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Impact of Internal Practices on Organizational Performance: A Review and Research Agenda in the Pakistan Banking Sector

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Abstract: Investigation in organizational performance issues is becoming an important research agenda in the recent times. Considering this research agenda, the aim of the current study is to propose the novel conceptual model signifying the impact of organizational internal practices like organizational culture and organizational internal market orientation on the organizational performance in the perspective of organizational commitment as a mediator. Based on the relevant literature review, five research propositions have been framed. Also, the current study indicated the linkages and interactions that take place between organizational behavior and marketing concepts and its consideration at the organizational level which affects the organizational commitment leading to organizational performance. The two underpinning theories (i) Resource Based View (RBV) and (ii) Social Exchange Theory (SET) underpinned the proposed conceptual model. This investigation recommends that the Pakistan banking organizations should focus on their organizational culture and organizational internal market orientation as a strategy and implement them to meet their employees and bank goals. This implementation of the strategies will influence the organizational commitment and in turn enhance the organizational performance. Considering the current situation of the Pakistan banking sector, this study is expected to generate very useful insight for the future researchers, policy makers, branch managers and the regulatory authorities.

Keywords: Organizational Culture; Organizational Internal Market Orientation; Organizational Commitment; Organizational Performance; Banking Sector

I. INTRODUCTION

The current era of globalization has made the business atmosphere more competitive, multifaceted and dynamic [11]. In such business atmosphere, the traditional management practices have become ineffective in the accomplishment of organizational goals and failed to maintain the desired competitive advantage [54]. Also, [60] stated that about 70% to 90% of the organizations worldwide experience the ineffective

implementation of the organizational strategies. Although, numerous factors have been indicated in the literature of organizational behavior and marketing, among them the organizational culture and organizational internal market orientation are the main factors behind this failure [11], [43], [68]. Thus, it is commonly stated that the organizational culture must match with the organizational intended strategies.

Further, the internal marketing conception especially in service organizations, has been regarded as a management technique to attend external customers efficiently through the fulfillment of internal customers or employee's needs [43]. Nowadays, organizations are developing and adopting the internal market orientation process to come up with the better understanding of the employees needs and responding them accordingly through the ideal job offer [43], [68]. While, it is anticipated that all the employees of an organization must be inspired and skilled to work in a market oriented way [63]. Hence, the organizational culture and organizational internal market orientation has been playing a crucial role in inducing the organizational outcomes. Besides, this study suggests focusing on these organizational internal factors in the service sector especially in the banking sector of Pakistan.

The banking sector of Pakistan has experienced through many phases from nationalization of banks to privatization of banks after the independence and holds the 95% of the financial sector [99], [24]. Apart from this, the contribution of the banking sector in the GDP of Pakistan is fluctuating over the time [40]. Numerous reasons of poor banking performance in the South Asian banking sector including Pakistan have been indicated by the World Bank such as, poor governance and mismanagement practices, weak supervision mechanisms, low employee commitment, ineffective HR policies, limited innovation and politicized atmosphere [5], [83]. Also, the past studies on the Pakistan banking sector highlighted that weak culture and ignorance of internal marketing practices causes the employees' dissatisfaction, low job commitment, increased working stress, employee's turnover, poor working quality, increased customer complaints and more importantly affects the both organizational performance as well as employee performance [71], [82], [62], [101], [100], [16], [113], [123].

Consequently, the bank management come across numerous internal problems while operating their banking business. Moreover, due to its weak internal factors, it is difficult for the banks to generate the domestic and foreign capital for the economic development of Pakistan [99]. Although, developed countries give full emphasis on their banking performance, but unfortunately, limited studies have been carried out on the banking performance in the developing countries like Pakistan [24]. According to [61], the organizational internal factors affect the organizational performance which are in the control of an organization. Thus, there is a need to study that relationships which is important and helpful for the bank management and policy makers to increase the organizational commitment as well as organizational performance [82], [99]. Considering the facts discussed above, the current study aimed to propose the organizational culture and organizational internal market orientation as important internal factors which affects the organizational performance through the organizational commitment as a mediator.

Hence, the theoretical base of the current conceptual study is found in the contents of organizational culture, organizational internal market orientation and organizational commitment. The next segment discussed the theoretical foundation of the proposed relationships of these constructs and on the basis of that relationships, the research propositions and proposed conceptual model has been established. The underpinning theories have also been discussed.

II. LITERATURE REVIEW AND RESEARCH PROPOSITIONS

The theoretical foundation of the proposed conceptual model and research propositions have been established through the review of the relevant literature and causal linkages have also been recognized between organizational culture, organizational internal market orientation, organizational commitment and organizational performance. The following section describes the linkages between these constructs and their research propositions.

(A) Organizational Culture and Organizational Commitment

Organizational culture is a major area of interest within the field of organizational behavior because it works as the main determinant of an organization, a group or person's behavior [53]. In the pertinent literature, organizational culture has been conceptualized by many scholars in different ways, while, the main conception of organizational culture refers as, the values and norms of an organization that can impact on different aspects within the organizational setting [50]. [26] stated that the organizational culture encourages the organizational development. Likewise, several scholars considered that the organizational culture influences the both organizational and individual desired goals and contribute to the success or failure of an organization [78], [88], [97], [74]. Furthermore, few studies suggested that the organizational culture positively influences the organizational competency, productivity and organizational internal abilities [23], [105]. Also, refer to [4] stated that the flexible organizational culture makes easier the strategy formation and strategy implementation.

Further, organizational commitment is considered as an important construct which indicates the employee's workplace behavior [93]. Organizational behavior studies define organizational commitment as, "an employee's emotional attachment, identification with and involvement in the organization" [59]. Precisely, it depicts the emotional behavior of employees toward their employer. In the pertinent literature on organizational behavior, a variety of studies found the positive linkage between organizational culture and organizational commitment [15], [109], [104], [66], [107]. Moreover, [96], [70] and [10] reported the organizational culture as an important antecedent of organizational commitment, employee turnover intentions and job satisfaction. Previous studies such as [103], [102], [56], [81], [3] have also supported their linkage and revealed that the organizational culture can positively influence the organizational commitment. Whereas, [88] found that the involvement trait and adaptability trait of organizational culture appreciably influenced the organizational commitment, while the consistency trait and mission trait did not influence. Similarly, [118] also revealed that supportive culture can impact on the organizational commitment.

Therefore, organizational culture precedes the organizational commitment and suggested to empirically examined the linkage between organizational culture and organizational commitment [35], [70]. Therefore, the current study established the following research proposition as,

RP1: Organizational Culture is positively related to Organizational Commitment.

(B) Organizational Internal Market Orientation and Organizational Commitment

Organizational internal market orientation is conceptualized as the set of managerial process which facilitates the exchange between organization and its employees [68], [111], [49], [67]. In the literature on service marketing, the employees are referred as the internal customers, where, the exchange of organizational

values and symbols (e.g. resources and other non-economic transactions) occurred between the organization and its internal customers (employees) [45]; [21]. Thus, internal marketing approach focuses on the achievement of effective exchanges between organization and its employees to attain the service mindedness and customer oriented behavior which leads to superior organizational performance [67], [111].

In addition, internal marketing is also regarded as the strategic process which works across the organizational departments and between the management and employees [17]. [92] recommended that the organizations should support the symmetry and develop strategies for their internal customers (employees) as they focus on their external customers. In such a way, the conceptualization of internal market orientation (IMO) operationalize the internal marketing as an organizational strategic initiative [43], [25], [49], [67]. Likewise, [48] discussed that the development and adoption of internal market orientation at organizational level influences the internal marketing practices (e.g. empowering employees, formalizing organizational communication between employer and employees and more importantly employee's integration in decision-making).

Besides, the literature on internal marketing also indicated the positive association between internal marketing and organizational commitment [47], [112], [121], [120]. The application of the internal marketing practices is considered as the best way to attain the organizational commitment because the effective employees training, reward and bonuses system, interaction among management and employees and sharing organizational vision attached them emotionally towards their employing organization [14]. [117] also stated these internal market orientation practices as the antecedents of the organizational commitment. The review of the pertinent literature disclosed that there are limited studies that have been conducted to determine the impact of organizational internal market orientation on the organizational commitment [43], [67]. Although, the organizational internal market orientation constitutes the organizational competency, drive towards competitive advantage and superior organizational performance [42], [43], [67]. Based on the review of the pertinent relevant literature, it is proposed,

RP2: Organizational internal market orientation is positively related to Organizational Commitment.

(C) Organizational Commitment and Organizational Performance

One of the main challenges facing by many organizations especially the banking organizations is the retention of talented employees. Although, it is the responsibility of the management to manage their employees effectively [44]. The conception of organizational commitment has gained considerable interest in the organizational studies because it helps in identifying the intensity of employee's dedication towards their employer [73]. Organizational commitment is also regarded as an employee's attitude because it indicates the individual workplace behavior [9]. Hence, the organizational commitment is referred as the inclination of employees to give their loyalty and efforts to their employer and have several organizational antecedents and consequences e.g. organizational performance [118], [2].

The question of organizational commitment has received considerable research attention and has both theoretical and practical implications [85]. Refer to [46] stated that the organizational commitment is the critical aspect of all organizations and it relates to the growth of an organization. In the pertinent literature, studies of organizational behavior show the importance of organizational commitment and its positive relationship with the numerous workplace outcomes. [108] discussed the organizational commitment

as “the driving force behind an organization’s performance” (p. 408). Likewise, [29] revealed that the organizational commitment is positively associated with organizational performance. Moreover, there is a growing body of literature that recognizes the positive relationship between organizational commitment and organizational performance v [87], [117], [36], [39], [8], [118], [2]. Thus, the committed employees perform better and spend more efforts to attain the organizational goals and contribute to the growth of the organization [6], [36]. Therefore, it is proposed,

RP3: Organizational Commitment is positively related to Organizational Performance.

(D) Organizational Internal Market Orientation, Organizational Culture, Organizational Commitment and Organizational Performance

The culture of any organization is regarded as an important aspect of organizational behavior because it impacts on all factors of organization and more importantly on organizational performance [95], [86]. Besides, existing research recognizes the critical role played by the organizational culture and confirmed its direct and indirect impact on organizational performance [114], [106], [28], [86], [77], [2]. Although, organizational culture has gain much significance in the organizational studies, but the linkage between organizational culture and organizational level performance is undersized empirically [115], [98]. Several attempts have also been made to explain the organizational performance with respect to organizational culture, however, the findings have been varying [52]. Thus, it is considered that organizational culture is linked with the organizational strategies and to implement the organizational strategies successfully, it is necessary to align the employees attitude with the organizational strategies through the development of strong organizational culture [94], [45].

Further, it is established that the internal market orientation is linked with the organizational culture that creates the effective organizational behavior to delivered the superior value to the internal customers, consequently, the organizational performance is also enhanced through the synergistic effects of both internal market orientation and organizational culture [30]. Although the internal market orientation influences the internal elements of organizational performance such as, employee’s commitment, satisfaction and retention, but limited attention has been given to measure the effect of internal market orientation on the organizational performance [63]. Similarly, [43] and [67] also recommended to examined the impact of internal market orientation at organizational level on the other organizational outcomes. Besides, in the pertinent literature, the examination of the internal market orientation in the banking sector is also limited [120], [63].

The term mediation in the social science research indicates the effect of an independent (predictor) variable on a dependent (criterion) variable is communicated through a third (intervening) variable is called as mediator variable. Considering the organizational commitment (as a mediator) and its relationship with other organizational variables shows the employee’s emotional attachment to the organization, also its depend upon the organizational strategies and goals [75]. Past studies also revealed the organizational commitment as an encouraging outcome of the numerous organizational behavior activities, indicating that the higher the organizational commitment resulting in higher employee performance, superior organizational performance and lower employee turnover rate [117], [79].

Thus, the purpose of proposing the organizational culture and organizational internal market orientation is that both can affect the organizational performance through the effect they exert on organizational

commitment [93], [43], [69], [30]. Moreover, several cross-sectional studies found the organizational commitment as significant mediator [64], [75], [91], [104], [93]. Hence, it is proposed,

RP4: Organizational Commitment mediates the relationship between Organizational Culture and Organizational Performance.

RP5: Organizational Commitment mediates the relationship between Organizational Internal Market Orientation and Organizational Performance.

III. UNDERPINNING THEORIES

The underpinning theories explain the nature of relationships that exist among the proposed variables. The current study also discussed the two underpinning theories that best explain the nature of relationships of proposed conceptual model. These theories are resource based view (RBV) and the social exchange theory (SET) as the supportive theory.

(A) Resource-Based View Theory

The resource-based view (RBV) as an organizational theory discussed that how organizational resources influence the organizational performance and make it different in the marketplace. Grounded on the literature of RBV, the current study proposed the novel conceptual model indicating the impact of organizational culture, organizational internal market orientation and organizational commitment on organizational performance. The RBV theorizes that the competitive advantage is created from the organizational unique, rare and inimitable resources [119], [18]. These unique organizational resources (e.g. assets, procedures, knowledge and features) also efficiently and effectively implement the organizational strategies. Accordingly, RBV believes that the organizational resources and capabilities are diverse in nature [76], [110]. Organizational capabilities are also type of unique resource which rooted within the organization and helps to improve the efficiency of other organizational resources [72], [76]. Likewise, possessing the strategic resources is not sufficient for an organization, but should attain the competitive advantage through proper allocation and utilization of these resources [110].

Besides, past studies also stressed to focus equally and manage their internal marketing resources (employees and procedures) as they manage external marketing aspects (customers and competitors) [25]. While, organizations adopting the internal market orientation behavior within the organization should collect the employee's information, analyze their needs and then respond to satisfy those needs [49], [21]. Once, internal customers (employees) become satisfied, they inclined to create value for the external customers. Internal market orientation is also considered as an organizational unique resource, which is rare, internally rooted, causal nature, and inimitable [18]. Moreover, internal market orientation influences the organizational commitment [120] and in turn generates superior organizational performance [42], [68]. Thus, the organizational commitment as an organizational capability mediates between the organizational resources and organizational performance.

Furthermore, in the pertinent literature of organizational behavior, organizational culture has gained much importance due to the believe that, "organizational culture is linked with a variety of organizational processes and outcomes" [93], [53]. According to RBV approach, the organizational culture should also be unique, rare and inimitable to attain the superior organizational performance [65]. Similarly, [19] also support

this notion and considered the organizational culture as a main source of competitive advantage. While, [65] also stated that the organizational culture can only be contribute to the organizational performance, if it contains the unique characteristics that cannot be copied by the competitors in their organizations. Moreover, the supportive organizational culture also influences the organizational commitment, thus, the emotionally committed employees are also regarded as a vital organizational resource because such committed employees provide numerous benefits to their employer [116].

Thus, based on the current study setting and RBV propositions, organizational culture, organizational internal market orientation and organizational commitment are considered as organizational unique resources that can utilize by the organizations to enhance their organizational performance and attain the sustainable competitive advantage [84], [114], [116], [122].

(B) Social Exchange Theory

The exchange theory also well-known as ‘social exchange theory’ (SET) describes the employer-to-employee and employee-to-employer relationships occur through the reciprocated benefits. Based on this philosophy, the human relations are established by means of particular cost benefit analysis [22], and through indicating several resources which can be exchanged via organizational policies can creates superior performance relationship [33]. For instance, if the managers have kind behavior with their subordinate (employee), this will develop the sense of obligation at the employee part to repay his manager, thus, the exchange is equally beneficial for both manager and employee [57]. Similarly, the continuous actions of kindness from the organization will develops the employee’s commitment and in return employees reciprocate to the organization through their good deeds [12].

According to [13], the exchange resources can be of objective (financial) and/or socio-emotional (e.g. respect, care, trust and loyalty) nature [22]. Further, when both organizational parties (employer and employee) exchanges those resources that are valued to each other than the exchange relationships become stronger and beneficial [13]. However, employees like beneficial organizational behavior, while, employers seek dedication and employee loyalty [32]; [41]. In general, past studies also found that the mainly organizations initiates the exchange process [116] and this initiative of the organizations can be found in the form of internal market orientation [58]. Besides, it is also based on the employee’s belief that what their organization think about their contributions and will encourage their prosperities [37]. Moreover, [33] stated that the social exchange relationships are also related to the organizational work environment because supportive culture and leader-member exchanges in the organizational environment could also influence the employee’s commitment.

According to the [80], p. 1159, “A negative reciprocity orientation is the tendency for an individual to return negative treatment for negative treatment.” Similarly, [20] discussed that some organizational cultures regularize the unhelpful behavior. However, some organizations also have supportive organizational cultures that encourage employees to care for everyone [34]. Thus, it is concluded that, in exchange approach employees of an organization continue their exchange relationships with their employer or manager till they found it worthwhile, and terminate the relationships when they found that cost of relationship is more than they rewarded. In effect, this positive exchange relationships could also be associated with the formation of organizational commitment [31].

IV. CONCEPTUAL FRAMEWORK

After reviewing the pertinent literature of the proposed constructs, given research propositions (RPs) and underpinning theories concepts, a novel conceptual model has been proposed in figure 1.

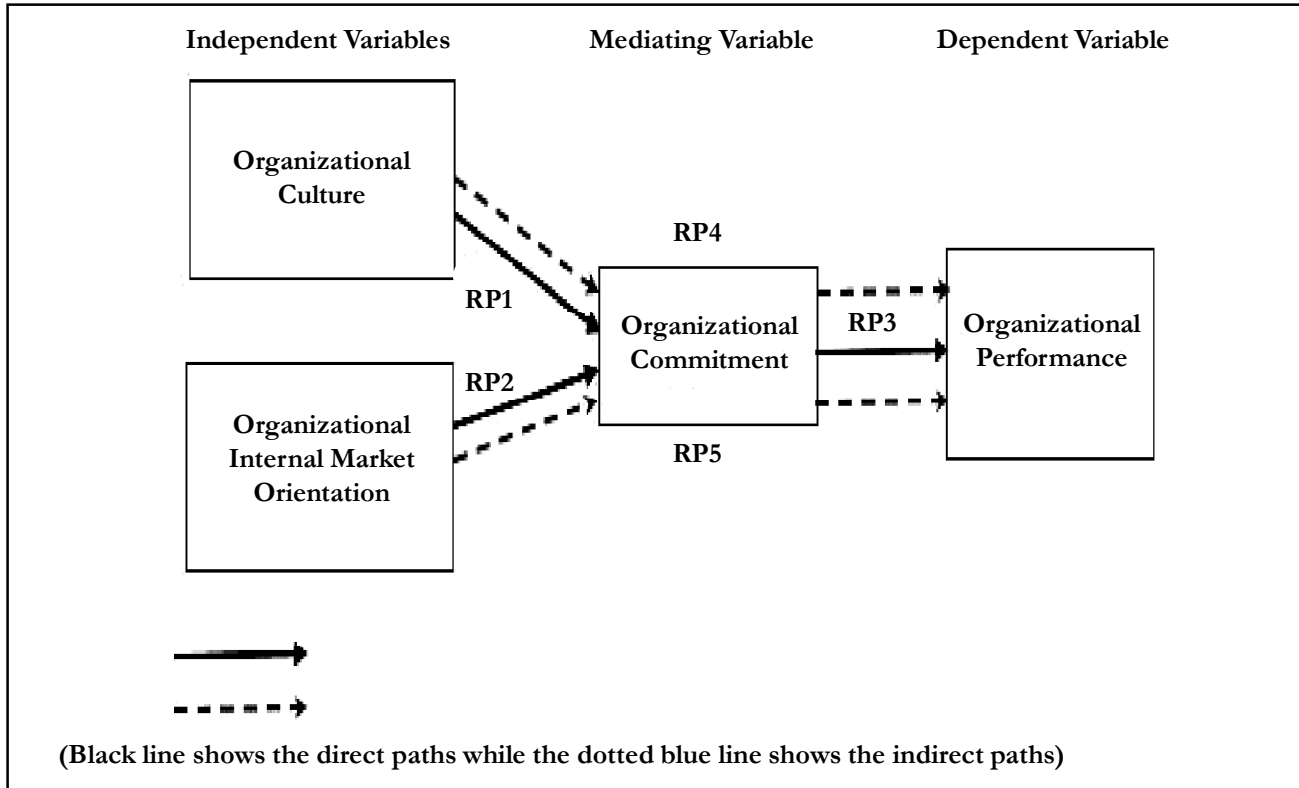


Figure 1: Conceptual Model

V. METHODOLOGY

The research method followed in the current study is to propose the novel conceptual model by signifying the impact of organizational culture and organizational internal market orientation on the organizational performance through the organizational commitment as an intervening variable.

Further, the current study highlighted the need to study organizational performance especially in the banking sector of Pakistan. To build the novel conceptual model, the researchers considered the practical gap and also have gone through extensive literature review of the given constructs and come up with the proposed conceptual model which should be studied at organizational level. Moreover, the underpinning theories namely, resource-based view (RBV) theory, and social exchange theory (SET) also underpinned the proposed conceptual model.

In the pertinent literature on organizational performance/banking performance, past studies characterized the organizational performance as a multi-dimensional variable [90], [51]. For instance, [27] indicated that organizational performance can be measured through different organizational aspects. But, mainly it is divided into two types of measures: objective measure (financial) and subjective measures (non-

financial) [1], [38], [89], [7]. This high dedication of the researchers and professionals on the organizational performance measures reveals the importance of organizational performance [55].

VI. DISCUSSION, CONCLUSION AND IMPLICATIONS

Recalling the purpose of the current study was to propose the conceptual model by signifying the impact of organizational culture and organizational internal market orientation on the organizational performance through the organizational commitment as a mediator. The underlying philosophy of the proposed conceptual model was to identify the adoption and implementation of the proposed construct in the organization and to measure them at organizational level. Moreover, this conceptual model works as the basic step to identify the existence of these important strategic factors and how organizational management deal with them. For instance, the organizational culture depicts the culture prevail in the organization, while the organizational internal market orientation indicates the organization's concern for their employees.

Furthermore, the proposed conceptual model not only proposes the research propositions (RPs) for future researches, but also helps to better understand the organizational culture and internal market orientation, their implementation at organizational level and their influence on the organizational commitment as well as on organizational performance as perceived by the managers. Moreover, the current study contributes to the existing literature of the proposed construct. This study emphasized to focus on the critical role of the organizational culture and internal market orientation behavior of the organization in the service organizations especially in the banking organizations where these factors contributes in the application of the organizational strategies and impact on organizational commitment as well as organizational performance.

The proposed model is also guided by the resource-based view (RBV) theory and social exchange theory (SET). In theoretical implications, the proposed model will provide new insights in the underpinning theories literature and for future researchers. Practically it will provide the application of new insights for the policy makers and bank management. Thus, it is important for the policy makers and bank management to know those factors that drive or hinder the organizational performance and how their competitors have been attaining superior organizational performance through the application of these organizational factors [5].

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