The relationship between market orientation and innovation is extensively discussed in the literature, which indicates that both have a direct and a mediating influence on innovation in methods and products (Yadav, Prabhu, & Chandy, 2007). The types of market stimuli that businesses select and respond to, as well as the firm's interpretive framework, which dictates how the stimuli are processed, all influence the results of product innovation. These therefore have an impact on the responses to merchandise innovation (Spanjol, Mühlmeier, & Tomczak, 2012).

Research indicates that a business's focus on the market encourages the development of many ground-breaking, inventive products. High-tech companies spend a lot of money on research and development (R&D), which helps to explain why most breakthroughs are primarily centered on products. Because of the higher degree of technological integration required by these companies, investing in new products can yield larger returns (Spanjol, et al., 2012). To put it another way, concentrating on and investing in new products would be powerful, and as such, they should provide a competitive edge (Kanaan-Jebna, Alabdullah, Ahmed, & Ayyasamy, 2022). Furthermore, there's also a probability that a market orientation enables the company to gather information that draws attention to the procedures leading to innovation (Nijssen, Hillebrand, Vermeulen, & Kemp, 2006).

In an extremely additional study adopting a cultural perspective, a four-stage method through which organizations modify to adopt a better level of market orientation was developed, this allowed the cultural perspective to develop a multilayer conceptualization of market-oriented structure culture, which included basic values, norms, artifacts (Gebhardt, et al., 2006). The concept of market orientation encompasses both behavioral and cultural components, suggesting that the culture of an organization has an impact on the market orientation of individual units. According to (Theodosiou, Kehagias, & Katsikea, 2012) market orientation creates advantages in a variety of direct and indirect patterns pertaining to, among other things, uniqueness, customer loyalty, product quality, and eventually firm performance. The literature that is also informative about the antecedents of market orientation is much less extensive. For instance, very little is known about the key drivers of market orientation from the firm's broader strategic orientation, which consists of elements like risk propensity, aggressiveness, and future orientation. For example, although market orientation has been closely linked to other strategic orientation dimensions to understand its implications for performance, very little is known about how other numerous strategic orientation dimensions influence or validate market orientation (Jiménez-Jiménez & Cegarra-Navarro, 2007).

- *Hypothesis 9: There is mediating role of Innovative Capability between Market Orientation and Performance.*

Innovative Culture, Innovative Capability and Performance

The literature on management emphasizes the crucial role that structure learning plays as an antecedent of innovation. A multitude of models are anticipated to clarify the relationship between them. Being oriented towards learning, in this sense, suggests an appreciation of the newest ideas and a desire to internalize them. Generally speaking, it is believed that innovation requires individuals to acquire current information and share it within the organization (Salavou, Baltas, & Lioukas, 2004). The substance of the organization and its members' capacity to absorb new knowledge, digest it, and use it for commercial purposes—that is, their sponge-like ability—are other factors that influence information acquisition. Therefore, structure learning improves the company's capacity to absorb information like a sponge (Dogbe, Tian, Pomegbe, Sarsah, & Otoo, 2020). The substance of the organization and its members' capacity to absorb new knowledge, digest it, and use it for commercial purposes—that is, their sponge-like ability—are other factors that influence information acquisition. Thus, structural learning improves the company's capacity to act like a sponge. Innovation also entails transforming and utilizing already-existing information, which necessitates staff expertise and information sharing. Innovation occurs when employees exchange knowledge inside the company and this information creates new and usual ideas through a process of convergence and divergence, as well as new critical skills (Darroch & McNaughton, 2002).

Innovation is viewed as occurring over time, from product modification and enhancement during the mature product life cycle stage to breakthrough innovation at the launch stage. The researcher focuses on inventive innovation as many Asian organizations may find this type of innovation to be rather poor (S. Kraft & Bausch, 2016). Because it is frequently too costly to attempt to do so, organizations with weak institutional infrastructures are forced to rely on copying, product enhancement, and adaptation rather than the newest invention. Even in technologically advanced Asian nations like Japan, this trend is evident (Rosli & Sidek, 2013). Japanese businesses were shown to be more productive than American businesses in terms of

improving and changing products as well as using new technology, but less productive in terms of discovering new technologies (Hobday, 1995).

- *Hypothesis 10: There is mediating role of Innovative Capability between Innovative Culture and Performance.*

Conceptual Framework

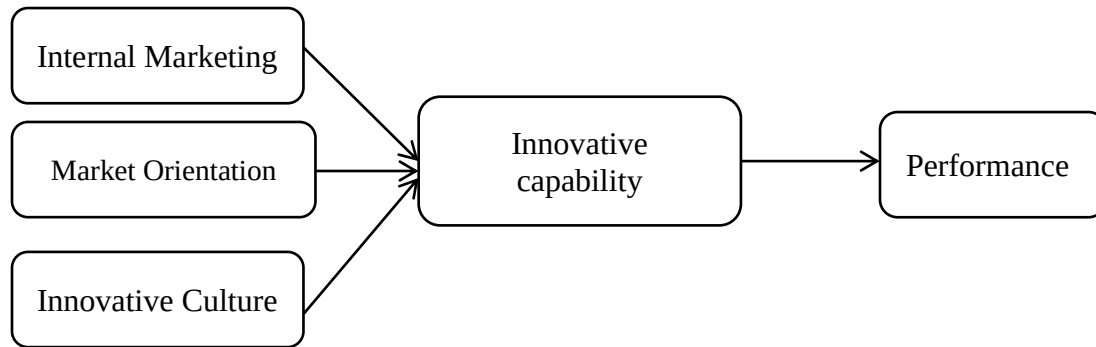


Fig 1: Conceptual Framework

THEORETICAL FRAMEWORK

Resource Based View

Although this is rarely empirically validated, the RBV asserts that complementary resources have synergistic performance consequences. Significantly, there hasn't been much empirical research done on this similar hypothesis regarding complimentary qualities. Therefore, in addition to the primary impacts of functional capabilities and MO behaviors, this study also modeled the interaction effects on performance (J. Barney, 1991). It is evident that not all performance domains, such as innovation and customers, have synergistic performance benefits from capability combinations. Therefore, in market-performance scenarios where certain competencies cannot be utilized through particular resource configurations, managers should refrain from overinvesting. According to resource-based theory, synergistic rents must be context-specific to the market performance rather than being gained generally across all domains (J. B. Barney, 2001).

Although it is well acknowledged that Market Orientation (MO) improves business performance, there hasn't been much study done on how MO techniques are actually implemented. This study contributes to the clarification of MO components by showing that exceptional Customer Relationship Performance (CRP) and Innovation Relationship Performance (IRP) may be achieved through MO behaviors, and that innovation and marketing play a critical role in this process (J. B. Barney, 1999). To achieve outstanding CRP, managers are recommended to connect marketing and innovation capabilities with market-based information, highlighting the complementarity of these competencies (Barney, 1999). On the other side, innovation capabilities are more important for businesses that prioritize IRP (Krasnikov & Jayachandran, 2008). This emphasizes how crucial it is to give both marketing capability (MC) and innovation capability (IC) top priority and to understand how they work in tandem (J. B. Barney, 1999).

Capability Theory of Innovation

Firm capacity research has focused on the capability approach, a theoretical framework that emphasizes the importance of people's freedom to attain well-being and defines well-being in terms of capabilities and functioning (Vorhies, et al., 2009). This study has shed light on how businesses overcome comparable resource restrictions by making the most of their high-level competencies in relation to their available resources (DeSarbo, Di Benedetto, & Song, 2007). As (Gebhardt, et al., 2006) point out that in order to completely comprehend performance differences, internal mechanisms must be studied. Furthermore, researchers such as (Ketchen Jr, Hult, & Slater, 2007) contend that company actions—that is, capabilities are essential for maximizing resources for enhanced performance. The Resource-Based View (RBV) does not, however, yet completely clarify which actions are critical and how resource value realization is impacted by them. Although theoretically significant, empirical research has not yet examined the ways in which innovation capability (IC) and marketing capability (MC) support a firm's market orientation (MO) implementation and performance relationship (Slater, Olson, & Hult, 2006).

RESEARCH METHODOLOGY

The quantitative research approach was used in this study, data was collected through the online survey form based on 5-point likert scale.

Study Sample

Study sample based on the sample size of 295 by using the convenience sampling where university students were the target population for this study.

Data Analysis

Descriptive Statistics:

This study was conducted in south Punjab regions; college and university students who are studying business subjects. There were 295 respondents of the study which were used for the measurement and structural modeling in the data analysis. Here is descriptive statistics of the study in which is contributed through the questionnaire data collection.

Table 1: Descriptive Statistics

Profile	Particulars	Frequency	Percentage
Gender	Male	174	58.00%
	Female	121	42.00%
Age	Below 20	98	32.67%
	21-30	88	29.33%
	31-40	83	29.33%
	41-50	20	6.67%
	51 above	6	2.00%
Education	University Level	156	52.00%
	College Level	144	48.00%
Industry type	General service industry	71	25.33%
	General manufacturing	74	24.67%
	General financial industry	72	24.00%
	Food and catering industry	65	23.33%

	Leisure and entertainment industry	8	2.67%
How long have you experience?	1~2	98	32.67%
	2~3	96	32.00%
	3~4	92	30.67%
	4~5	9	4.67%
	Above 5	124	41.33%

Reliability Analysis:

According to the criteria of reliability and (Cronbach, 1951) and (Hair, Sarstedt, Ringle, & Mena, 2012), our value must be greater than 0.60 for each construct then you can say that its reliable data. According to results of SPSS, the innovative capability is meeting the criteria which is 0.918 including 9 items of its construct and its mean value is 32.42 and standard deviation is 7.71 in this test. , market orientation is meeting the criteria which is 0.886 including 9 items of its construct and its mean value is 33.19 and standard deviation is 6.83 in this test. Internal marketing is meeting the criteria which is 0.874 including 7 items of its construct and its mean value is 26.67 and standard deviation is 4.99 in this test. Innovation orientation is meeting the criteria which is 0.811 including 3 items of its construct and its mean value is 10.41 and standard deviation is 2.91. At the end of questionnaire, we measure the performance which fulfilled the criteria of reliability that is 0.907 and its means value in test is 17.77 and standard deviation is 4.89. As a result, our data is reliable and fulfilled the requirement of further analysis.

Table 2: Reliability Test by Cronbach's Alphas

Variables	Cronbach's Alpha	Items	Mean	Standard Deviation
Innovative Culture	0.918	09	32.42	7.71
Internal Marketing	0.886	09	33.19	6.83
Market Orientation	0.874	07	26.67	4.99
Innovative Capability	0.811	03	10.41	2.91
Performance	0.891	04	9.51	3.90

RESULTS

Correlation Analysis

We see the table below; the Pearson correlation table is shown in which each combination of variables is correlated. The correlation matrix explained the degree of association of variables. The relationship between innovative capability and market orientation is positive significant with the degree of 74.6%. The relationship between innovative capability and innovative culture is positive significant with the degree of 54.9%. The relationship between innovative capability and Internal marketing is positive significant with the degree of 50.9%. The relationship between innovative capability and performance is positive significant with the degree of 42.2%. The relationship between Performance and market orientation is positive significant with the degree of 45.3%. The relationship between Performance and innovative culture is positive significant with the degree of 45.9%.

The connection between Performance and Internal marketing is positive and significant with the degree of 58.2%.

Table 3: Correlation Analysis

Pearson Correlations					
	Innovative Culture	Internal Marketing	Market Orientation	Innovative Capability	Performance
Innovative Culture	1	.746**	.549**	.509**	-.511**
Internal Marketing		1	.665**	.538**	-.533**
Market Orientation			1	.620**	-.554**
Innovative Capability				1	-.738**
Performance					1
**. Correlation is significant at the 0.01 level (2-tailed).					

Regression Analysis

In hypothesis 1, the effect of Innovative Culture on performance was determined using simple regression. Performance as an Outcome variables, the regression findings indicate is a significant predictor of Innovative Culture. R^2 shows the explained variation in performance due to innovative culture (IC) that is 20.6% it means Innovative Culture explained the performance by 20.6%. Adjusted R square is adjusted variation in DV due to IV that is 20.3%. The results shows that there is positive significant coefficient 0.585 it means if Innovative Culture changes with 1, it will lead to $\beta = 0.585$ change in performance.

In hypothesis 2, the effect of Internal Marketing on performance was determined using simple regression. Performance as an Outcome variables, the regression findings indicate is a significant predictor of Internal Marketing. R square shows the explained variation in Outcome variables due to Explanatory variables that is 24.5% it means Internal Marketing explained the performance by 24.5%. Adjusted R square is adjusted variation in DV due to IV that is 24.2%. In the coefficient table, we test the hypothesis in Model 2 in which our Outcome variables is performance and Internal Marketing as IV. The results shows that there is positive significant coefficient $\beta = 0.679$ it means if Internal Marketing changes with 1, it will lead to 67.9% change in performance.

In hypothesis 3, the effect of Market Orientation on performance was determined using simple regression. Performance as an Outcome variables, the regression findings indicate is a significant predictor of Market Orientation. R square shows the explained variation in Outcome variables due to Explanatory variables that is 33.9% it means Market Orientation explained the performance by 33.9%. Adjusted R square is adjusted variation in DV due to IV that is 33.7%. We test the hypothesis in Model 3 in which our Outcome variables is performance and Market Orientation as IV. The results shows that there is positive significant coefficient $\beta = 0.588$ it means if Market Orientation changes with 1, it will lead to 58.8% change in performance.

In above table, we run the 4th step for mediation test. In this model 4, our Outcome variables is performance, Explanatory variables is innovative culture and mediator is JOBSAT. We run two models at a time for checking the change in R square value. According to results, our R square is changed from 0.206 to 0.221 and also coefficient change in innovative culture from 0.585 to

0.403 and mediator is also significant with performance. All conditions are fulfilled we can say it partial mediation because IV is also significant as in model 1.

In above table, we run the 4th step for mediation test. In this model 5, our Outcome variable is performance, IV is internal marketing and MV is innovative capabilities. We run two models at a time for checking the change in R square value. According to results, our R square is changed from 0.245 to 0.277 that is 0.032 changes in model 1 to model 2 and also coefficient change in internal marketing from 0.679 to 0.517 and MV is also significant with performance. All conditions are fulfilled according to Barron and Kenny; we can say it partial mediation because IV is still significant as in model 1 just decreases the relationship with DV.

In above table, we run the 4th step for mediation test. In this model 6, our Outcome variable is performance, IV is Market Orientation and MV is innovative capabilities. In table, we run two models at a time for checking the change in R square value. According to results, our R square is changed from 0.339 to 0.360 that is improved by 0.021 and also coefficient change in Market Orientation from 0.588 to 0.501 that is reduced in model 2 and job satisfaction is also significant with performance. According to Barron and Kenny, we can say it partial mediation because IV is still significant as in model 1 just reduced with the performance.

Table 4: Regression Analysis

Model Summary					
Model	Dependent	Independent Variables	R²	Δ R²	β
1	PERFORMANCE	INNOVATIVE CULTURE	0.206	0.203	0.585
2	PERFORMANCE	INTERNAL MARKETING	0.245	0.242	0.679
3	PERFORMANCE	MARKET ORIENTATION	0.339	0.337	0.588
4	PERFORMANCE	INNOVATIVE CAPABILITY	0.206	0.203	0.194
5	PERFORMANCE	INNOVATIVE CULTURE+ INNOVATIVE CAPABILITY	0.206 0.221	0.203 0.216	0.403 0.215
6	PERFORMANCE	INTERNAL MARKETING+ INNOVATIVE CAPABILITY	0.245 0.277	0.242 0.272	0.517 0.246
7	PERFORMANCE	MARKET ORIENTATION+ INNAP	0.339 0.360	0.337 0.356	0.054 0.062

Sobel Test

We choose this test online computation of Sobel Value according to (Preacher & Hayes, 2008) who said that if there is significant value it means mediation exist (MacKinnon, Warsi, & Dwyer, 1995) For this test we need two steps as follows:

- Step 1: IV and MV (A Path _{se})
IV should be significant with MV so we can pick their coefficient and standard error of model 1.
- Step 2: MV and DV (B Path _{se})
MV should be significant with DV then we will pick their coefficient and standard error of model 2.

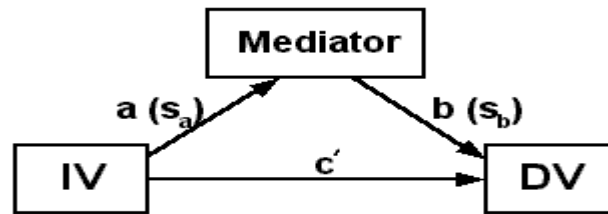


Fig 2: Sobel Test

Basically, this test is specialized t test which identify either there is decrease in explanatory variables after including mediating variable in our model. It is significant reduction with significant mediation in the model. According to results, there is mediating effect of innovative capability among internal marketing, innovative culture and market orientation with performance

Table 5: Sobel Test

Relationship	A Coefficient	B Coefficient	A-SE	B-SE	Sobel Test
Mediation 1	0.843	0.482	0.044	0.60	7.408449***
Mediation 2	0.659	0.482	0.058	0.60	6.55942***
Mediation 3	0.450	0.482	0.044	0.60	6.31747***
*** shows that test is significant at two tailed 1%					

FINDINGS, CONCLUSION AND FUTURE RECOMMENDATIONS

Discussion

With creative capabilities serving as a mediating element, the purpose of this study is to investigate the effects of internal marketing, innovative culture, and market orientation on performance. An online survey was used to gather data, and 295 business students completed it in full. Performance served as the outcome variable, and three independent factors (IVs) were taken into account: innovative culture, internal marketing, and market orientation. The first analysis used SPSS v.23 software to check for missing values and outliers in order to guarantee data validity and completeness for additional analysis. The data were summarized using descriptive statistics, which established a normal distribution and criteria of mean values greater than standard deviations.

Construct validity was evaluated using factor analysis, and all variables showed good validity by fulfilling the acceptance requirements. The data's dependability for further analysis was validated using reliability analysis employing Cronbach's test. Significant positive correlations between the factors and performance were found when Pearson correlation analysis was used to investigate the links between the variables. The links between internal marketing, market orientation, innovative culture, inventive capabilities, and performance were investigated in the ensuing regression analysis. The findings showed a strong positive correlation between inventive capability and performance as well as between innovative capability and each of the independent factors. Furthermore, the mediating functions of inventive aptitude between performance and market orientation, performance and internal marketing, and performance and innovative culture were examined. Significant mediating effects of inventive skill were validated in each association by Sobel tests and Barron and Kenney criteria, indicating partial mediation.

Overall, the results are consistent with the theories about the relationships between performance, market orientation, innovative culture, innovative capability, and internal marketing. They emphasize the significance of developing an innovative organizational culture and using market orientation and internal marketing strategies to improve performance, with innovative capability acting as a key mediating factor.

Findings and Conclusion

The main objective of this study is to investigate the relationship among innovative marketing, market orientation internal marketing with its impact on performance in the mediating impact of innovative capability within Pakistan. For analysis, SPSS was used to investigate the relationship among variables and achieve the objective of the study by using 295 samples of university students. According to findings of the study, there is significant role of internal marketing with its performance. It means if there is increase in internal marketing, it will increase the performance of organizations. There is significant role of innovative culture and market orientation with performance of organization positively, the organization with innovative culture will boost up the performance of organization and market orientation is very important for any organization in Pakistan.

The study discovered that the association between market orientation and marketing performance is thought to be mediated by the influence of innovation. Additionally, it showed that putting an emphasis on innovation, particularly in marketing-related sectors, has a favorable effect. Internal marketing not only promotes brand awareness among staff members but also aids in the branding development of your company. Employee brand ambassadors that promote your business to potential clients and job candidates outside of the office are made possible by doing this. Employees that put the needs of the customer first act and react in a way that is consistent with the company's market orientation. Therefore, market-oriented businesses offer higher value for both their consumers and staff, which eventually results in improved company success (Schneider & Ingram, 1993).

The empirical validation of this model's assumptions has provided proof that there is a strong and substantial correlation between innovation efforts, innovation skills, and company success. The findings of this study might guide effective management of innovation capabilities, which aids in producing more successful innovation outcomes to improve performance and be advantageous for business management.

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