Internal Marketing and Employee’s Innovative Work Behaviour: The Mediating Role of Job Embeddedness and Social capital

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A B S T R A C T

This study purports to explore the internal marketing effect on innovative work behavior. This study also explores the mediating effects of job embeddedness and Social capital. Data were collected from the employees of engineering sector of auto parts manufacturing firms in the vicinity of Islamabad and Rawalpindi regions. To test the hypothesis, SPSS and Hayes Bootstrap software were used for regression and mediation analysis. For confirmatory factor analysis (CFA), AMOS software was applied. The results of regression analysis divulged that internal marketing positively affects innovative work behavior and job embeddedness but insignificantly impacts social capital. Likewise, job embeddedness as an independent variable has a positive effect on innovative work behavior and social capital. The Hayes bootstrap analysis averred the significant mediation of job embeddedness and insignificant mediation of social capital between internal marketing and innovative work behavior. Hence Social capital significantly mediates the relationship between job embeddedness and innovative work behavior. Future direction and recommendations have been proposed at the end of this paper.

Keywords: Internal Marketing, Innovative Work Behaviour, Job Embeddedness, Social Capital

1. INTRODUCTION

Innovative work behavior (IWB), because of its glared relationship with innovation has kept it under the spotlight by researchers. IWB is just when an organization selects new techniques for a generation because of the new thoughts...
improvement, appropriation and their usage at work environment (Abbas and Riaz, 2012). Innovation is dependent on employee’s behavior (Van de Ven, 1986). In psychology related research, IWB has been one of the most debatable constructs in different parts of the world due to its kinship with innovation. This is the reason that past investigation has endeavored to constitute the nexus of various factors with IWB. Individual’s motivation enhances innovative work behavior (Yuan & Woodman, 2010). When individual’s psychological factors are affected positively, individual’s behavior becomes innovative (Han & Yang, 2011). Amabile, Conti, Coon, Lazenby, and Herron (1996) posited that employee’s knowledge and abilities are the determinants of innovative work behavior. Rank, Nelson, Allen, and Xu (2009) categorically found the link of individual’s self-concepts and identity with innovative work behavior. In spite of panoptic findings of IWB, the research is still scanty that requires further exploration (Janssen, Vliert, & West, 2004). IWB research is in the developmental stage (De Jong & Den Hartog, 2010). IWB of employees varies according to employee’s variegating attitude and perception. A big gap exists in the literature about the constructs that affect directly on individual’s behavior. In contemporary research, authors have tried to establish the link of IWB with different antecedents. Lukes, & Stephen (2017) connected managerial support with IWB and Derin & Gökçe (2016) found the link of cyberloafing with IWB. Leadership plays a pivotal role in enhancing IWB (Masood & Afsar, 2017).

In old and contemporary research, the construct that focuses on an individual’s behavior is still missing. The culture and values differ from country to country and after 9/11, many societal values have altered (Murphy Jr, Gordon, & Mullen, 2004). After 9/11, Pakistan is the most affected country due to terrorism and was lacking IWB research. Due to lack of innovation, Pakistan ranks 119th among 140 countries (Schwab, 2016). A study by Kemal (2006) already horrified about the worst situation of innovation in Pakistani manufacturing sector. It is unfortunate that the manufacturing sector of Pakistan remained unheeded of research on innovation. Research tells that individual’s cognition about innovation determines IWB (Wu, Parker, & De Jong, 2014). The antecedent for innovative work behavior should be individual’s cognition specific.

The novel concept of HR practices is Internal Marketing (IM). Internal marketing
is individual specific approach and considers employee as an internal customer. IM is the cardinal part of innovativeness in an organization (Mieres, Sánchez, & Vijande, 2012). IM focuses exclusively on employee’s related strategies to change his behavior. Most widely used facets of IM in IWB related research are strategic rewards, internal communication, training, leadership, and empowerment. Internal marketing facet, rewards systems are associated with innovative work behavior (Aarons, 2006). Internal communication provides timely and required information to improve employee’s innovative work behavior (De Bussy, Ewing, & Pitt, 2003). Ahmad, Jehanzeb, & Alkelabi (2012) found the link of training with innovative work behavior. Leadership which is one of the most important facets of internal marketing has a strong association with employee’s innovative work behavior (Valle & Avella, 2003). When employees feel empowered, they exhibit innovative behavior (Marane, 2012). All facets of internal marketing have a significant association with innovative work behavior of employees.

Job embeddedness (JE) is an employee’s commitment that works as a glue to keep employee embedded with the organization due to on the job and off the job factors. Due to JE, employee exhibits IWB by confronting the social and organizational factors (Ng & Feldman, 2010). JE is a proven mediating variable between turnover intentions and job performance (Karatepe & Ngeche, 2012).

A study in Egypt by Ibrahim (2013) verified the mediating role of job embeddedness between internal marketing and turnover intention. Job embeddedness will fill the gap in contemporary management literature as a mediating variable between internal marketing and employee’s innovative work behavior. JE keeps employees fastened, provide more opportunity for sharing ideas and bring innovation. Social capital (SC) allows employees to interact informally by constituting a social web to apportioning ideas with each other. In this research, the second mediating variable is SC between IM and IWB, and JE and IWB. Former studies have plumped for SC mediation between latent and predictor variables (De Carolis, Litzky, & Eddleston, 2009; Kamukama & Natamba, 2013).

After finding gaps in research there was a legitimate concern to find the rational variables to enhance innovative work behavior.
By using IM as a composite variable, will help to focus on individual’s behavior to bring innovation in the manufacturing sector of Pakistan. The gap in research would be filled in contemporary management discipline.

2. LITERATURE REVIEW

Innovative Work Behaviour

Innovative work Behavior (IWB) is the deliberate conception of introducing and applying of new ideas at the workplace (Janssen, 2000). In past, innovative work behavior was considered as an individual’s turn in temperament towards innovation (Hurt, Joseph, & Cook, 1977). All innovations are dependent on the IWB.

In contemporary research still, IWB is being used as outcome variable that tells its importance. When individual perform better and feel fit in the organization, he shows innovative work behavior (Afsar, Badir, & Khan, 2015). Odoardi et al. (2015) posited that proactive goal generation enhances innovative work behavior. Managerial practices and leadership style are the determinants of innovative work behavior (Odoardi, Montani, Boudrias, and Battistelli, 2015).

In an organization, innovation comes through employee’s IWB because of responding, holding and adapting new ideas (Van de Ven (1986). It clearly shows that if the IWB is addressed, innovation is mandatory. IWB is an individual’s behavior and needs to be tested with an individual focused variable.

Internal Marketing

Internal Marketing (IM) focuses on employees and takes them as internal customers, their job as a domestic product to achieve the organizational goal (Berry & Parasuraman, 1991). It is obvious when the internal customer is treated like an external customer, he is more inclined towards organizational objectives. Although IM practices started earlier, this concept gained popularity when Berry (1981) considered employee as an internal customer. IM concept has transited from HR practices that focus on individual only. Gronroos (1985) posited that to achieve an organizational goal, the employee should be motivated with IM like practices.

Organizational success is directly proportional to the level of IM practiced in the
organization (Varun & Indu, 2015). Ishaque & Shahzad (2016) have joined IM with individual’s behavior. When HR practices are employee centered, they bring innovation (Monks et al., 2013). Due to IM practices, the employee feels privileged, motivated, satisfied and committed to the organization (Souchon & Lings, 2001). IM helps the employee to stay in the organization. More stayed employee gain more experience and more social ties. Due to social networking of employees, social capital increases in the organization. Research by Abbasi (2015) depicts that HR practices improve social capital in the organization.

**H1**: Internal marketing positively affects innovative work behavior  
**H2**: Internal marketing positively affects job embeddedness  
**H3**: Internal marketing positively affects social capital

**Job Embeddedness**

Job embeddedness (JE) is an employee’s commitment due to other than organizational factors. JE explicates the reason of employee’s commitment with the organization (William, Burch, & Mitchell, 2014). More job-embedded employees gain more experience related to job and organization. JE keeps employees embedded with the organization, reduces turn over, and brings innovation (Ng & Feldman, 2010). Research by Widianto, Abdullah, Kautsar, & Meiyanti (2012) endorsed that when an employee stays more in the organization, he exhibits IWB. JE mediates the relationship between HR practices and turns over intention (Wheeler, Halbesleben, & Harris, 2012). Lev & Koslowsky (2012) also tested JE as a mediating variable between conscientiousness and performance. JE also helps in strengthening the networking and individual’s ties. When employees are socially networked and share ideas, they are more creative and innovative (Jamshidi and Kenarsari, 2015). Despite testing JE with other constructs, researchers are still unable to understand it (Ghosh & Gurunathan, 2015). A comprehensive research was needed to test JE as an independent and mediating variable.

**H4**: Job embeddedness positively affects innovative work behavior  
**H5**: Job embeddedness positively affects social capital  
**H6**: Job embeddedness mediates the relationship between internal marketing and innovative work behavior.
Social Capital

Social Capital (SC) was divulged by Hanifan (1916) and he was the first person to introduce social capital word. In past studies, social capital was discussed in relation to democracy and urban community development (Alguezaui & Filieri, 2010). The modern research on SC witnesses social networks of employees based on mutual trust, comprehending each other, assistance, and shared values to bring innovation (Cohen & Prusak, 2001).

SC provides the informal environment to oblige each other to improve their effectiveness (Nahapiet & Ghoshal, 1998). Due to gregarious nature of human being, goals are achieved through relations amicably. Research depicts that social capital improves innovation in the organization (Landry, Amara, & Lamari, 2002). SC enhances employee’s commitment and innovative work behavior.

- **H7**: Social capital positively affects innovative work behavior
- **H8**: Social capital mediates the relationship between internal marketing and innovative work behavior
- **H9**: Social capital mediates the relationship between job embeddedness and innovative work behavior

3. Research Objectives and Theoretical Frame Work

The primary research target was to see the effect of Internal marketing (IM) on IWB. The second objective was to test the mediations of Job embeddedness (JE) and social capital (SC) between IM and IWB. In Fig-1, a theoretical model has been explained to show the impact of IM on IWB, IM impact on JE and SC. It also explains the mediation of JE between IM and IWB, SC mediation between IM and IWB and SC mediation between JE and IWB.
Theoretical Model

Method

Sample: Employees working in the auto part manufacturing sector were the population and employees selected from this population were treated as a sample for this research. To keep the secrecy of the companies, a consensus was made to collect data from employees of auto parts manufacturing firms in the vicinity of Islamabad and Rawalpindi regions. The sampling technique was based on non-probability sampling to collect data from respondents. Data were collected from permanent employees and scrutinized the temporary job-based employees during data collection. Total 500 questionnaires set were circularized by using the services of a lead person and personal involvement. To clarify and understanding of questionnaires after distribution, phone, WhatsApp and personal visits were made. After a vigorous struggle, the received questionnaire quantity was 425. After interpreting each questionnaire, 12 number of questionnaires had to isolate and eliminate from analysis due to missing data, double tick, or incomplete information. The valid number of questionnaires for analysis purpose was 413.

The respondent’s gender was male 81% (n = 333), 19% of female (n = 80). Majority of respondent’s age ranged 21 and 25 years 28.1%, 26 to 30 years of age 22. %,
31 to 35 23.2% and above the age of 45 participants were 1%. Qualification wise the most of the respondents belonged to matriculation/O’Level: 38.7% (n = 160), afterwards intermediate/A-level: 19.4% (n = 80), diploma holders 6.5% (n=27), bachelor degree holders 16.7% (n=69), master degree holders 14.8% (n=61), engineers 2.7% (n=11) and PhDs 1.2% (n=5). The supervisors or manager ranked participants were 24% (n=99) and non-managerial 76% (n=314). The major portion of participants were from the income level of less than 20,000, 42.4% (n=176), from 20,000 to 30,000, 31.7%, (n=131), from 31,000 to 40,000, 2.9% (n=12), 41,000 to 50,000, 13.6% (n=56), 51,000 to 60,000 8% (n=33), 61,000 to 80,000, 0.7% (n=3), and above 100,000, 0.5%, n=2). The experience in the company of the participants was less than one year 44.6 % (n=144), from 1 to 5 years 40.4% (n=167), from 6 to 10 years 7.5% (n=31) and above 11 years experience 7.5% (n=31).

**Measures of the Study**

The all variables of research instrument were produced on the 5-point Likert scale as 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree. Innovative work behavior (IWB) 12 items scale originally developed by Janssen(2000) was used. The same scale has also been used by Mukherjee & Ray (2009) and Kheng, June, & Mahmood (2013). While getting data from subordinates, the use of an independent or observer rating as a supervisor’s rating is very important to reduce biases(Yuan & Woodman, 2010; Zhang & Bartol, 2010). To verify the subordinate’s statements, the second part of the questionnaire was for supervisor’s rating. Internal Marketing (IM) 24 items scale adopted from Ahmed, Rafiq, & Saad (2003) and Ahmad & Bakar (2003) . This same scale has already been used by Fernando (2012) and Kaur & Sharma (2015). Job embeddedness (JE) short version 18 items scale originally was formed by Holtom, Mitchell, & Lee (2006) and the same questionnaire was used in this research. Nahapiet and Ghoshal (1998) were the first to develop the Social capital (SC) scale and the part of this scale was used for this research according to the requirement. JE and SC were used in this research as mediating variables.

**Procedure**

The instrument was in the same English language used as in previous research. In
our schools, colleges, and universities English is a compulsory subject and that is the reason majority of workers of manufacturing sector understand it. It has also been seen that when English questionnaire was translated into Urdu, the meanings became ambiguous. In past, the English questionnaire has given the worthy results (Butt & Choi, 2006). Questionnaires were distributed by a trained lead person and by the researcher himself. Courier service, emails, and WhatsApp were also used where a lead person could not get an appointment. To get back questionnaire, follow up visits, calls, emails, and messages were sent to the managers where questionnaires were sent through courier service and emails. It took three months to get the questionnaire back.

**Psychometric Properties of Scale**

Confirmatory factor analysis (CFA) test was applied to verify the factor structure of observed variables. Results of CFA confirmed a good fit of the model. All indices values are within acceptable range; \( \chi^2 \) (212, \( N=300 \)); \( \chi^2/df =1.03, P=0.02 \); \textit{Standardized Root Mean Square Residual}, SRMR=.05, \textit{Tucker-Lewis Index}, TLI=.991; \textit{Comparative Fit Index}, CFI=.993; \textit{Root Mean Square error of approximation} RMSEA=.012.

Table1 shows, the values of factor analysis are significant and acceptable as well. Table1 shows the statistically significant values of chi-square at 95% confidence level, all Eigenvalues (EV) are greater than 1.0 and the adequacy of Kaiser-Meyer-Olkin (KMO) measure of sampling is also greater than 0.60. All measures proved the construct validity of the variables. Table1 further supports the values of all indices when principal component analysis (PCA) was applied. KMO 0.87 value of 12 items of IWB reported as EV is > 1 with 40.7% variance. The KMO value of Internal Marketing (IM) 24 items is .71, EV >1 with a variation of 57% in IM construct. Job embeddedness (JE) 18 items KMO value is .77, EV >1 and explained variation 64% in JE construct. Similarly, the KMO value of 10 items scale of social capital (SC) is.73, EV >1 and explained a variation of 61% in SC construct. Table 1 also shows the Cronbach’s alpha values which should be greater than >.6 (Podsakoff, et al., 2003) and values of all the constructs are greater than .6. All above indices values are significant and in an acceptable range to process for further analysis.
Table 1 Factor Analysis

<table>
<thead>
<tr>
<th>Variable Names</th>
<th>Items</th>
<th>Factor (S)</th>
<th>KMO Test</th>
<th>X2</th>
<th>Eigen value (EV)</th>
<th>Variation</th>
<th>α</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovative Work Behaviour</td>
<td>12</td>
<td>1</td>
<td>.87</td>
<td>1129*</td>
<td>4.01</td>
<td>40.7%</td>
<td>.87</td>
</tr>
<tr>
<td>Internal Marketing</td>
<td>24</td>
<td>1</td>
<td>.71</td>
<td>1937*</td>
<td>1.07</td>
<td>57%</td>
<td>.67</td>
</tr>
<tr>
<td>Job Embeddedness</td>
<td>18</td>
<td>1</td>
<td>.77</td>
<td>2104*</td>
<td>1.01</td>
<td>64%</td>
<td>.66</td>
</tr>
<tr>
<td>Social Capital</td>
<td>10</td>
<td>1</td>
<td>.73</td>
<td>.3208*</td>
<td>1.6</td>
<td>61%</td>
<td>.72</td>
</tr>
</tbody>
</table>

Note. n=413. **p<0.01; * p<0.05 measure of sampling adequacy of Kaiser-Meyer-Olkin (KMO)

Results in Table 2 depict the significant correlation between independent and dependent variables (p < .01). Dependent variable innovative work behavior is significantly associated with independent variable internal marketing (r=.240, p< 0.01). Internal marketing is positively associated with job embeddedness (JE) (r=. 2.68, p< 0.01). Mediating variable job embeddedness has a positive relationship with innovative work behavior (r=.259, p < 0.01). The second mediating variable Social capital has a positive association with job embeddedness (r=.218, p< 0.01) and innovative work behavior (r=.186, p< 0.01) but the insignificant relationship with internal marketing (r=.062, p< 0.01). To avoid any statistical assumption, the tests of normality, homoscedasticity, and ANOVA were performed.

Table 2 Correlations

<table>
<thead>
<tr>
<th>Variables</th>
<th>M</th>
<th>S.D</th>
<th>IWB</th>
<th>IM</th>
<th>JE</th>
<th>SC</th>
</tr>
</thead>
<tbody>
<tr>
<td>IWB</td>
<td>3.66</td>
<td>.68</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IM</td>
<td>3.60</td>
<td>.36</td>
<td>.240*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JE</td>
<td>3.66</td>
<td>.39</td>
<td>.259*</td>
<td>.268*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SC</td>
<td>3.65</td>
<td>.35</td>
<td>.186*</td>
<td>.062</td>
<td>.218*</td>
<td></td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed), *. Correlation is significant at the 0.05 level (2-tailed)**

Regression Analysis Results in Table 3, show a significant regression model, F= 25.12, P<. 001. The result of regression analysis exhibits the significant impact of Internal Marketing (IM) on innovative work behavior (IWB). When IM as an independently regressed with IWB the significant value of β-(β=.240) is obtained. A significant change
in $R^2 (R^2=.055)$ shows that if one unit of IM increases ($\beta = .55$, $p < .000$) will increase IWB of employees by .055 units. The hypothesis H1: Internal marketing positively effects on innovative work behavior, is accepted.

**Table 3: Outcome Variable: Innovative Work Behaviour**

<table>
<thead>
<tr>
<th>Internal Marketing (IM)</th>
<th>$\beta$</th>
<th>$R^2$</th>
<th>t</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Marketing (IM) as (IV)</td>
<td>0.240**</td>
<td>0.055</td>
<td>5.012</td>
<td>25.12</td>
<td>0.000</td>
</tr>
</tbody>
</table>

* * * $p < .001$, **$p < .005$, *$p < .01$

Table 4, shows that when Internal marketing (IM) as an independent variable is regressed with Job Embeddedness (JE), significant figures are obtained of $F= 31.86, P < .001, \beta (\beta = .268)$ and $R^2$ value ($R^2=.070$). It clearly shows that IM has a significant impact on JE and the assumption of mediation was also fulfilled that independent variable must have an impact on mediating variable when used as a dependent variable (Baron & Kenny, 1986; Preacher & Hayes, 2008). JE in this research is a mediating variable and regressed as the dependent variable with IM an independent variable. The hypothesis H2: Internal marketing positively affects Job embeddedness, is accepted.

**Table 4: Outcome Variable: Job Embeddedness**

<table>
<thead>
<tr>
<th>Internal Marketing (IM)</th>
<th>$\beta$</th>
<th>$R^2$</th>
<th>t</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Marketing (IM) as (IV)</td>
<td>0.268**</td>
<td>0.070</td>
<td>5.64</td>
<td>31.86</td>
<td>0.000</td>
</tr>
</tbody>
</table>

* * * $p < .001$, **$p < .005$, *$p < .01$

In Table 5, The regression analysis shows an insignificant model, $F=.310, P > .001$. All values of $\beta=.017$ and $R^2=.000$ obtained after regression are insignificant. Results depict an insignificant impact of internal marketing on social capital. The hypothesis H3: Internal marketing positively affects social capital, is rejected.

**Table 6: Outcome Variable: Innovative Work Behaviour**

<table>
<thead>
<tr>
<th>Job Embeddedness (JE)</th>
<th>$\beta$</th>
<th>$R^2$</th>
<th>t</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Embeddedness (JE) as (IV)</td>
<td>0.259**</td>
<td>0.065</td>
<td>5.40</td>
<td>29.51</td>
<td>0.000</td>
</tr>
</tbody>
</table>

* * * $p < .001$, **$p < .005$, *$p < .01$

Results in Table 7 highlights the significant values of $F= 20.55, P < .001, \beta=.218$ and $R^2=.045$. Significant $R^2$ value shows that Job embeddedness has a positive impact on social capital. The hypothesis H5 that job embeddedness positively affects social capital,
Results in Table 8 shows the significant regression model, $F= 14.76, P<.001$. The $\beta$ value ($\beta=.186$) and $R^2$ value ($R^2=.032$) are significant. Regression analysis shows the significant impact of Social capital (SC) on innovative work behavior (IWB). The hypothesis H.7 that social capital has a positive impact on IWB is accepted.

### Table 7: Outcome Variable: Social Capital

<table>
<thead>
<tr>
<th>Job Embeddedness (JE) as (IV)</th>
<th>$\beta$</th>
<th>$R^2$</th>
<th>t</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Embeddedness (JE)</td>
<td>0.218**</td>
<td>0.045</td>
<td>4.53</td>
<td>20.55</td>
<td>0.000</td>
</tr>
</tbody>
</table>

* * * $p<.001$, **$p<.005$, *$p<.01$

### Table 8: Outcome Variable: Innovative Work Behaviour

<table>
<thead>
<tr>
<th>Social Capital (SC) as (IV)</th>
<th>$\beta$</th>
<th>$R^2$</th>
<th>t</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Capital (SC)</td>
<td>0.186**</td>
<td>0.032</td>
<td>3.84</td>
<td>14.76</td>
<td>0.000</td>
</tr>
</tbody>
</table>

* * * $p<.001$, **$p<.005$, *$p<.01$

### Mediation Analysis

In psychology and social sciences, Hayes Bootstrap technique is the novel concept of mediation analysis. In mediation analysis, 1000 samples with bootstrapping procedure were repeated. In bootstrapping method the mediation is considered significant when there is no zero between low-level confidence interval (LLCI) and Upper-level confidence interval (ULCI) in indirect effect at 95% confidence interval (Preacher & Hayes, 2004). A path analysis test was applied to check the mediating effect of job embeddedness (JE). Results based on 1,000 Bootstrapping procedure with 1000 samples repeated have been mentioned in Table 9. It shows that total effect and indirect effect are significant; total effect = 0.4534, $p = 0.000$; direct effect = 0.3472., $P = 0.000$, and the indirect effect =.1062, $p=000$. The results testify the significant mediation of job embeddedness between internal marketing and innovative work behavior. There is no zero between LLCI = 0.0517, and ULCI =.1810 at 95% confidence interval. The hypothesis H6: Job embeddedness mediates the relationship between internal marketing and innovative work behavior is accepted.
Second mediation of social capital was tested between internal marketing and innovative work behavior. The total effect was significant; total effect = 0.4534, \( p = 0.000 \); direct effect = 0.4152, \( p = 0.000 \), but the indirect effect = 0.0382, \( p = 0.520 \) is insignificant because \( p > 0.5 \). Zero lies between LLCI = -0.894, and ULCI = 0.1692 at 95% confidence interval. LLCI is negative and ULCI is positive that clearly shows that zero falls between these two values. The insignificant values indicate that there is no mediation of social capital. Hypothesis H8: Social capital mediates the relationship between internal marketing and innovative work behavior is rejected.

In third mediation of social capital between job embeddedness and innovative work behavior shows the result, total effect and indirect effect were significant; total effect = 0.4519, \( p = 0.000 \); direct effect = 0.4000, \( p = 0.000 \), and the indirect effect = 0.0519, \( p = 0.000 \). There is no zero between LLCI = 0.0130 and ULCI = 0.1089. The result verifies the hypothesis H9: social capital mediates the relationship of job embeddedness and innovative work behavior.

**Table 9: Mediation Analysis**

<table>
<thead>
<tr>
<th>Path</th>
<th>Total Effect</th>
<th>Direct Effect</th>
<th>Indirect Effect</th>
<th>95% CI</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Low Level</td>
</tr>
<tr>
<td>IM ➔ JE ➔ IWB</td>
<td>0.4534 (0.0000)</td>
<td>0.3472 (0.0002)</td>
<td>0.1062 (0.000)</td>
<td>0.0517</td>
</tr>
<tr>
<td>IM ➔ SC ➔ IWB</td>
<td>0.4534 (0.0000)</td>
<td>0.4152 (0.0001)</td>
<td>0.0382 (0.520)</td>
<td>0.0894</td>
</tr>
<tr>
<td>JE ➔ SC ➔ IWB</td>
<td>0.4519 (0.0000)</td>
<td>0.4000 (0.0000)</td>
<td>0.0519 (0.0000)</td>
<td>0.0130</td>
</tr>
</tbody>
</table>

**4. DISCUSSION**

The results depict that organizational internal marketing (IM) practices affect positively on employee’s innovative work behavior. Organizational internal marketing practices change the behavior of employee to bring innovation (Ohly, Sonnentag, & Pluntke, 2006; Monks et al., 2013).

Internal marketing is an employee centered approach that considers employee as an internal customer and gives the feeling of pride that changes his behavior. Innovation can only come when the behavior of an individual is innovative (De Jong & Den Hartog,
2007). Organizations have to improve internal marketing practices to make their employees innovative. The regression result of internal marketing with Job Embeddedness (JE) and Social Capital (SC) shows a significant impact on JE and insignificant impact on SC. Internal marketing enhances the job embeddedness of an individual based on the organizational factor. In other regions of the world, internal marketing with job embeddedness provides the similar type of results (Widianto et al., 2012; Choi & Price, 2005).

The results show that in Pakistani manufacturing sectors, individuals are given more priority through IM practices and discouraged to build a relationship and sharing ideas by ignoring social capital. When employees are more embedded with the job, they are more known about the organization and exhibit more innovation. Halbesleben & Wheeler (2008) also found the result of job embeddedness with innovative work behavior due to less intention of turnover.

**Theoretical and Practical Implications**

This study will help the organizations to practice internal marketing to bring innovation and retain employees due to increase in job embeddedness. Engineering manufacturing sector of Pakistan is badly lacking of innovation in product and process that was needed a research that could serve as the pre-requisite for the organizations. This research clearly provides the direction for internal marketing practices in the organization to bring innovation and retention of employees in the organization. The negative aspect of the organization has also been explored in this research. Organizations don’t encourage employees to form relations and share ideas. The social capital in Pakistani manufacturing organizations is discouraged and not practiced as a part of the policy. It could be because of the threat of politics or sharing the important secret information. This research was based on the contingency and the rational approach. All variables selected for this research are not only linked with each other but also placed in an integrated model. This research will help to contribute to the management literature and help the organizations to practice internal marketing to enhance innovative work behavior of employees.
Limitations and future research: Though it was tried to adhere to all the requirements of research still few limitations remained to discuss. The first limitation was the selection of firms from the vicinity of Islamabad and Rawalpindi. This was because of resources and time constraint. Secondly, cross-sectional data were collected. Data collected one time may change the result when collected the second time. A longitudinal study must be done to further clarify the role of constructs used in this research.

For future recommendations, it is proposed that a comprehensive research should be done with gender and demographics with innovative work behavior. It will determine the difference between male and female behavior related to innovation. Similarly, the demographics will further clear about the individual’s behavior.

A comprehensive research is needed on gender and demographics to predict innovative work behavior in the manufacturing sector.

REFERENCE


