

Role of Internal Marketing for Engaging Employees to Bring Sustainability in the Organizations: Evidence from Telecom Sector of Pakistan

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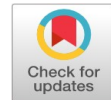
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Abstract: The purpose of this study is to investigate whether or not the internal marketing practices (internal communication, employees' empowerment, and employees' motivation) assist in maintaining the focus of the employees to develop sustainability in the organizations within the context of Pakistan's telecom industry. Specifically, the research looked at how these factors interact with one another. The primary data collection method consisted of using and collecting answers from respondents via the use of structured questions (241 useable surveys). In addition, multiple regression analysis was used in order to examine the predicted hypothesis. Moreover, this validates the normality and validity of the suggested variables of this work. The data collection was done by the researcher using a technique called purposive sampling. The findings of the current observation indicate that the reaction of internal communication and workers' empowerment to the development of sustainable organizations is important and beneficial. On the other hand, the findings on workers' motivation indicate that there is no substantial association between employees' motivation and the growth of an organization that is sustainable. This is the first effort that has been made to access the part of internal marketing practices that are responsible for the creation of sustainability in organizational development, particularly in the context of Pakistan's telecom industry.

Keywords: Internal marketing Practices, Sustainable organizational development, Telecom industry, Multiple regression

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INTRODUCTION

In the field of human resource management, the relevance of internal marketing, regardless of the argument that can be found in the prevalent body of published work, is rather noticeably expanding (Mazzarolo, Mainardes, & Montemor, 2021). Berry (1981) proposed that the term "Internal Management" (IM) refers to the practice of placing a focus on workers in their roles as internal stakeholders. Similarly, Qaisar and Muhamad (2021) condensed their explanation of IM into the statement that it refers to the process of developing high-level employee performance. It is a very important idea that might be helpful in advancing the capabilities of the company and bringing organizational competitiveness by motivating the workers (Rafiq & Ahmed, 2000). Other research attempts to demonstrate that information management is a very effective method for equipping businesses with the necessary skills and resources while allowing them to continue taking advantage of the possibilities presented by their environments (Kim, Song, & Lee, 2016). IM also makes it possible to enhance trustworthiness and dependence amongst the parties involved in the stakeholder relationship. IM also delivers the bright signal in internal markets that the company honors the expectations of its workers by paying attention to the employees essentials and monitoring them.

According to Paynevandy (2016), organizational development is "the use of behavioral scientific knowledge systems to create, reinforce, and emphasis on strategic planning, organizational structure, and procedures to increase the performance of the company." There has been a stream of research that has uncovered the altered pathways that support businesses in generating organizational development for the long term. These include things like experts (Adcock, 2012), healthy leadership (Atwood, Mora, & Kaplan, 2010), organizational philosophy (Denison & Spreitzer, 1991), and employees' enthusiasm (Denison & Spreitzer, 1991; Manzoor, 2012). Additionally, a stream

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of studies found that enabling employees (internal marketing practice) is a leading source that enables innovative intellectual, yield, rational thinking, maintaining oneself and firm efficiency, which sequentially and eventually stimulates the employees to fulfill their responsibilities in an effective and well-organized manner (Mishra, 2017; Renwick, Redman, & Maguire, 2013).

Further, Jaafar and others (2007) defined IM as "an important concept where firms apply marketing tools to attract and retain the best employees, thereby improving business performance; they identified 12 constructs of internal marketing: inter-functional coordination and integration, customer orientation, marketing-like approach, empowerment, employee motivation, quality of service, employee development, the vision of the organization, strategic reward, and internal communications. All of these paradigms benefit businesses in achieving sustained organizational development. Kozari (2016) argued that HRM and IM procedures are intricately interconnected. Moreover, Almarzooqi, Khan, and Khalid (2019) noted that sustainable HRM strategies are a crucial element in the success of businesses. Usually, researchers used IM spectacles to determine the effects on employees' approval and firm output. In order to fill this gap in the research, the purpose of this study is to determine if internal marketing (IM) characteristics influence sustainable organizational growth.

This research is distinct from previous studies in a number of important respects. First, this research employs a single research design to investigate the three most important aspects of internal marketing—internal communication, workers' empowerment, and employees' motivation. Second, this paper adds a significant perspective to previously collected data by conducting an empirical investigation into how the use of IM methods might foster long-term growth in businesses. Thirdly, the ongoing research contributes to the body of knowledge by previous underwriting research by providing some significant implications for decision-makers. The findings of this research make it possible for policymakers to pay real attention to the enhancement of IM practices (particularly with regard to internal communication, motivation, and empowerment), which will ultimately lead to sustainable organizational growth. Fourthly, this research is distinct from all other traditional studies since it collects data from a particular industry (i.e., the telecom business) rather than a variety of industries, which can disregard the challenges that are special to that industry. Fifthly, this research is one of a kind since it was done in the Pakistani telecommunications business.

The selection of Pakistan's telecom industry was motivated by a number of factors, including the following: 1) Pakistan is one of the most important countries in South Asia, and a global report of competencies (2016-17) stated that South Asia had become the rapidly-rising region in the world in terms of novelty, expertise, and business effectiveness; consequently, we chose Pakistan's telecom industry. 2) The telecommunications business in Pakistan is expanding at a very quick rate. According to the figures, overall revenues for the telecommunications industry in Pakistan were 363 billion in the fiscal year 2010-11, but they have since increased to 488.8 billion in the fiscal year 2017-18. According to these numbers, revenues generated by telecom companies are growing by around 35 percent each year. 3) The "Pakistan Telecommunication Authority" (PTA) implemented a progressive strategy in order to expand access to Information and Communications Technology (ICT) for all residents of the country. By offering 3G, 4G, and Lite services, the PTA ensured that 89% of residents have access to mobile cellular service, while 73% and 69% of residents have access to 3G and 4G services, respectively. 4) The article "Global System for Mobile Communications" (GSMA) said that the contribution of the telecom sector to the GDP in Pakistan was around \$16.7 billion, which is equivalent to approximately 5.4% of the GDP of the whole nation. 5) With the collaboration of China, Pakistan is among the key nations whose governments use a huge amount of up-gradation and development of infrastructure (Javid, 2019). (Javid, 2019). This has the potential to facilitate Pakistan's communication network, which in turn may lead to economic rationalization and a reduction in coordination and transaction costs. All of these defining characteristics point to the fact that the telecom business in Pakistan is very intriguing for the purposes of this research.

Objectives of the study

- To examine the effect of internal communication on sustainable organizational development.
- To examine the effect of employee empowerment on sustainable organizational development
- To examine the effect of employee motivation on sustainable organizational development

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Within the context of Pakistan's telecommunications industry, this study explores the impact that IM dimensions—including internal communication, staff motivation, and employee enablement—play in the process of sustainable organizational growth.

Internal Communication

According to Moreira, Hidalgo, Loor, and González (2020), the most prominent aspect of IM is "internal communication," which is usually believed to be a significant characteristic of the organization. This is because it is the conduit via which interpersonal relationships are produced. The term "communication" refers to the process of exchanging information from one source to another; more specifically, it refers to the process of exchanging information between a sender and a receiver (Kalla, 2005). To be more specific, Pranowo (2012) argued that internal communication means the conversion of ideas and data inside the firm's internal stakeholders. This was from the perspective of the company. According to Welch and Jackson (2007), among the company's other goals, internal communication may help smooth the logic of belonging and engagement regarding organizational commitment. According to Veri, Veri, and Sriramesh (2012), the term "internal communication" is often used as a replacement for "intra-organizational communication." Both paradigms and theories emphasize the vital role that internal communication plays in shaping the relationship between a company and its internal stakeholders. According to Kozari (2016), effective internal communication must maintain the trust between superiors and subordinates, as well as monitor the increase in the degree of commitment shown by internal stakeholders. Thomas, Zolin, and Hartman (2009), three of the most well-known researchers in the field of management, stated that "when employees perceive that they are getting information from their supervisors and co-workers that is timely, accurate, and relevant, they are more likely to feel less vulnerable and more able to rely on their co-workers and supervisors."

Employees Empowerment

The terms authorization and enablement (empowerment) have been interpreted to mean a variety of things, including an action, a feeling, a creation, an ability, a goal, a method, a life force, and the most important task of the company (Mazidi et al., 2016). In other words, the degree to which an owner can motivate internal stakeholders and grants them permission to participate and assist in organizational decisions is taken into consideration when determining the level of empowerment enjoyed by internal stakeholders (Dust, Resick, Margolis, Mawritz, & Greenbaum, 2018; Hanaysha, 2016; Saleem, Bhutta, Nauman, & Zahra, 2019). In addition to the findings of previous research, pick et al. (2015) defined that at a period of considerable ambiguity and change, only invested leaders drive conversion programs in all organizational altitudes. Ishtiaque and Habib (2016) indicated in their divergence that if empowerment were handled with less emphasis, it might lead to the management losing control over the internal stakeholders. Idris, See, and Coughlan (2018) advised that empowerment comprise two proportions, namely psychological and behavioral component. Furthermore, employee empowerment revolves around dealing with a wider choice of activities. The first discusses the workers' awareness of the administrators' function, while the second discusses how senior managers invest their staff with responsibilities and authority. In light of this, Kozari (2016) advanced the hypothesis that the concept of empowerment may be traced back to a variety of primary topics, including social learning theory, inherent motivation, self-management, collective decision-making, and job design, amongst others. According to the findings of Saleem et al. (2019), empowerment has the potential to generate the necessary degree of motivation in internal stakeholders, which is necessary to ensure that workers are completely invested in their work and, as a result, contribute to great organizational performance.

Employees Motivation

The word "motivation" originates from a Latin concept that means "to move and carry," which is where we get our modern-day meaning. According to Guay et al. (2010), inspiration is the thought that is utilized to motivate personnel to do the necessary activities for an organization. According to research done by Jehanzeb, Rasheed, and Rasheed (2012), motivation is defined as an aspect that continually inspires an individual from the inside to perform to their full potential. Jehanzeb et al. (2012) appealed that the major intention of enthusiasm is to govern the indispensable actions of the employee. To strive to improve service eminence is the fundamental component behind the purpose of IM. In this situation, presenting the incentive to the employee is the important part that turns

out to be the source of pleasure. For example, mechanization now makes it difficult for more of the old internal stakeholders to provide the finest service eminence to clients. Motivating employees to believe they have unlimited potential is another essential quality that may play a key role in the overall effectiveness and productivity of a company as a whole (Ali, Bin, Piang, & Ali, 2016). There are a number of prominent theories, such as Maslow's need-hierarchy theory and Vroom's expectancy theory, which emphasize that the recognition and implementation of motivation are highly crucial. These ideas are examples of what are known as "motivation theories." "Physiological, safety, love-belonging, esteem, and self-actualization" are the five basic needs that humans have, according to Maslow's (1943) hypothesis. In addition, the Vrooms model of motivation is based on the concept that the efforts of internal stakeholders monitor enhanced enactment, and enhanced enactment is what leads to recompenses. This thought is anchored in the backdrop of motivation (Vroom, 1964). The benefits might take the shape of something positive or something negative.

Sustainable Organizational Development

The idea of "sustainability" is tainted by a multitude of different value perspectives and worldviews (Van Egmond & De Vries, 2011). Researchers attempted to quantify and link the concept of sustainability in a variety of fields inversely according to the requirements of each sector specifically. However, there is not yet a consensus among researchers on the principles associated with the achievement of beneficial outcomes that are connected to sustainability (Connelly, 2007; White, 2013). Organizational Development (OD) is a process that is multidimensional, methodological, and disciplined based. It is also regarded as a multi-step course that helps organizations improve their adaptability to change and enhance efficacy by developing, civilizing, and reshaping their strategies and configurations. It is not a case of mere chance but rather the application of logical conclusions as a kind of feedback in order to get leading-edge results (Denison & Spreitzer, 1991). A primary creator of OD is the knowledge worker. Knowledge workers are creative, motivated, and want to advance along the path to self-actualization (Adcock, 2012). The presence of knowledge workers protects the organizational operating climate from becoming less exciting and more enthusiastic (Birmingham, 2015). The empowerment of workers promotes growth within an organization by instilling a sense of duty in its members, who then feel more compelled to contribute to that growth (Al Hammadi & Hussain, 2019). A just system of appraisal and compensation is a major factor that plays a role in the development of an organization's capacity for long-term operation. In the long run, it is helpful in obtaining the facts, and it helps to boost the mood of the staff.

Conceptual Framework

The theoretical framework that checks the effect of internal marketing activities on sustainable organizational growth is shown in Figure 1. According to the image, the three primary IM aspects of self-determining variables are internal communication, workers' empowerment, and employees' motivation, while sustainable development is the dependent variable.

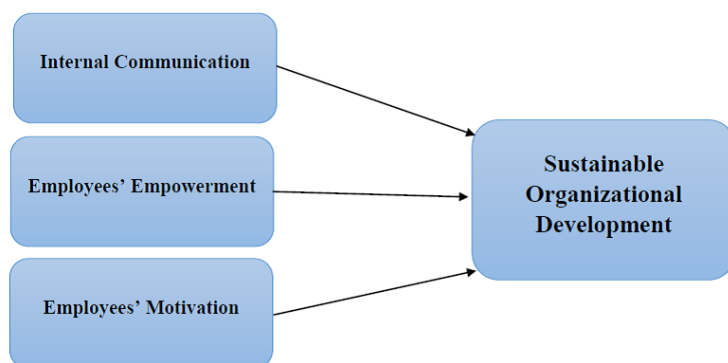


Figure 1. *Conceptual Framework*

MATERIAL AND METHODS

In this adopts the positivist research philosophy because this is much more suitable and appropriate for quantitative analysis. The quantitative approach also enhances the generalizability, reliability, and productivity of results and leads to general inferences about a population based on findings (Bojarskyt, 2017; Conrad & Serlin, 2011); therefore, present thesis findings and managerial and theoretical implications are applied on most of the Pakistani telecommunication companies, which serve the prime aim of current thesis. The questionnaire is based on two parts first comprises the demographics-related queries, and the second part encompasses the construction items about key concepts. Objects about fundamental self-determining variables of internal marketing components (i.e., internal communication, employees’ empowerment, and employees’ motivation) are adapted from Gounaris (2008) and Kozarić (2016) studies. At the same time, eight items about the dependent variable (sustainable organizational development) are adapted from (Turi, Sorooshian, & Javed, 2019) paper. All the hypotheses are measured through a five-point Likert scale (1=strongly disagree to 5=strongly agree). Replies are placid from the employees of the telecom sector in the context of Pakistan (i.e., employees present at telecom franchises and offices).

A total of 350 questionnaires were dispersed amongst the directed employees. 274 responses were reimbursed by the internal stakeholders, and 33 out of these were also disqualified due to incomplete record. Hence, lastly capable of using the responses of 241 employees. All the responses are placid in the time spanning from 21st April 2021 to 11th June 2021. To select the adequate sample size used, two different approaches were used; first approach is to use the number of predictor variables in order to examine the sample size, such as field (2013) suggested the 10 questionnaires for each predictor variable. Based on this approach, in the current study total 28 predictor variables happened. Hence, the sample size must be at least (28*5 = 140 questionnaires) to a maximum (28*10 = 280 questionnaires).

This study employs the “convenience sampling technique,” which is part of the non-random sampling technique, which means that respondents of this study are selected based on availability and accessibility. Therefore, respondents of populations in the current study context – employees of the Pakistan telecom industry are picking when they fulfill certain criteria, i.e., easy accessibility, geographical proximity, volunteer willingness, and availability at a certain time frame (Farrokhli & Mahmoudi-Hamidabad, 2012; Reynolds, Simintiras, & Diamantopoulos, 2003).

Additionally, manifold tactics are engaged for assessing the cogency and consistency of the constructs. The validity of all the hypotheses (internal communication, employees’ empowerment, and employees’ motivation and sustainable organizational development) are retrieved through Cronbach’s Alpha values. Further, normality is measured through Kolmogorov-Smirnov and Shapiro-Wilk tests. After that also checks correlation analysis to investigate the correlation level among independent and dependent variables, checks the multicollinearity through VIF and tolerance values, and conducts ANOVA analysis to investigate the overall fitness of data.

Table 1 accounts for the demographic analysis of the respondents. The outcome reveals that most of the respondents are youngsters and lie between the age group of 25 to 40 years (68.88%). Numeric figures show that male respondents are greater than females, the majority of respondents have a graduation degree (43.15%), and the least number of respondents have an intermediate certificate (5.81%).

Table 1:
Demographic analysis

| | | Frequency | Percent |
|---------------|------------------|-----------|---------|
| Age | Below 25 years | 59.00 | 24.48 |
| | 25 to 40 | 166.00 | 68.88 |
| | 40 to 55 | 10.00 | 4.15 |
| | Above 55 years | 6.00 | 2.49 |
| | Total | 241.00 | 100.00 |
| Gender | Male | 131.00 | 54.36 |
| | Female | 110.00 | 45.64 |
| | Total | 241.00 | 100.00 |
| Education | Matriculation | 46.00 | 19.09 |
| | Intermediate | 14.00 | 5.81 |
| | Graduate | 104.00 | 43.15 |
| | Post-Graduate | 77.00 | 31.95 |
| Total | 241.00 | 100.00 | |
| Nature of Job | Permanent | 168.00 | 69.71 |
| | Casual | 73.00 | 30.29 |
| | Total | 241.00 | 100.00 |
| Experience | 0 to 5 years | 77.00 | 31.95 |
| | 5 to 10 years | 120.00 | 49.79 |
| | 10 to 15 years | 11.00 | 4.56 |
| | Above 15 years | 33.00 | 13.69 |
| | Total | 241.00 | 100.00 |
| Field Work | Yes | 79.00 | 32.78 |
| | No | 162.00 | 67.22 |
| | Total | 241.00 | 100.00 |
| Income | 15000 to 25000 | 73.00 | 30.29 |
| | 25000 to 45000 | 66.00 | 27.39 |
| | 45000 to 65000 | 71.00 | 29.46 |
| | Above 65000 | 31.00 | 12.86 |
| | Total | 241.00 | 100.00 |
| Working Hours | 6 - 7 hours | 9.00 | 3.73 |
| | 7 - 8 hours | 29.00 | 12.03 |
| | 8 - 9 hours | 68.00 | 28.22 |
| | Above Nine hours | 135.00 | 56.02 |
| | Total | 241.00 | 100.00 |

RESULTS AND DISCUSSION

Table 2 accounts for the evocative figures of the core construct of the study. Outcome highlights that internal communication, employees’ empowerment, and motivation have an average mean value of 3.62, 3.22, and 3.34, respectively, with standard deviation values of 0.48, 0.57, and 0.50, respectively. While sustainable organizational development has an average value of 3.68.

Table 2:
Descriptive statistics

| Variables | N | Range | Min. | Max. | Mean | Std. Dev | Variance |
|--|-----|-------|------|------|------|----------|----------|
| Internal Communication | 241 | 3.25 | 1.75 | 5.00 | 3.62 | 0.48 | 0.23 |
| Employees’ Empowerment | 241 | 3.50 | 1.25 | 4.75 | 3.22 | 0.57 | 0.33 |
| Employees’ Motivation | 241 | 3.00 | 1.75 | 4.75 | 3.34 | 0.50 | 0.25 |
| Sustainable Organizational Development | 241 | 2.75 | 1.63 | 4.38 | 3.68 | 0.53 | 0.28 |

Table 3 reports the results of the correlation matrix. The Table shows that internal communication is positively correlated with sustainable organizational development. The correlation between sustainable organizational development and the variables is positive and statistically noteworthy at ($p < 0.01$). Grounded on brink level + or - 0.70 which is recommended by (Kervin & Kervin, 1992), all the values are impartially less than 0.70, which designates that there is no high correlational concern among the variables.

Table 3:
Correlation analysis

| Variables | 1 | 2 | 3 | 4 |
|--|----------|----------|----------|-------|
| 1 Internal Communication | 1.00 | | | |
| 2 Employees Empowerment | 0.217*** | 1.000 | | |
| 3 Employees Motivation | 0.242*** | 0.293*** | 1.000 | |
| 4 Sustainable Organizational Development | 0.186*** | 0.553*** | 0.169*** | 1.000 |

*** $p < 0.01$, ** $p < 0.05$, * $p < 0.10$

Reliability is basically the tool that facilitates consistent and stable results. Cronbach’s alpha expresses the overall consistency of the instruments of similar variables, which are real internally. Based on the DeVellis (2016) criteria, if Cronbach’s alpha figures are more than 0.70, then the apparatus is considered valid and reliable. Table 4 shows the results of the validity measure.

The finding shows that Cronbach’s alpha values of internal communication, empowerment, motivation, and sustainable organizational development are 0.706, 0.709, 0.720, and 0.814, respectively. In short, the result indicates that in this study, all apparatuses are contemplated to reliable and valid.

Table 4:
Reliability test estimations

| Constructs | Cronbach’s Alpha | No. of items |
|--|------------------|--------------|
| Internal Communication | 0.706 | 4 |
| Employees Empowerment | 0.709 | 4 |
| Employees Motivation | 0.720 | 4 |
| Sustainable Organizational Development | 0.814 | 8 |

This is based on Florence and Allen (2013) to analyze the normality of the construct through Kolmogorov-Smirnov and Shapiro-Wilk analysis. The interpretations of these two tests are very convenient if the significant values are greater than 0.05, then it leads that data follows the normality. Table 5 indicates that all the significant values are > 0.05 in both tests. Therefore, concludes that the data of this study follows the normal distribution.

Table 5:
Normality test estimations

| Variables | Kolmogorov-Smirnova | | | Shapiro-Wilk | | |
|--|---------------------|-----|-------|--------------|-----|-------|
| | Statistic | Df | Sig. | Statistic | Df | Sig. |
| Internal Communication | 0.196 | 241 | 0.078 | 0.888 | 241 | 0.971 |
| Employees Empowerment | 0.23 | 241 | 0.101 | 0.866 | 241 | 0.420 |
| Employees Motivation | 0.195 | 241 | 0.281 | 0.951 | 241 | 0.092 |
| Sustainable Organizational Development | 0.148 | 241 | 0.333 | 0.825 | 241 | 0.137 |

a. Lilliefors Significance Correction

It is also necessary to confirm that there is no multicollinearity issue in the study. So, for this, use the "variance inflation factor (VIF) analysis" to check whether the study has a multicollinearity issue or not. Table 6 displays that all VIF figures are shown between 1.089 to 1.136, which are notably lower than 2, as a redline level which is recommended by Ringle, Wende, and Becker (2015). They argued that if the VIF values are greater than 5 (VIF > 5), then multicollinearity exists. Based on VIF results, which are reported below, the Table concludes that there is no multicollinearity issue among the variables. Further, the multicollinearity issue also checks through the tolerance values. According to Hair et al. (2010), if tolerance values are less than 0.20 (tolerance < 0.20), then this indicates that there is a multicollinearity problem among the construct. Table 6 also shows the tolerance values, which reflects that all the tolerance values are truly larger than 0.20. So, based on Hair et al. (2010) criteria, this study robustly confirms that there is no multicollinearity problem among the projected constructs.

Table 6:
Multicollinearity test estimations

| Construct | Tolerance | VIF |
|------------------------|-----------|-------|
| Internal Communication | 0.918 | 1.089 |
| Employees Empowerment | 0.891 | 1.122 |
| Employees Motivation | 0.881 | 1.136 |

The present study also conducted the ANOVA test to check "how well the regression equation fits the data." This analysis displays the overall connotation of the model, and Table 7 accounts for the approximations which are attained through the ANOVA test. The result of the ANOVA Table shows that the f-statistics is significant at (p<0.01) significant level, which shows that overall regression variables statistically and significantly predict the explained variable.

Table 7:
ANOVA estimations

| | Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|------------|----------------|-----|-------------|------|------|
| 1 | Regression | 20.771 | 3 | 6.924 | 35.5 | .000 |
| | Residual | 46.227 | 237 | .195 | | |
| | Total | 66.998 | 240 | | | |

Table 8 reports the regression approximations, where sustainable organizational development is regressed on three core IM practices (internal communication, employees’ empowerment, and employees’ motivation). The estimated coefficient shows that the response of internal communication to sustainable organizational development is positive and significant ($p < 0.01$). This leads to a proper communication system in the organization that can enable the organization to achieve sustainability in organizational development. Therefore, these findings prove that the H1 of this study is true. Findings are consistent with the findings of Singh (2013); he acknowledged that communication is an essential component in today’s organizations, and if the HR division openly communicated with internal stakeholders about practical, commercial, and executive strategies, then it would enable the firms to achieve sustainability. Results also provide support to the argument that internal communication in organizations looks like the employees are committed and contented, which in turn facilitates them to achieve long-run performance (Moreira et al., 2020). With regard to H2, the results indicate that employees’ empowerment response towards the conception of sustainability in organizational development is positive as well as significant in projected coefficients. This confirms that empowered employees are the key source of any organization, which deliver helps the firms attain sustainable organizational development. This estimation also leads that H2 of this study is accepted. This finding is also consistent with Chernobaeva (2016) findings, he proved the positive association employees’ empowerment with sustainable development of organizations. Similarly, this finding is the same in line with the notion that when the employees are empowered they put more efforts towards the organization to achieve better firm performance (Yin et al., 2019). Further, concern with H3, the findings show that the association of employees’ motivation towards the creation of sustainability in organizational development is insignificant in the context of the telecom sector of Pakistan. Therefore, we conclude that the H3 of this study is not verified. These findings indicate that in the telecom industry, employees are not properly motivated based on their performance. Therefore, employees do not have encouragement to enable the organizations for achieving the sustainability in organizational development. The value of R-square in Table 8 demonstrates that there is 55.7% deviation in reliant on variable (sustainable organizational development) is enlightened by the self-determining variables (internal communication, employees’ empowerment and employees’ motivation) of this research.

Table 8:
Regression analysis

| Construct | Tolerance | VIF |
|------------------------|-----------|-------|
| Internal Communication | 0.918 | 1.089 |
| Employees Empowerment | 0.891 | 1.122 |
| Employees Motivation | 0.881 | 1.136 |

CONCLUSION, IMPLICATIONS, AND LIMITATIONS

This study investigated the character of internal marketing in appealing to internal stakeholders to create sustainability in the organization in the context of the telecom industry of Pakistan. For this drive, three constructs of IM dimensions are used as a self-determining variable while engaging employees to bring sustainability is quantified through sustainable organization development, which is used as the dependent variable. Data for this research was collected through questionnaires from respondents who are doing the job in the telecom sector of Pakistan (Jazz, Zong, Telenor, and Ufone). In order to investigate the proposed construct used, the multiple regression test. Moreover, also confirms the normality and validity of the proposed framework of this study. The results confirm the validity of the proposed variables as well as also confirm that data are normally distributed. Further, the results of the present research also show that the response of internal communication and employees’ empowerment to sustainable organizational development is constructive and noteworthy ($p < 0.01$). In contrast, results about employees’ motivation reveal the insignificant association of motivation with sustainable organizational development.

Based on the outcome, this study has several practical repercussions. The positive response of internal communication and empowerment towards the creation of sustainability in organizational development suggests that decision-makers should find ways to ensure a clear communication system among the employees and pursues the employees to participate in firm decision-making because this would help the firms to create sustainable organizational development. Moreover, an insignificant association of motivation level towards the creation of sustainability in organizational development suggests that this is due to the poorer motivational strategies in the telecom sector of Pakistan. Therefore, firms should pay high attention to employees' motivation by applying different strategies because motivated employees pursue the organizational goals efficiently and produce better sustainable outcomes, which in turn facilitates the firms to create sustainable development.

This study also has some major limitations. Like, Ha et al. (2007) acknowledged the 12 constructs of internal marketing (customer orientation, inter-departmental coordination, eminence of service, empowerment, inter-functional integration, senior leadership, employee motivation, employee development, marketing-like approach, idea of the organization, internal communication, and strategic reward) but in this study only use the three IM practices for checking the influence of IM practices on sustainable organizational development. Hence, the future researcher may use different and more IM practices and checks the influence on the creation of sustainability in the organizations. Further, the findings of this study are not generalized to other industries or not in other countries because different industries and countries have different cultures. So, future research is made more generalized by making the country and industry-wise comparisons.

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