

# Effects of Internal Market Orientation on Internal Performance, Employee Knowledge Management Capability and Innovation

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## ABSTRACT

Businesses operating in the knowledge economy often struggle with a variety of bewildering challenges, including turbulent environmental changes and uncertainty, rapid technological advancement, and compressed product life cycle. An essential element of business competitive advantage, or even survival, is possession of excellent performance in innovation. Since innovation stems from knowledge, it is crucial that businesses are capable of managing their valuable organizational knowledge. This study investigates how employee motivation impacts their job satisfaction and organizational commitment, willingness and capability to acquire, transform, use, and protect knowledge, and ultimately innovation performance. The theoretical model is tested with the linear structured equation modeling module in the AMOS software. The result shows that internal market orientation (IMO) positively affects internal performance, employee's knowledge management capability, and innovation performance. Most notably is the impact of IMO on innovation performance, demonstrating the value of internal market orientation implementation for the improvement of innovation performance. It is also found that internal performance positively affects employee's knowledge management capability, which in turn positively affects innovation performance. However, the absence of significant impact of internal performance on innovation performance suggests internal performance positively affects innovation performance through employee's knowledge management capability. The study also establishes the role of internal performance as an important intermediate variable in IMO's impact on innovation performance. Directions for future research are suggested.

Keywords : Internal Market Orientation ; Internal Performance ; Employee Knowledge Management Capability ; Innovation Performance

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