

Gauging the impact of M-marketing capabilities on perceived sales performance of organization

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ABSTRACT

The aim of this study to address the purposeful question for the managers and researchers is how organizational resources through mobile marketing (M-marketing) capabilities can improve sales performance of organizations. The study considered training, internal marketing, organizational culture and product-related knowledge as organizational resources that enhance perceived sales performance through different M-marketing capabilities like accessibility, cost saving and quick decision making. This research incorporated dynamic capability and resource-based view (RBV) theories to construct the research model. 396 responses were received from SMEs employees from ten big cities of Pakistan and structure equation modelling used to examine the research model. Findings showed that the organizational resources (training, internal marketing, organizational culture and product-related knowledge) and M-marketing capabilities (accessibility, cost saving and quick decision making) significantly impacted the PSP. M-marketing capabilities significantly partially mediate among the relationships of organizational resources and PSP.

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INTRODUCTION

Mobile marketing (M-marketing) means a set of procedures or applications that allow corporations and employees to share with each other and customers for better sales performance through mobile devices. Every organization wants to efficiently use organizational resources and the latest technologies to enhance sales performance. M-marketing is the latest convenient technology and uses advanced analytics that helps organizations take quick decisions at the right time for better sales performance (Marques et al., 2016). According to the Abhijith Nair (2022) global M-marketing market size was valued at \$11,000M in 2020 and is predicted to reach \$57,850M by 2030. The developed nations are utilizing M-marketing tools at various levels, whereas developing nations lagged behind to utilize M-marketing facilities to improve performance (Tarnanidis, 2024). According to PTA (2022), about 218 million internet users and 189M mobile phone users in Pakistan. There is a growing trend of using the mobile app for shopping and other business purposes in Pakistan (Sheikh et al.,

2017). The mentioned facts showed the raising trends of M-marketing regarding consumer buy and purchase in Pakistan.

M-marketing could be beneficial to all businesses because M-marketing applications will help them by providing better results in a short time and certainly reduce the cost of business. By recognizing the latest mobile trends, the Government of Pakistan (GOP) introduces Digital Pakistan Policy in which the Government introduces M-pay, M-taxation, and many more to provide efficient, less costly, and quick services to citizens (Ali et al., 2019). GOP also introduces many other mobile applications like e-energy, e-justice, e-agriculture, e-health because of emerging trends and because of this people now can enjoy less cost and quick facilities at their hand reach as a solution of their problems (GOP, 2022; Kamboyo, 2019). The study of Hassan et al. (2018) concluded that SMEs in Pakistan wants to get benefited from the latest tools of M-marketing to enhance the sales performance by adopting and implementing it. Few prior studies in the context of Pakistan studied M-marketing and highlighted its benefits (Iqbal & Asrar-ul-Haq, 2018; Muhammad et al., 2021), and these studies suggested that further researchers should investigate the potential capabilities of M-marketing to enhance the sales performance. Therefore, there is an extreme need for a study that investigates the impact of the M-marketing capabilities on PSP, especially in the context of SMEs in Pakistan.

To fulfil the existing research gaps, this study considers the impact of M-marketing capabilities on PSP in SMEs of Pakistan. The study undertaken resources-based view (RBV) and dynamic capabilities theories as theoretical support. The current study considered training, organization culture (OC), product related knowledge (PRK), and internal marketing as organization resources that will improve the perceived sales performance (PSP) and improve the M-marketing capabilities. The study considered quick decision making (QDM), accessibility and cost-saving as M-marketing capabilities that will improve the PSP. The study also proposed the innovative mediating role of M-marketing capabilities in this context that was lacking in the literature. The results showed that organizational resources (training, OC, PRK, and internal marketing) and M-marketing capabilities (QDM, accessibility and cost-saving) are significant predictors of PSP. Furthermore, M-marketing capabilities played a significant mediating role among organizational resources and PSP.

Moreover, the study discussed the theoretical framework and hypotheses in section two. Methodology for this research is discussed in section three. Results and discussion elaborated in section four and five respectively. In the last section the study discussed conclusion, implications, and limitation of the research.

LITERATURE REVIEW

This study considers dynamic capability theory and RBV theory as a theoretical framework. The RBV plays a vital role in organizational management that how organizational resources play a substantial part in achieving the organization's performance (Barney, 1991). RBV is the most used theory from many previous years to investigate the impact of different organizational resources that could increase the organization's performance (Dahiya et al., 2021; Karimi et al., 2007; Uddin, 2021).

Many other studies concluded that different organizational outcomes increase the organization's performance (Cross & Israelit, 2021; Damanpour, 1991; Tushman & Nelson, 1990) However, many previous studies criticized RBV because RBV focuses only on organizational resources but not on the capabilities developed by the organizational resources that have a significant association with organization's performance. (G. Kim et al., 2011; Wang et al., 2018; Wang & Hajli, 2017). Teece and Pisano (1994) proposed the dynamic capability theory to seize the deficiencies of RBV theory. The RBV overlooks the other related aspects of the organization's resources and develops different capabilities through those resources. Dynamic capability theory demonstrated how different capabilities can be developed in an organization by combining those organizational resources to improve organizational performance or sales performance (Dahiya et al., 2021; Kamble et al., 2021; Martinez et al., 2019). The focal point of the RBV is to use the present resources for the improvement of sales performance. However, the purpose of the dynamic capability theory is to generate new capabilities through available organizational resources to expand sales performance (Mikalef et al., 2018). The RBV focuses on sustainable organizational sales performance using the current organizational resources, whereas dynamic capabilities focus on the sustainable sales performance of the organization by developing dynamic capabilities in organization through current organizational resources. The findings of Wade and Hulland stated that different organizational resources could develop dynamic capabilities to enhance the organizational PSP which solely relies on developed capabilities (Wade & Hulland, 2004). The study of Shahbaz et al. (2020) also established that different big data analytics capabilities benefit organizational resources that generate some customer relationship management capabilities in the organization and those capabilities collectively increase the PSP.

The current view of marketing has extended to M-marketing, which facilitates the marketers by quick information and other mobile information aid that helps in marketing-related decision-making (Tong et al., 2020). This quick decision making, accessibility and less cost information capabilities of M-marketing will help the marketing employees in effective decision making and ultimately become the reason for the increase in PSP of the organization. Therefore, this study investigates the impacts of M-marketing capabilities on PSP. As dynamic capability theory is used as base theory along with RBV theory for the development of research framework. Therefore, this study considered training, OC, PRK, and internal marketing as organizational resources that generate M-marketing capabilities like QDM, cost saving, and accessibility. These organization's resources along with the M-marketing capabilities will strengthen the PSP of the organization.

Training

Training refers to be a tool itself that tries to cover the gaps between employees and the particular task which should be done by the employee (Shanmugathan & Thirunavukkarasu, 2023). Training referred to as a tool or equipment for improving the employees' capabilities and skills for the job. In this study, training is considered a tool or equipment that will enhance employees' skills regarding marketing to perform M-marketing related activities to increase PSP efficiently. Training is the

significance for the employee because it inflates the new life in the business. The need of the training begins when there is a gap in actual performance and desired performance (Timsal et al., 2016), because training increase employee's capabilities and skills which has significant impact on sales performance. The study of Schmidt (2007) summarized that training provides job satisfaction to employee which is important for sales performance. Moreover, Kaiafas and Bennett (2021) concluded that training for skill enhancement has a significant impact on the cost saving rather than traditional training. Traditional training provides knowledge of how to perform the task whereas skill enhancement training gives skills to perform tasks effectively in a short time and saves cost. Another study Chauvin et al. (2009) specified that the training increases the employees' decision-making power because trained employees can make difficult decisions effectively. Schweizer et al. (2011) argued in his study that training helps in improving decision-making capabilities. Organizations should provide training to employees to develop capabilities of accessing information by using the internet (Bruyère et al., 2006). Many previous studies judged that training has a significant impact on sales performance, cost saving, decision-making, and accessibility (Bakker & Leiter, 2010; Dahkoul, 2018; Frayne & Geringer, 2000; Palmen, 2013). Thus, this study hypothesized that:

H1: Training is positively associated with perceived sales performance.

H1a: Training is positively associated with quick decision making.

H1b: Training is positively associated with cost saving.

H1c: Training is positively associated with accessibility.

Product related knowledge

PRK is comprehensive knowledge about product, features, and tactics (Mariadoss et al., 2014). In this study, PRK is considered a tool that allows understanding of the product that helps employees enhance PSP through M-marketing capabilities. The organizations for the increase in sales performance should provide knowledge of the products or services to their employees which help employees in strategies making and improve their decision making capabilities (Kanter, 1982). The improvement in PRK and decision-making capability ultimately increases organizational PSP. Extant research also shows that PRK empowers the employee to satisfy the cross-examiner in result the examiner purchases the product (Homburg et al., 2008), which has direct impact on PSP. Knowledge of the product enables employees to efficiently collect information and utilize it effectively, increasing their decision-making abilities (Mariadoss et al., 2014). PRK also increases employees' negotiation abilities, which directly affects the employee's sales performance and cost reduction (Timsal et al., 2016). PRK helps in increasing confidence in the employee to convince the customer. Therefore, this study hypothesized that:

H2: Product related knowledge is positively associated with perceived sales performance.

H2a: Product related knowledge is positively associated with quick decision making.

H2b: Product related knowledge is positively associated with cost saving.

H2c: Product related knowledge is positively associated with accessibility.

Organizational culture

OC is a set of norms, beliefs and practices which makes a difference among organizations (Habib et al., 2014). This study considered OC a tool in enhancing employees' PSP through M-marketing capabilities. It is deemed that positive OC will motivate employees to put extra efforts, ultimately increasing organizational PSP (Habib et al., 2014). The positive OC allowed the employees to contribute in decision-making, which ultimately improved their PSP. Henceforth, it can be posited that OC is a key factor if the organizations are concerned about increase in PSP and employees' decision-making capabilities. Suppose OC empowers the employees to make decisions independently. In that case, it will enhance the decision-making capability of the employees and enable them to enhance accessibility and cost reduction capabilities (Shafiwu, 2014), which ultimately become the reason for the increase in PSP. The better the OC organizations have, the more effectively they will develop the teamwork environment in the organizations, which is also a significant predictor of cost reduction and PSP (Gruman & Saks, 2011). Furthermore, the OC that provides autonomy to the employees, which ultimately increase the accessibility capability of the employees (Al Mehrzi & Singh, 2016). Another study described that, if the knowledge of the product or other important information or sales tools are not accessible, the organization will face difficulties in growth (Andersson & Karlsson, 2007); the organization should promote the culture of accessibility resources which help employees to increase PSP. Consequently, this study hypothesized that:

H3: Organizational culture is positively associated with perceived sales performance.

H3a: Organizational culture is positively associated with quick decision making.

H3b: Organizational culture is positively associated with cost saving.

H3c: Organizational culture is positively associated with accessibility.

Internal Marketing

Internal marketing is a strategy by which organizations sell products to their employees (Grönroos, 1981), selling executive positions and its benefits to the employees for the better performance of organization. Internal marketing has significant importance in organizations. Internal marketing activities are used to retain and maintain the most qualified and skilled staff (Bansal et al., 2001; Pappasolomou-Doukakis, 2002), the organization should do internal marketing practices to keep well trained and skilled staff to maintain higher PSP. By providing more opportunities and facilities to the employees the organization can achieve competitive edge over competitors, which directly increase PSP. Those organizations who adopt internal marketing activities like providing equal opportunity of training or learning the skills, have a good sense of commitment in labor (Bansal et al., 2001), which

increase decision-making capabilities in employees and solve problems easily. Providing employees with basic needs, knowledge, and other necessary equipment makes them feel that origination is committed to their career development skills (Shahzad et al., 2020), giving accessibility to organizational resources increases the organization's PSP. The organization should create the flow of knowledge and skilled building techniques that can be easily accessible (Andersson & Karlsson, 2007), by that employee feel he is important or a part of the organization, which increases his PSP. Moreover, Grönroos (1981) stated that, by promoting existing employees with minimum increment or by extra benefits, firms can reduce our recruitment cost of higher-paid positions. Many previous studies proved that internal marketing is a significant predictor of decision making, cost saving, accessibility, and PSP (Bansal et al., 2001; Ledford & Mohrman, 1993; Pfeffer, 1998). Therefore, this study hypothesized that:

H4: Internal marketing is positively associated with perceived sales performance.

H4a: Internal marketing is positively associated with quick decision making.

H4b: Internal marketing is positively associated with cost saving.

H4c: Internal marketing is positively associated with accessibility.

Accessibility

Accessibility is quality to make the resources available for all the users or for board range of peoples (Leite et al., 2021). In this study accessibility is the M-marketing capability for enhancing employee's PSP. If there is no accessibility of resources, then organization will face decrease in sales performance. Those organizations which provide accessibility of resources to their employee have better PSP (Andersson & Karlsson, 2007), for the enhanced PSP organizations should allow their employee to have access of the real-time information of organization or customer. Employee is the front man of the organization who must defend the organization in the market. He must have excellent knowledge of the organization's services (Behrman & Perreault, 1982), for the increase in PSP, the organization should create easy accessibility M-marketing sales tools (software, application). The accessible resources are more beneficial for organization (Topp et al., 2008), the accessibility of internet enables the employee to have real-time knowledge about the customer, trends and organization. In the digital age, web accessibility is important in data transferring and information sharing for many organizations (Topp et al., 2008), accessibility of resources or anything is a backbone of any organization that supports PSP employees. In the digital age where every small or big data or information is kept on web-cloud, employees need access to that information for improved PSP (Shestakevych et al., 2018). In the modern era, organizations should provide M-marketing accessibility to employees for better PSP. Accessibility of M-marketing applications enables the employee to locate resources (Kukulska-Hulme & Traxler, 2007). Therefore, this study hypothesized that.

H5: Accessibility is positively associated with perceived sales performance.

Quick Decision Making

Quick decision making (QDM) is selection of different alternatives in a situation by which the peoples achieve their solutions (Iphar & Alpay, 2019). In this study, QDM as a M-marketing capability will help employees by making the accurate decision on time that ultimately increases PSP. Mobile applications allow the users to have the different alternatives solutions of the particular situation (Iphar & Alpay, 2019), In the age of M-marketing where every information is in your pocket, which helps employees make decisions easily, which will facilitate in achieving enhanced PSP. Usage of mobile in digital age help in developing different alternatives for learning (Arrigo et al., 2013; Marques et al., 2016), different mobile applications helps in developing QDM capabilities in employees by providing them facts and figure to make the best decision. Mobile applications allows the user how to learn how to inquired the product (Jones et al., 2013), by inquiring of the product, it is easy to make a quick decision which increase the PSP. Mobile health applications felicitating the patients in decision making process, in 2015 over 3 billion health App were downloaded worldwide (Stephan et al., 2018), in the modern era of technology mobile applications / M-marketing helps people or employees in QDM.

Moreover, using M-marketing increases employees' decision-making skills, which increases the PSP. Many studies have enraged the benefits of M-marketing for better decision-making and increase sales (Smutkupt et al., 2010; Tong et al., 2020). Therefore, the study hypothesized that.

H6: quick decision making is positively associated with perceived sales performance.

Cost saving

In this study cost saving is an M-marketing capability tool which helps organizations to save the cost of marketing. The reasons behind using M-marketing are that the organizations want the low-cost solutions in less time (Hussain et al., 2017). People are much busier in their routine jobs because they do not have enough time to use mobile applications for their solutions in less time and at low cost. M-marketing enables the buyers and sellers to communicate freely with each other and it also diminishes the limit of physical meetings, making it more convenient and less costly (Gill et al., 2017). The power of new mobile technologies automates the business processing process which reduces the operational cost of the business (Varshney et al., 2004). In the digital age, mobile applications have removed the finance department in small business because firms can manage their business accounts easily using smart financing application. Product knowledge may increase the employees' skills of satisfying the customers in less time by proving the relevant knowledge of the product. Mobile applications helps in providing information of products at any time at any place, which reduces the cost of sales teams (Z. Iqbal et al., 2018). The decreasing cost of the smart mobile phones provide a relative advantage in saving time (S. H. Kim, 2008), instead of providing PCs and costly laptops mobile application reduces the equipment cost. Moreover, m-commerce has significantly reduces the cost of fuel, advertising, incentives and the salaries of the marketing staff (Boadi et al., 2007). M-marketing enables the organization to approach the potential customer by web application like Alibaba mobile app where

millions of potential customers and sellers are gathered to sell or buy their products. Therefore, the study used cost saving as an M-marketing capability that will enhance the PSP. The study hypothesized that.

H7: Cost saving is positively associated with perceived sales performance.

Mediating role of M-marketing capabilities

Accessibility plays a noteworthy role in increasing user autonomy and helps them understand the latest software and equipment (Premanandh, 2011). Accessibility creates a superior quality of M-marketing Capabilities in organizations supported by organizational resources. By providing training, accessibility as the M-marketing capability will increase employee commitment, which will directly increase the organization's performance. Accessibility will be increased by the providing PRK to the employees so they can easily understand and perform the task (Andersson & Karlsson, 2007). As much as the internal marketing increases, it will increase the accessibility. Moreover the culture of an organization should be supportive which directly allows the accessibility of resources as much as the OC would be corporative the accessibility will increase. The study of Chen and Nath (2004) concluded that M-marketing plays a mediating role between organizational resources and PSP. Therefore, the current study perceived that accessibility would play a mediating role between the relationship of training and PSP, internal marketing and PSP, organizational culture and PSP and PRK and PSP.

H5a: Accessibility has mediating effect in the relationship of training and perceived sales performance.

H5b: Accessibility has mediating effect in the relationship of internal marketing and perceived sales performance.

H5c: Accessibility has mediating effect in the relationship of organizational culture and perceived sales performance.

H5d: Accessibility has mediating effect in the relationship of product related knowledge and perceived sales performance.

QDM is a vital factor in increasing the PSP. As much as firms provide training to their employees their decision-making skills increase, and they take effective and right decisions which ultimately increases the overall organizational performance. Whereas, organizations can increase their sales performance by providing PRK to their employees, increasing their QDM capabilities (Cascio et al., 2010), which will boost PSP. Moreover, a good OC increases the QDM capabilities of employees (Shahzad, 2014). Internal marketing as an organizational resource helps employees increase QDM skills, ultimately increasing PSP (Papasolomou-Doukakis, 2002). Therefore, the current study perceived that QDM will play mediating role between the relationship of training and PSP, internal marketing and PSP, OC, and PSP and PRK and PSP.

H6a: Quick Decision making has mediating effect in the relationship of training and perceived sales performance.

H6b: Quick Decision making has mediating effect in the relationship of internal marketing and perceived sales performance.

H6c: Quick Decision making has mediating effect in the relationship of organizational culture and perceived sales performance.

H6d: Quick Decision making has mediating effect in the relationship of product related knowledge and perceived sales performance.

Cost saving is an element that helps organizations create superior quality of M-marketing capabilities. By providing training to employees, cost saving as an M-marketing capability will increase by which organizations can save their cost of processing (Kaiafas & Bennett, 2021). Moreover, internal marketing will increase cost saving as M-marketing tool, which allows the organization to promote the existing employee instead of hiring the new one with bigger incentives (ÇOBAN, 2004). Furthermore, organizations should develop the organization's good sharing culture, which saves the cost of production (Kaiafas & Bennett, 2021). By proving PRK to employees organizations can reduce the cost of frontline operations, when an employee knows everything about the product he can effectively satisfy the customers which directly increases the overall perceived sales performance (Avila, 1993). This study proposed the mediating role of cost saving among organization resources and PSP relationships based on cited arguments.

H7a: Cost saving has mediating effect in the relationship of training and perceived sales performance.

H7b: Cost saving has a mediating effect in the relationship between internal marketing and perceived sales performance.

H7c: Cost saving has a mediating effect in the relationship of organizational culture and perceived sales performance.

H7d: Cost saving has mediating effect in the relationship of product related knowledge and perceived sales performance.

Theoretical Framework

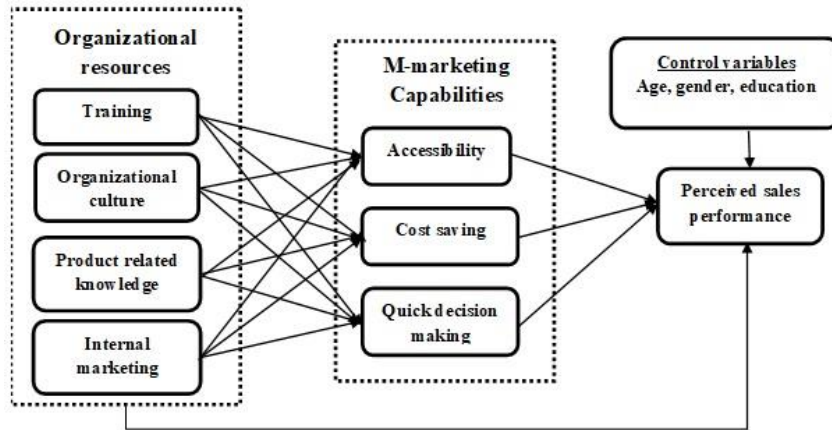


Figure 1. Theoretical Framework

Figure 1 represented the proposed research model of the present study.

RESEARCH METHODOLOGY

Measures

The study gathered data via a structured questionnaire which was allocated into two sections. The first section contains the items about demographic information of the respondent and second portion carries items of the constructs. For content validity, this study adapted measures from existing literature of a similar context. The three items scale of training was adapted from (Dahkoul, 2018), five items scale of PRK was adapted from (Mariadoss et al., 2014), four items scale of internal marketing was adapted from (Bruyère et al., 2006), five items scale of OC was adapted form (Shahzad et al., 2017), four items scale of accessibility was adapted from (Hsu & Liao, 2014), four items scale of cost saving was adapted from (Jack et al., 2010), five items scale of QDM was adapted from (Myburgh et al., 2015), three items scale of PSP was adapted from (Shahbaz et al., 2020). Furthermore seven-point Likert scale (1 strongly disagree to 7 strongly agree) was accepted to mathematically

calculate the items as it is one of the mostly used scale by the well-recognized researchers. (Finstad, 2010; Presser et al., 2004; Preston & Colman, 2000).

Sampling and data collection

The SMEs of Pakistan were chosen as the targeted audience, for that purpose the simple random sampling method was endorsed for collecting data from four provincial capitals and two big industrial cities Faisalabad and Sialkot. The simple random sampling method is fit for examining the behavioral interaction among variables (Newsted et al., 1998). For the selection of the sample size the convenience sampling procedure was used as it was suitable for the case because the accessibility of the respondent varies (Saunders et al., 2016). Firstly, human resource department (HRD) of SMEs was contacted and provided with the reasons of the research after getting access, data were gathered via an online survey from the employees of the sales and marketing department linked with the usage of different sales management systems. A total of 800 questionnaires were requested to be filled through Google forms, out of which 432 filled questionnaires were secured. Finally, 396 useable responses were chosen for final analysis after clearance the biased and incomplete responses.

RESULT AND DISCUSSION

The current research used SPSS v25 to certify the reliability and validity through exploratory factor analysis (EFA). This study adopted structural equation modeling (SME) for testing the purposed research model, and AMOS v25 was used to perform SEM and confirmatory factor analysis (CFA). The demographical information is presented in Table I. According to the findings the gender of the respondents was equally assorted. Moreover, 96.2% of respondents had bachelor's or master's degree. Furthermore 93.7% of respondents were aged less than 46 years. So that, the respondents of this research were young, enlighten, young and similarly assorted in gender.

Table I: Demographics

	Type	Density	%
Gender	Male	212	46.5
	Female	184	53.5
	Total	396	100
Education	Inter	7	1.8
	Bachelor	203	51.3
	Master	178	44.9
	Doctoral	8	2
	Total	396	100
Age	18-25	54	13.6
	26-35	153	38.6
	36-45	164	41.4
	46-above	25	6.3
	Total	396	100

After certifying the samples' fairness, the central concern of common method bias (CMB) was conveyed by adopting Harman's single factor test. The first factor describes the total variance of 39.19% after classifying all items into eight subgroups which is less than threshold value of 50% (Hu & Bentler, 1999).

The validity and reliability were certified by average variance extracted (AVE), Cronbach's alpha and composite reliability (CR). The value of CR, AVE and Cronbach's alpha represented in

Table II ranged from 0.883-0.971, 0.654-0.892, 0.882-0.927, respectively the value of Cronbach's alpha, CR, AVE exceeded the threshold values of 0.7, 0.7 and 0.5 (Sarstedt *et al.*, 2014; Shahbaz *et al.*, 2021). Thus, it indicates that there is no issue of reliability and validity issue.

Table II: Factor loading, Cronbrash's alpha, CR, and AVE

Sr.no	Constructs	Items	Loadings	Cornbrash's alpha	CR	AVE
1	Training	TR1	0.795	0.927	0.935	0.829
		TR2	0.779			
		TR3	0.818			
		PRK1	0.736			
		PRK2	0.764			
2	Product related knowledge	PRK3	0.847	0.921	0.920	0.703
		PRK4	0.854			
		PRK5	0.849			
		OC1	0.776			
		OC2	0.777			
3	Organizational Culture	OC3	0.805	0.917	0.916	0.686
		OC4	0.774			
		OC5	0.759			
		IM1	0.767			
		IM2	0.763			
4	Internal marketing	IM3	0.777	0.920	0.916	0.733
		IM4	0.818			
		QDM1	0.71			
		QDM2	0.868			
		QDM3	0.7			
5	Quick decision making	QDM4	0.865	0.899	0.905	0.666
		QDM5	0.757			
		ACC1	0.764			
		ACC2	0.737			
		ACC3	0.734			
6	Accessibility	ACC4	0.816	0.882	0.883	0.654
		CS1	0.829			
		CS2	0.812			
7	Cost saving					

		CS3	0.841	0.967	0.971	0.892
		CS4	0.865			
		PSP1	0.759			
8	Perceived sales performance	PSP2	0.79	0.884	0.880	0.720
		PSP3	0.806			

Afterwards to certify that the measures were according to the respective variables EFA was performed, the outcomes of factor loadings represented in were ranged from 0.700-0.868 that is above the threshold value of 0.7 (Shahbaz *et al.*, 2019; Shahbaz *et al.*, 2021).

The study explained on the AVE square to certify the discriminant validity as advised by (Larcker, 1981). As shown in the **Table III**, the value of the square root of all constructs exceeded those of all inter constructs linked with the variable; hence, no critical problem was found in discriminant validity.

Table III: Discriminant validity

	PRK	OC	CS	QDM	IM	ACC	TR	PSP
PRK	0.839							
OC	0.440***	0.829						
CS	0.368***	0.582***	0.944					
QDM	0.362***	0.465***	0.363***	0.816				
IM	0.440***	0.570***	0.582***	0.406***	0.856			
ACC	0.395***	0.537***	0.596***	0.364***	0.613***	0.809		
TR	0.394***	0.501***	0.534***	0.389***	0.571***	0.550***	0.910	
PSP	0.436	0.535	0.519	0.515	0.561	0.537	0.516	0.848

Bold value represents the square root of the AVE of each variable; Significance of correlations: *p < 0.050, **p < 0.010, ***p < 0.001

Table IV represents the values regarding the goodness of model fit. All values are within the threshold and ensure the good fitness of model.

Table IV: Measurement model fitness

Measure	Estimate	Threshold	Interpretation
CMIN	671.551	--	--
DF	453.000	--	--
CMIN/DF	1.482	Between 1 and 3	Excellent
CFI	0.984	>0.95	Excellent
SRMR	0.059	<0.08	Excellent
RMSEA	0.034	<0.06	Excellent
P Close	1.000	>0.05	Excellent

Structural Model results

Later then this research conducted path analysis. presented the amount of goodness of model fit and results of the table showed the model is good fit (Sarstedt *et al.*, 2014).

Table V: structural model fitness

Measure	Estimate	Threshold	Interpretation
CMIN	4.456	--	--
DF	2.000	--	--
CMIN/DF	2.228	Between 1 and 3	Excellent
CFI	0.998	>0.95	Excellent
SRMR	0.012	<0.08	Excellent
RMSEA	0.054	<0.06	Excellent
P Close	0.357	>0.05	Excellent

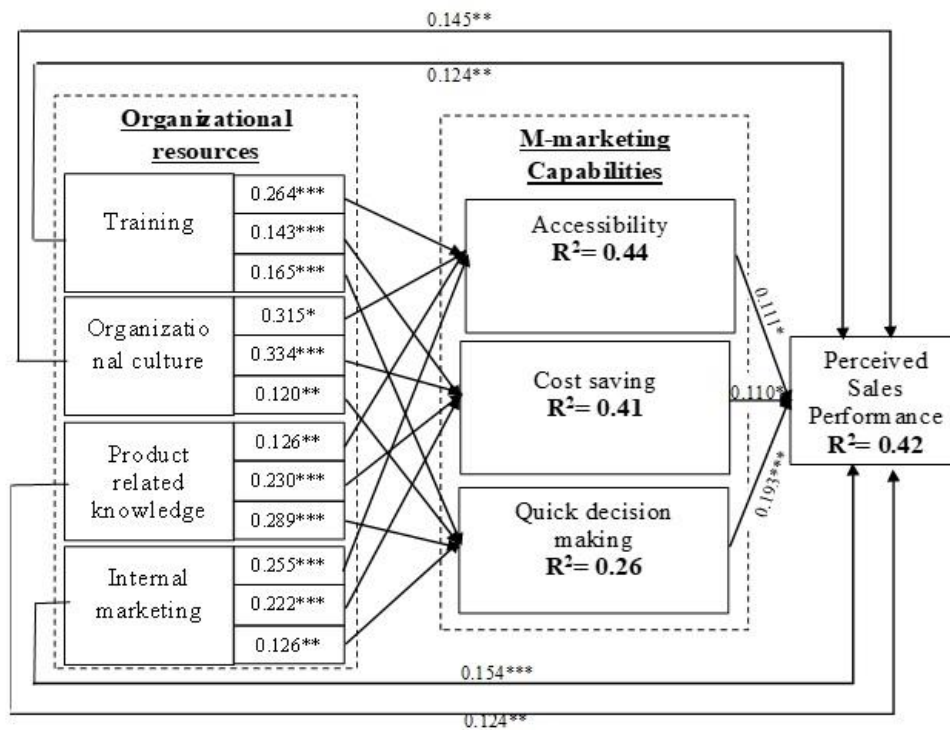


Figure 2 Path Analysis Results

Furthermore,

Figure 2 present the path coefficient and the significances level of research model. According to the results, training is positively related to accessibility ($\beta = 0.264$, $p=0.000$), cost saving ($\beta=0.143$, $p=0.000$), QDM ($\beta=0.165$, $p=0.000$) PSP ($\beta = 0.145$, $p = 0.001$). OC is positively related to accessibility ($\beta=0.315$, $p=0.000$), cost saving ($\beta = 0.334$, $p = 0.000$) QDM ($\beta = 0.120$, $p = 0.008$) PSP ($\beta = 0.124$, $p = 0.010$). Internal marketing is positively related to accessibility ($\beta = 0.255$, $p = 0.000$) cost saving ($\beta = 0.222$, $p=0.000$), QDM ($\beta= 0.126$, $p = 0.006$) PSP ($\beta =0,154$, $p = 0.000$). PRK is positively related to accessibility ($\beta = 0.126$, $p = 0.003$), cost saving ($\beta = 0.230$, $p = 0.000$) QDM ($\beta = 0.289$, $p = 0.000$) PSP ($\beta = 0.124$, $p = 0.007$). Accessibility is positively related with PSP ($\beta = 0.111$, $p = 0.023$). Cost saving is positively related with PSP ($\beta = 0.110$, $p = 0.023$). QDM is related with PSP ($\beta = 0.193$, $p = 0.000$). Furthermore, the R-square (R^2) of accessibility indicated 0.44 which means predictor variables caused 44 % of the variance in accessibility. Moreover, the R^2 values of cost saving,

QDM and PSP are 0.41, 0.26 and 0.42 respectively. Furthermore, all the proposed control variables such as gender, age, and education have insignificant relationship with PSP.

Mediating analysis results

To check the mediating role of accessibility, cost saving and QDM among different variable relationship. To calculate the divergent effects and to assure the confidence level this study used bootstrapping method in 2000 bootstrap samples to assure the 95% confidence level. Due to the complexity of the model and the relationship between variables, there is no need to specifically measure the indirect relations of the variables. Therefore the bootstrapping methods that calculate the certain divergent effects that suggested by (Brown, 1997), was applied. Table VI shows the outcomes of certain divergent effects of the mediating variables.

Table VI: Mediating results

Variables				Bootstrapping results			
H. No	Independent	Mediator	Dependent	Lower Bounds	Upper Bounds	Indirect effects	Results
H5a	Training	Accessibility	PSP	.002	.044	.128**	Accepted
H5b	Training	Cost saving	PSP	.003	.031	.121**	Accepted
H5c	Training	Quick Decision Making	PSP	.031	.098	.155***	Accepted
H5d	Organization Culture	Accessibility	PSP	.012	.047	.109*	Accepted
H6a	Organization Culture	Cost saving	PSP	.013	.066	.124**	Accepted
H6b	Organization Culture	Quick Decision Making	PSP	.019	.068	.131**	Accepted
H6c	Product related knowledge	Accessibility	PSP	.002	.051	.108*	Accepted
H6d	Product related knowledge	Cost saving	PSP	.014	.066	.128**	Accepted
H7a	Product related knowledge	Quick Decision Making	PSP	.009	.059	.147**	Accepted
H7b	Internal Marketing	Accessibility	PSP	.010	.080	.138**	Accepted
H7c	Internal Marketing	Cost saving	PSP	.008	.069	.159**	Accepted
H7d	Internal Marketing	Quick Decision Making	PSP	.006	.057	.147**	Accepted

Significance level *P<0.050; **P<0.01; ***P<0.001

Accessibility significantly partially mediates the relationship among training on PSP, OC and PSP, internal marketing, and PSP and PRK and PSP. Furthermore, cost saving significantly partially mediates the relationship among training on PS, internal marketing on PSP, OC on PSP and PRK on PSP. Moreover, QDM significantly partially mediates the relationship among PSP training, internal marketing on PSP, OC on PSP, and PRK on PSP.

Discussion

This is the era of IT and M-marketing which is important to enhance the organization's sales performance. Because in the digital age everybody wants the variety of solutions for his/her problem in less time and in hand range (Pérez et al., 2010), therefore, M-marketing provides on-time solutions to employees, which enhances their PSP which ultimately increases the PSP of SMEs. According to the results there is a great need of M-marketing in SMEs of Pakistan, this research investigates the impact of M-marketing capabilities on the PSP. By the expansion of diverse organizational resources, through which firms can increase the M-marketing capabilities which ultimately increases the PSP. According to the findings of this research we purposed the four most affecting organizational resources, namely training, internal marketing, OC and PRK as determinants of organizational resources to test their impact on the PSP and suggested that these variables are significant developers of M-marketing capabilities (accessibility, cost saving and QDM) and PSP of SMEs organizations in Pakistan.

According to results training has a significant relation with accessibility, cost saving, QDM and accessibility, it is as much as we increase the training of the employees, their accessibility of information will increase that how to access or get the required information, they will also learn how to save the cost in the products or in operations as well as their QDM will also increase which untimely increase the organizational PSP. Therefore, the top management of SMEs in Pakistan should especially focus on the training part of the employees so that they will learn how to efficiently use M-marketing tools (accessibility, cost saving and QDM) for better PSP.

According to the results, as much as the OC would be innovative and positive it will help the employees in accessibility of information and resources which help them in innovation because the relevant information on the main time is very necessary for PSP. Whereas the positive and innovative OC increases the acceptance of organization in the employee's mind by which the employee feels a part of organization, which motivates employee to save the cost of products for the organization. Moreover, when OC gives the right to make decisions, employees feel like part of the organization and show his/her loyalty in work. Therefore, the organizational managers should maintain the positive and cooperative OC so that the employees move towards M-marketing tools to enhance their capabilities to become the best employee of the organization, which ultimately increases the PSP.

The results display that internal marketing positively affects PSP. As much the organization does the internal marketing, the employees will perform better for promotion. The organization should perform internal marketing. It enables employees to have accessibility towards information and resources which ultimately increases the employee's PSP. Internal marketing organizations can save on salary and wages as they can promote the existing employees by increasing a certain amount of increment instead of hiring new and highly paid employees. Internal marketing helps employees get information by getting higher positions in the organizations, decreasing the cost of production and operations. By internal marketing organization can increase the M-marketing capabilities of employees so that they can easily take a decision in an effective way and in less time.

As the result reveals, PRK has a substantial association with organizational resources and PSP. As many firms provide the PRK to their employees they will be able to access the regarding / relevant information for the organization. When the organization provides the knowledge of the product to their employees so their convincing skills increases by which they can satisfy and sales the product to customer which untimely increases the sales performance and decreases the operational cost of the organization here M-marketing plays an effective role in providing quick and relevant information which enables the employee to take decision quickly which ultimately save the cost of operation. The managers of SMEs in Pakistan should focus on the PRK of the employees by enhancing the M-marketing capabilities, which ultimately increases the organizational PSP.

The results show that accessibility has a significant relationship with PSP. As long the accessibility of resources and information increases, it will increase the employee's confidence that the organization trusts him so he will give his best to the organization, which will untimely increase the organizational sales performance. Therefore, managers in SMEs of Pakistan should increase the accessibility of resources or information towards employees for the better sales performance.

Results reveal that cost saving has a significant relationship with PSP. M-marketing provides the best alternatives in a short time and with the relevant information, which helps the employee take the decision quickly, saving the cost of production and operations. Therefore, the managers in the SMEs of Pakistan should pay attention on employees to learn M-marketing tool which will help them in cost saving, which ultimately increases the PSP.

Moreover, the results demonstrated that the QDM also is a noteworthy factor of PSP, that the organization should encourage or allow the employees to take part in the decision making of the organizations, which enhance their decision-making skills by which they can understand which decision should be made on the time. M-marketing provides the best solution with the relevant information, allowing the employees to take the decision quickly, simultaneously increasing the PSP. Mangers of SMEs in Pakistan should also pay attention toward the learning skills of M-marketing tools to increase their PSP.

CONCLUSION AND POLICY IMPLICATION

Conclusion

The special interest of researchers in the influence of organizational resources on PSP motivated this research. The literature on organizational resources is in wide range in terms of advantages, challenges, and adoption but it is narrow in the context of its potential effects on PSP improvement. So, the main aim of the research was to examine the effect of M-marketing capabilities on the PSP. This research was conducted on dynamic capabilities and RBV theories. The most highlighted organizational benefits were considered to measure the organizational resources. The impact of organizational resources on the improvement of M-marketing capabilities with PSP and direct influence of M-marketing capabilities with PSP was aimed to investigate empirically. The study

proposed the mediating role of M-marketing capabilities among organizational resources and PSP. The empirical finding of this research clears those organizational resources, such as training, OC, internal marketing and PRK have a substantial impact on M-marketing capabilities and an indirect impact on PSP through M-marketing capabilities. So that M-marketing capabilities, such as accessibility, cost saving and QDM, are the strong drivers of PSP and perform a significant mediating impact between organizational resources and PSP. So that, this research concluded that organizational resources could increase PSP and can facilitate M-marketing capabilities in SMEs.

Implications

The Study bifurcated the implications into two subparts.

Theoretical Implications

This research contributes to the literature in several ways. This research plays a part towards the impact of M-marketing capabilities on PSP in the scenario of SMEs of Pakistan, which could be a significant insight for technological enhancement of M-marketing capabilities on PSP, especially in developing nations. Moreover, current study participated in the theory with a combination of RBV and dynamic capabilities theory in the environment of M-marketing capabilities impacts on perceived sales performance. This research also offers a theoretical foundation for the researchers who want to inspect the role of organizational resources in PSP improvement in Pakistan's SMEs and other developing counties. Furthermore, this research presents a magnificent participation of M-marketing capabilities as a mediating among organization resources and PSP which is not adequately addressed in the literature. M-marketing capabilities that are examined in this research have been proven as a significant supporter of PSP. These results provide significant support to M-marketing capabilities in gauging the influence of organizational resources on PSP.

Practical Implications

Correspondingly, the present study adds to the practices of organizational resources differently. This research fills the gaps between the organizational resources and PSP in the contexts of SMEs in Pakistan and provides the chance to exercise organizational resources for better PSP. This research provides significant solutions to the SMEs organizations that always look for the best alternatives for better PSP. So, based on this research, it is recommended that the SMEs can effectively take over the challenges of the lower sales and can implement the M-marketing capabilities by improving their organizational resources in their organization. Furthermore, to improve PSP, managers are recommended to implement and expand the M-marketing capabilities and provide organizational resources to their employees so they can perform well, which ultimately increases PSP.

Limitations and future research directions

Present study aims to examine the impact of M-marketing capabilities on the PSP of SMEs of Pakistan. Despite the remarkable beneficitation of this research, there are numbers of limitations remains in this

research. Based on these limitations, there are some future directions that the research suggested for other researchers. The sample size of this research belonged to the developing country Pakistan, which would be different from other developing and developed countries. For the findings and model's reliability of this research the future researchers should conduct their research in other emerging and emerging countries. Future research has to be conducted on the behavioral changes of the user in usage of technologies. This research is done on the four organizational resources as the measuring variables to check the impact of organizational resources on the PSP and then marked the direct positive influence of organizational resources on PSP and the direct influence through M-marketing capabilities. The researchers should also research other organizational resources, which would also increase the organizational PSP. This study considered M-marketing capabilities as a mediating forecaster of PSP. The researchers should also consider other important capabilities, like marketing and dynamic process capabilities that should consider the mediating role and get investigated. Therefore, future research should be done with other capabilities to strengthen the research findings.

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