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THE EFFECT OF SALES CULTURE ON ENTREPRENEURIAL MARKETING THROUGH THE MEDIATING ROLE OF INTERNAL MARKETING (CASE STUDY: EMPLOYEES OF SHAFIQ COMPANY, ISFAHAN CITY)

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ABSTRACT

This research aims at investigating the effect of sales culture on entrepreneurial marketing through the mediating role of internal marketing. The present study is practical in its objective and employs a descriptive-surveillance approach for data collection. The statistical population of the research is 120 workers of Shafiq Industrial and Commercial Group of Isfahan. Data was collected via a questionnaire. The questionnaire's validity was assessed and validated by content validity and reliability measures, namely Cronbach's alpha coefficient and composite reliability. The study hypotheses were tested using the approach of structural equation modeling and the Smart PLS 3.0 software. The findings indicated that the presence of a sales culture has a favorable and significant effect on both entrepreneurial marketing and internal marketing. Furthermore, the findings indicated that internal marketing exerts a favorable and substantial impact on entrepreneurial marketing. Finally, the results of analyzing the mediating function of internal marketing also demonstrated that internal marketing has an influence on the link between sales culture and entrepreneurial marketing. Overall, it can be stated that manufacturing industries should strive to establish a more favorable position in light of their significant role in the economy and their existing competitive advantage.

Keywords: Sales culture, Internal marketing, Entrepreneurial marketing, Mediating role

INTRODUCTION

In both the corporate world and contemporary society, markets are always evolving, and the consumer plays a pivotal role at the start and conclusion of the value chain. Entrepreneurship in a digital transformation era enables entrepreneurs to capitalize on possibilities and innovate novel approaches to fulfill consumer expectations and market demands. Globalization has resulted in customers having more access to information and the opportunity to purchase products and services from nations beyond their own boundaries (Guerola-Navarro, Oltra Badenes, Gil Gómez, & Stratu-Strelet, 2019). This implies that the requirements, desires, and anticipations of customers are undergoing transformation, and only enterprises that adjust to these changes can thrive in this dynamic market. To achieve this, it is imperative to allocate

resources towards innovation and development, foster an entrepreneurial mindset, and proactively identify and exploit novel possibilities and strategies to address these requirements, demands, and expectations (Hills, Hultman, & Miles, 2008).

The field of entrepreneurship has garnered attention from researchers across various disciplines due to its crucial role in driving economic and social development. It is widely acknowledged that the entrepreneur plays the most significant role in the modern economy (Sánchez, 2011). Presently, clients wield significant sway over the prosperity of enterprises. In today's world, companies require effective tools to gather essential management information in order to meet customer needs and expectations. This information helps shape their production, logistics, and business strategies in alignment with customer demands (Gil-Gomez, Oltra-Badenes, Guerola-Navarro, & Zegarra Saldaña, 2023; Vicedo, Gil-Gomez, Oltra-Badenes, & Guerola-Navarro, 2020). However, the development of entrepreneurial businesses becomes challenging due to this requirement. Therefore, technological tools and solutions that can significantly impact customer management and entrepreneurial marketing are considered crucial (Guerola-Navarro, Gil-Gomez, Oltra-Badenes, & Soto-Acosta, 2022). Entrepreneurial marketing is a theoretical framework introduced by Morris, Schindehutte, and LaForge (2002). In their study, Morris et al. (2002) provided a definition for entrepreneurial marketing, which involves actively identifying and capitalizing on chances to attract and keep profitable clients. This is achieved through the use of creative strategies in risk management, resource allocation, and value generation. Entrepreneurial marketing structures encompass several characteristics, including pioneering, opportunism, risk-taking, creativity, customer orientation, and value creation. These dimensions have distinct impacts on firm success (Suandi, Herri, Yulihisri, & Syafrizal, 2023). In order to discover the gaps, the researchers specifically concentrated on entrepreneurial marketing research that pertains to performance. Prior research has demonstrated a beneficial impact on performance. Each of these studies provides disparate findings (Makmur, Chairunisa, & Qamariah, 2018; Sadiku-Dushi, Dana, & Ramadani, 2019; Stephen, Ireneus, & Moses, 2019). Entrepreneurial marketing is a component of entrepreneurial attitude. It involves formulating and executing innovative and adaptable marketing plans in order to adapt to evolving market circumstances. In contemporary times, the significance of fostering a sales culture and prioritizing client orientation has garnered the interest of sales and marketing experts, as it stands as a crucial element in customer retention. Conversely, the sales culture supports the process of organizational learning and is seen as a crucial component of intellectual capital, serving as the primary means to attain a lasting competitive advantage (Mualla, 2011). Moreover, the sales culture fosters a collective understanding and goal alignment among individuals, which is a pivotal element in the achievement of organizational performance (Garvin, 2008). Establishing a sales-oriented culture yields favorable outcomes throughout the firm across all levels of employment. It is imperative for all departments within the firm to not only comprehend the essence of the culture in which they are involved but also to concur with it. An effective sales culture elicits optimal performance from salespeople, fostering trust, teamwork, and information exchange. The sales culture is frequently characterized by a competitive and fast-paced atmosphere. Establishing a sales culture necessitates that every employee who interacts with customers have a mindset focused on cross-selling.

Nowadays, markets have embraced a competitive path, which requires big investment and involves considerable risks when entering these competitive markets or launching new products.



Hence, in order to mitigate risk and minimize expenditure, entrepreneurs require a strategic framework known as entrepreneurial marketing to promote and sell their products. Entrepreneurial marketing integrates key elements of marketing and entrepreneurship to direct and influence customers towards the creation of new markets rather than only catering to existing ones. Entrepreneurial marketing, which is the fusion of marketing and entrepreneurship, exerts a significant influence on performance (Solé, 2013; Zehir, Köle, & Yıldız, 2015). Management should allocate resources towards the development of human capital in order to elicit genuine emotional responses from personnel. This may be achieved through the use of internal marketing strategies. Prior research has found many indicators to assess internal marketing techniques (Nart, Sututemiz, Nart, & Karatepe, 2018). Internal marketing refers to the management of human resources within a business, where the employee is seen as the internal client (Guerola-Navarro et al., 2022).

Within the context of internal marketing, workers serve as internal customers whose roles are closely aligned with the organization's internal offerings. These should encompass assignments and duties that fulfill the requirements of internal customers. By adopting this approach, the firm may effectively collaborate with its internal customers to successfully attain its goals and plans (Nemteanu & Dabija, 2021). Internal marketing is a strategic approach that highlights the significance of fostering strong relationships between internal suppliers and internal customers in order to achieve success (De Bruin, Roberts-Lombard, & De Meyer-Heydenrych, 2019). The interaction between internal consumers and suppliers facilitates the dissemination of information and the creation of novel ideas, hence enhancing the corporate culture. By perceiving themselves as active contributors to a team and forming a beneficial relationship, employees experience pleasant feelings such as pleasure, ultimately resulting in the delivery of excellent service (Biswas & Kapil, 2017; Yin, 2018).

Internal marketing has been found to be useful in cultivating a successful market orientation. This methodology can result in a firm attaining its ultimate objective of client contentment. Given that workers have a significant impact on conveying value to customers, both directly and indirectly, ensuring their satisfaction can result in enhanced service for the end consumer. Given that workers have a significant impact on conveying value to customers, both directly and indirectly, ensuring their satisfaction can result in improved service for the end consumer. Nevertheless, certain individual skills and traits are not readily replicated and might confer a distinct edge in competition. Employee training of this nature takes a significant amount of time and entails the adoption of a domestic market orientation (Ozuem, Limb, & Lancaster, 2016). Hence, the primary objective of this study is to examine the impact of sales culture on entrepreneurial marketing while considering the mediating influence of internal marketing among the employees of Shafiq Industrial and Commercial Group in Isfahan. The primary inquiry of this research is to determine the impact of sales culture on entrepreneurial marketing as well as the potential mediating influence of internal marketing.

Theoretical foundations of research

Internal marketing

The utilization of internal marketing as a means to gain a competitive edge. Consequently, there may be a need to modify employees' tasks, which might result in market expansion. Achieving this objective necessitates providing training and incentives to the organization's workforce



(Ballantyne, 2003). The strategic use of internal marketing has the potential to yield significant benefits for a firm. Internal marketing aims to facilitate the establishment of a conducive atmosphere within the firm, fostering employee motivation towards the attainment of predetermined objectives. It is important for a firm to regard its employees as internal customers and apply strategies such as training, incentives, and assessment to establish a productive internal marketing atmosphere. By employing these strategies, a corporation may facilitate its workers' comprehension of the organization's goal.

Internal marketing is crucial in fostering employee collaboration and ultimately determining the overall performance of the organization. Internal marketing plays a crucial role in enhancing a company's competitiveness. Internally, internal marketing is typically formulated as a company's strategy to regard employees as internal consumers. The organization must consistently carry out internal marketing research and gather and evaluate employment-related data. This strategy facilitates the company's comprehension of employees' requirements and expectations, allowing for their resolution and ultimately leading to an enhancement in employee satisfaction. Furthermore, it is imperative for a firm to effectively convey its objectives and strategic initiatives to its workforce. When employees possess knowledge about their organization's objectives and plans, they are more likely to have a greater willingness to embrace new corporate policies. Additionally, it asserts that staff training is a vital component of internal marketing since it enables workers to gain the requisite skills and information, hence enhancing their performance. Enhancing collaboration among employees in major corporations is expected to result in improved customer satisfaction (Fröhlich & Grimm, 2016; Kadic-Maglajlic, Boso, & Micevski, 2018). Employees, both directly and indirectly, have a crucial role in connecting with the company's consumers. Content staff are more inclined to enhance customer service. Rival firms may replicate certain services and procedures offered by a company, but duplicating the unique skills and expertise possessed by the company's workers is exceedingly challenging. These talents have the potential to provide a competitive edge. The development of such skills among employees requires a significant investment of time, and the organization should implement internal marketing strategies. Furthermore, research has indicated that the use of an appropriate internal marketing strategy by a corporation may enhance the quality of both internal and external services. Upon realizing their ability to impact the caliber of customer assistance and enhance client contentment, personnel frequently experience heightened motivation to enhance their methods (Fröhlich & Grimm, 2016; Ozuem, Limb, & Lancaster, 2018).

Entrepreneurial marketing

Morrish (2011) characterizes entrepreneurial marketing as an impromptu and non-linear endeavor, representing the marketing vision of the entrepreneur. According to Maritz, Frederick, and Valos (2010), entrepreneurial marketing encompasses inventive marketing strategies such as guerilla marketing and viral marketing. The essential elements of entrepreneurial marketing that researchers have identified include proactive orientation, opportunity orientation, client focus, innovation, risk-taking, resource management, feasibility, and value generation. Proactive and risk-taking companies possess the ability to predict possibilities and demonstrate a willingness to exert additional effort in order to enhance their product (Jones & Rowley, 2011; Lindstrom, 2011).

According to Morrish (2011), engaging in entrepreneurial marketing processes enhances the efficacy of marketing strategies and methods. Customer-centric firms prioritize the development



of innovative strategies to cultivate strong ties with their consumers. Mort, Weerawardena, and Liesch (2012) asserted that entrepreneurial marketing is associated with the creation of novel goods through active engagement with clients, utilizing crucial resources, and employing new strategies to achieve market acceptability. In his study, Jogaratnam (2017) identifies market orientation, entrepreneurial orientation, intellectual capital, and social capital as key benefits of entrepreneurial marketing in the process of value creation. Kraus, Harms, and Fink (2010) proposed two perspectives on entrepreneurial marketing. The first perspective views it as a form of marketing that focuses on the quantitative aspects of small and new venture capital companies. The second perspective sees entrepreneurial marketing as a type of marketing that embodies an entrepreneurial spirit and emphasizes its qualitative aspects. Franco, Fatima Santos, Ramalho, and Nunes (2014) show that the utilization of entrepreneurial marketing is contingent upon the company's size. Entrepreneurial marketing is more prevalent in small and medium-sized enterprises characterized by informal and reactive marketing strategies, where the founder-entrepreneur wields significant influence over decision-making.

Sales culture

It fosters a sales culture by establishing a common vision among individuals, which is regarded as a crucial element in the organization's achievement. In their 1985 publication, Berry, Futrell, and Bowers outlined six aspects that constitute sales culture. The six factors that contribute to sales effectiveness are: 1) prioritizing customer satisfaction; 2) having a positive sales-oriented mindset; 3) fostering a sense of collaboration within the team; 4) instilling a sense of pride in the organization; 5) demonstrating management's dedication to sales; and 6) exhibiting management's trust in workers' sales capabilities. Exists. In order to address the rise in competitiveness, firm managers are aware that they must establish a sales-oriented culture. Sales culture refers to the collective mindset and outlook of individuals towards their work environment. Vaezi et al. (2009) conducted a study that found that there is a direct correlation between sales culture and both perceived value and customer performance. The sales culture has a significant impact on the conduct of personnel across all hierarchical levels, hence influencing customer perception and fostering enduring customer connections, resulting in customer satisfaction and loyalty. Sidjavadin et al. (2019) found that the competitive environment and changes in business parameters had a favorable impact on the sales force culture at Mellat Bank. This impact has consequences for the bank, its customers, and its workers. According to Maroufi et al. (2016), there is a clear and beneficial connection between the market orientation of the sales force and their creativity. They highlight the function of organizational culture in mediating this link.

Conceptual model of research

Effective internal operations inside a firm may enhance internal marketing efforts and elevate the level of service delivered to consumers. client satisfaction leads to improved corporate performance through increased client retention and expansion. The conceptual model of the study, illustrating the elements influencing entrepreneurial marketing, is provided as Figure 1. This model is based on a thorough analysis of the theoretical and experimental background, as well as the interactions between the research variables, which are formulated as hypotheses. According to this model, sales culture is seen as an independent variable, internal marketing as a mediating and dependent variable, and entrepreneurial marketing as a dependent variable.



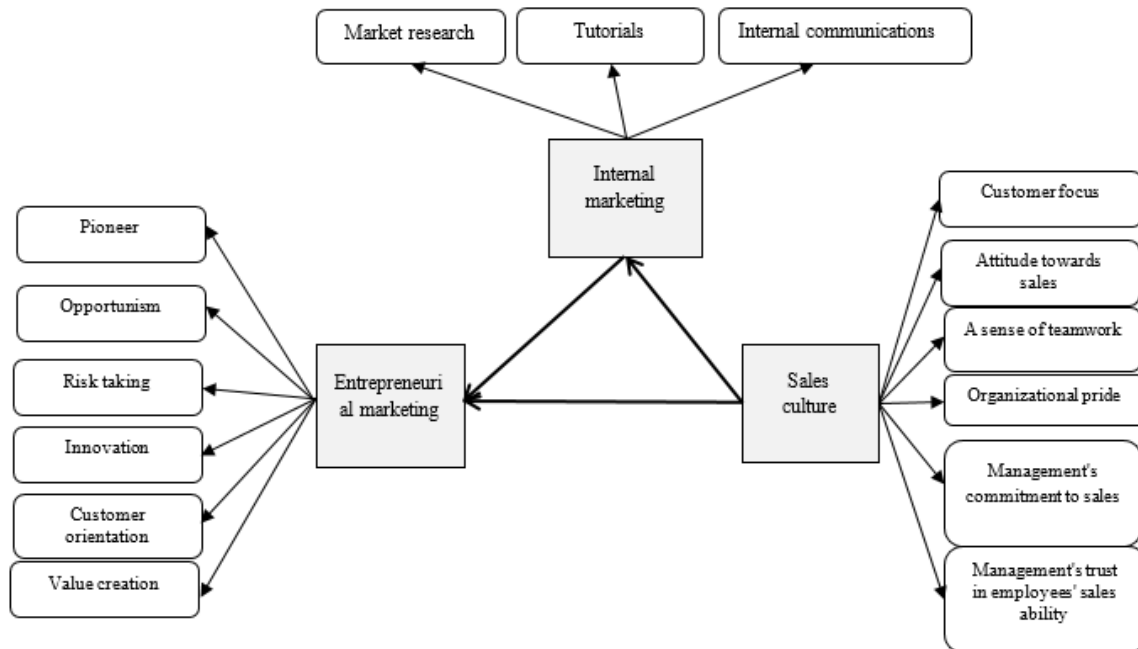


Figure 1. Conceptual model of research.



Considering the conceptual model of the research, the hypotheses of the research were presented as follows:

First hypothesis: sales culture has an effect on entrepreneurial marketing with the mediating role of internal marketing.

Second hypothesis: sales culture has a significant impact on entrepreneurial marketing.

The third hypothesis: sales culture has a significant effect on internal marketing.

The fourth hypothesis: internal marketing has a significant effect on entrepreneurial marketing.

MATERIALS AND METHODS

The current research is being conducted with an applied goal and utilizes a descriptive-survey method for data collection. The research's statistical population comprises 120 employees from Shafiq Industrial and Commercial Group in Isfahan, who were chosen as the sample. In order to guarantee the acquisition of an adequate number of questionnaires, a total of 150 questionnaires were dispersed across the statistical sample. The data gathering instrument utilized is a questionnaire. This questionnaire aims to assess internal marketing by focusing on three dimensions: internal communication, training, and internal market research. The questionnaire consists of 11 items, as proposed by Huang and Rundle-Thiele in their 2014 research. In order to assess entrepreneurial marketing, the pioneering aspects—opportunism, risk-taking, creativity, customer orientation, and value generation—were measured based on the research conducted by Sadiku-Dushi et al. (2019). In order to assess the sales culture, a total of 14 items were utilized, with 20 items specifically drawn from Mualla's study conducted in 2011. These

items were employed to evaluate many characteristics of the sales culture, including customer focus, attitude towards sales, feeling of collaboration, institutional pride, management's dedication to sales, and management's belief in workers' sales abilities. The data analysis was conducted using SPSS 23 software, while structural equation modeling was performed using Smart PLS software. The initial section of the questionnaire assesses the demographic characteristics of the participants, encompassing gender, marital status, age, education, and employment background. Table 1 displays the findings of the study on the demographic characteristics of the sample under investigation.

Table 1. Demographic findings.

Demographic characteristics		Percentage	Frequency
Gender	Female	13.3	16
	Male	86.7	104
Marital status	Single	38.3	46
	Married	61.7	74
Age	20-25 years	14.2	17
	26-30 years	15.8	19
	31-35 years	34.2	41
	36-42 years	26.7	32
	Over 40 years old	9.2	11
Education	Diploma	24.2	29
	Associate degree	10	12
	Bachelor's degree	55.8	67
	Master's degree	9.2	11
	P.H.D	0.8	1
Work experience	Less than 5 years	41.7	50
	Between 5 and 10 years	33.3	40
	Between 10 and 15 years	8.3	10
	Above 15 years	16.7	20

The second portion of the study involves assessing the variables using a five-point Likert scale. In order to assess the dependability and accuracy of the partial least squares method, the model was examined using two distinct approaches: the measurement mode and the structural mode. The model was evaluated using three load criteria: factor loading coefficients, internal consistency, and validity, specifically convergent and divergent validity. The results of this investigation are presented in Table 2.

Table 2. Descriptive statistical indicators.

Variable	Dimensions	Questions	Causal load	Convergent Validity	Cronbach's alpha	Composite Reliability
Internal Marketing	Internal Communications	q1	0.894	0.874	0.800	0.640
		q2	0.818			
		q3	0.878			
		q4	0.567			
	Education	q5	0.700	0.859	0.780	0.605
		q6	0.847			
		q7	0.777			
		q8	0.780			
	Domestic Market Research	q9	0.790	0.843	0.719	0.642
		q10	0.869			
		q11	0.739			
Entrepreneurial Marketing	Pioneer	q12	0.824	0.872	0.720	0.774
		q13	0.932			
	Opportunism	q14	0.906	0.891	0.755	0.803
		q15	0.886			
	Risk-taking	q16	0.871	0.880	0.728	0.785
		q17	0.901			
	Innovation	q18	0.913	0.926	0.880	0.804
		q19	0.907			
		q20	0.874			
	Customer Orientation	q21	0.919	0.914	0.812	0.842
		q22	0.916			
Value Creation	q23	0.781	0.846	0.731	0.647	
	q24	0.770				
	q25	0.859				
Sales Culture	Customer Focus	q26	0.763	0.907	0.862	0.710
		q27	0.892			
		q28	0.896			
		q29	0.813			
	Sales Attitude	q30	0.850	0.877	0.812	0.644
		q31	0.900			
		q32	0.637			
	A Sense of Teamwork	q33	0.799	0.904	0.789	0.825
		q34	0.906			
	Institutional Arrogance	q35	0.911	0.869	0.800	0.625
		q36	0.797			
q37		0.760				
q38		0.821				
q39		0.782				
	q40	0.601	0.873	0.801	0.638	
	q41	0.893				



"Management Commitment to Sales	q42	0.810			
	q43	0.857			
Management's Trust in Employees' Sales Skills	q44	0.820			
	q45	0.871	0.852	0.739	0.658
	q46	0.735			

Table 2 displays the coefficients for factor loading, internal consistency, and convergent validity indices. All factor loading coefficients have values over 0.5, while both Cronbach's alpha coefficients and composite reliability surpass the threshold of 0.7. Additionally, the average variance extracted was computed to exceed 0.5. Consequently, it may be asserted that the measuring model is satisfactory. The measurement tool's validity was assessed by examining its divergent validity. Divergent validity is a measure of how distinct the indicators of a particular structure are from the indicators of other structures within the same model, serving as a counterpart to convergent validity. When evaluating divergent validity in structural equation modeling, it is important to consider the extent to which the Bay concept shares common variance with its indicators relative to its association with other constructs in the model. Fornell and Larcker (1981) asserted that divergent validity is deemed satisfactory when the average variance extracted (AVE) for each construct surpasses the amount of variance shared between that construct and other constructs (i.e., the squared correlation coefficients across constructs) in the model. Table 3 displays the outcomes of divergent validity. Table 3 displays the root mean value of the extracted variance of the variables in the current study. These values are situated in the homes along the main diagonal of the matrix. The correlation between these variables is greater than the correlation seen in the houses placed below and to the right of the main diagonal. Thus, it can be asserted that the values along the principal diagonal of the matrix are larger than all the values in the respective row and column. This also demonstrates the link between indicators and their corresponding structures. Thus, the confirmation of divergent validity was based on the criteria established by Fornell and Locker.



Table 3. Discriminant validity.

	Tutorials	A sense of teamwork	Internal communications	Value creation	Management's trust in employees' sales ability	Internal market research	Management's commitment to sales	Customer focus	Risk-taking	Organizational pride	Opportunism	Customer orientation	Innovation	Attitude towards sales	Pioneer
Tutorials	0.778														
A sense of teamwork	0.243	0.909													
Internal communications	0.445	0.389	0.800												
Value creation	0.300	0.354	0.347	0.804											
Management's trust in employees' sales ability	0.438	0.345	0.567	0.319	0.811										
Internal market research	0.482	0.345	0.486	0.302	0.399	0.801									
Management's commitment to sales	0.467	0.441	0.679	0.396	0.404	0.541	0.799								
Customer focus	0.395	0.480	0.289	0.555	0.345	0.398	0.461	0.843							
Risk-taking	0.104	0.350	0.152	0.380	0.088	0.233	0.192	0.458	0.886						
Organizational pride	0.380	0.563	0.260	0.263	0.279	0.280	0.373	0.591	0.341	0.790					



Opportunism	0.17 3	0.42 6	0.389	0.2 32	0.314	0.3 12	0.16 9	0.20 5	0.42 5	0.19 1	0.896				
Customer orientation	0.28 1	0.29 8	0.286	0.3 52	0.304	0.2 84	0.33 1	0.29 1	0.536	0.29 4	0.493	0.91 7			
Innovation	0.36 8	0.35 9	0.274	0.4 27	0.273	0.3 79	0.25 8	0.53 0	0.622	0.31 0	0.633	0.65 5	0.89 8		
Attitude towards sales	0.41 5	0.63 3	0.405	0.5 58	0.396	0.4 85	0.52 8	0.71 6	0.343	0.67 4	0.362	0.40 4	0.51 3	0.8 03	
pioneer	0.27 1	0.31 3	0.311	0.3 14	0.307	0.4 64	0.19 7	0.25 5	0.263	0.16 3	0.608	0.29 8	0.46 3	0.3 78	0.880



Considering that the research questionnaire has good validity and reliability, In the next section, research hypotheses are examined through the structural model.

RESULTS

In order to examine the hypotheses, the researchers employed structural equation modeling using Smart PLS software and analyzed the statistical significance using t-values. The model is depicted in Figures 2 and 3, illustrating the path coefficients and the significant mode.

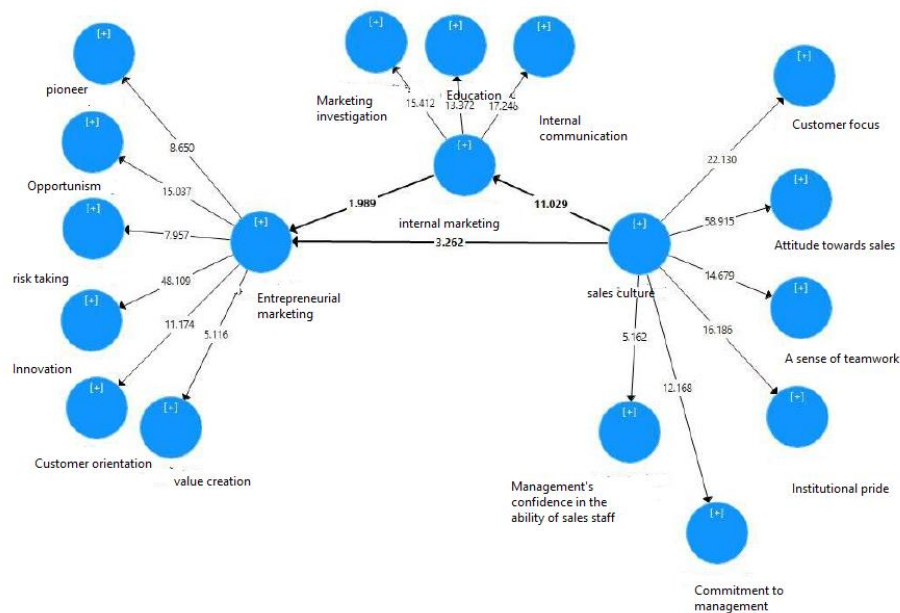


Figure 2. The model in the mode of path coefficients.



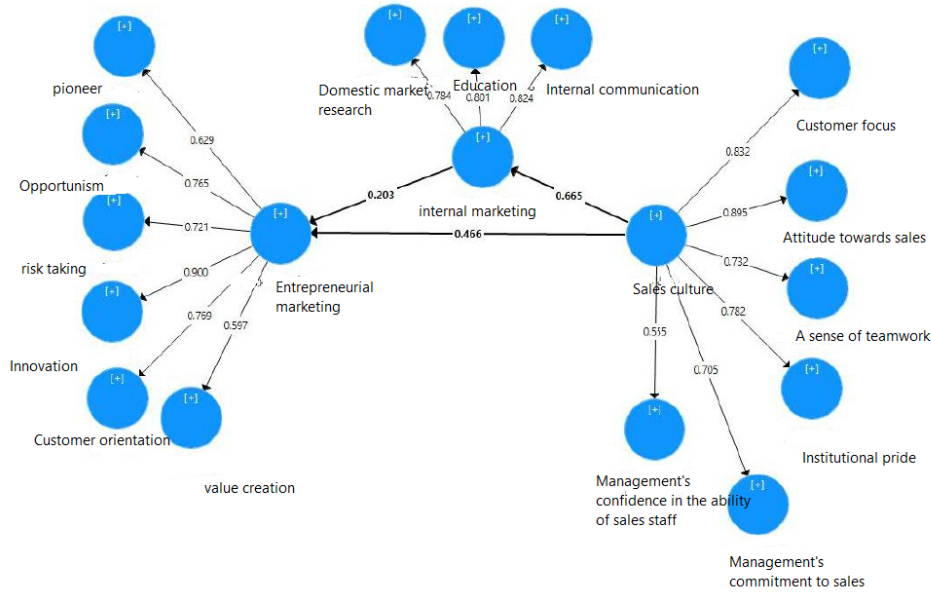


Figure 3. The model in the meaningful state.

Table 4 summarizes the results of the research hypotheses.

Table 4. The results of research hypotheses.

Hypotheses	Path	Path coefficient	t-statistic	p-value	Results
The first hypothesis	Sales culture -> internal marketing -> entrepreneurial marketing	0.135	1.819	0.05	Confirmed
The second hypothesis	Sales culture -> Entrepreneurial marketing	0.466	3.262	0.001	Confirmed
The third hypothesis	Sales culture -> internal marketing	0.665	11.029	0.00	Confirmed
The fourth hypothesis	Internal Marketing -> Entrepreneurial Marketing	0.203	1.989	0.04	Confirmed

DISCUSSION AND CONCLUSION

The findings of this study indicate an effective and statistically significant correlation between sales culture, its many aspects, and entrepreneurial marketing. This link is further influenced by the mediating effect of internal marketing. Thus, the initial hypothesis of the study has been validated. Ullah and Ahmad (2017) found that analyzing internal marketing in terms of culture, sales culture, or organizational culture may enhance an organization's performance and impact

workers' positive attitudes and actions. According to Hoque, Awang, and Muhammad (2019) and Yang (2018), entrepreneurs in new international enterprises can exploit novel marketing possibilities by incorporating entrepreneurial marketing culture into their decision-making process. Internal marketing refers to a viewpoint and a process of growth. In order to enhance performance, organizations should regard their staff as internal customers, therefore empowering them to deliver optimal service to external consumers. Internal marketing is crucial to establishing a robust corporate culture. Internal marketing may enhance client behavior by viewing their attitude as a crucial determinant. The primary objective of internal marketing is to cultivate contented workers. The presence of contentment and eagerness is crucial in motivating people to embrace company objectives. Objectives that will be beneficial for the company, staff, and customers. Service-oriented firms can get advantages from implementing internal marketing strategies, which include conflict reduction, fostering interdepartmental communication, and cultivating a market-oriented organizational culture. Implementing internal marketing strategies may effectively cultivate a sales-oriented culture.

The analysis of the impact of sales culture on entrepreneurial marketing revealed a significant positive correlation between the two variables. The study conducted by Mualla (2011) revealed that implementing internal marketing programs focused on cultivating a sales culture may effectively enhance entrepreneurial marketing and foster a robust service environment. Ahmadi et al. (2016) also asserted that a sales culture enables firms to have a deeper grasp of perceived value and customer performance. By comprehending these marketing characteristics, it may significantly contribute to entrepreneurship. According to Hoque et al. (2019), entrepreneurs need to enhance business performance by fostering a sales culture in order to make informed decisions and thrive in a competitive global market. Abdullah, Musa, and Azis (2017) further asserted that culture may exert a beneficial influence on entrepreneurial traits and confer a competitive edge. Thus, it can be asserted that organizations with a sales-oriented culture recognize that building a prosperous brand hinge not on customer feedback and existing competitors but on the organization's capacity to cultivate entrepreneurial marketing and employ innovative approaches to generate substantial value for customers. It is contingent on several factors.

The analysis of the impact of sales culture on internal marketing revealed a significant positive correlation between the two variables. The findings of this theory align with the research conducted by Ali and Anwar (2021), Ružić and Benazić (2018), and Ahmadi (2015). The sales culture is interconnected with the internal marketing of the company, as the various strategies employed for internal marketing necessitate distinct forms of organizational and individual behavior to successfully implement the sales culture. The culture establishes the standards for these behaviors.

The analysis of the impact of internal marketing on entrepreneurial marketing revealed a favorable correlation between the two variables. The findings of this hypothesis align with the studies conducted by Shcherbak, Beal, and Chechota (2015) and Sadiku-Dushi et al. (2019). Internal marketing aims to utilize marketing principles to efficiently oversee the organization's interactions with its personnel. Internal marketing establishes a connection between the firm's strategic plans and the development of skills and abilities. These competences are directly linked to the intellect, creativity, responsibility, and experience of every individual within the organization. Attending to the requirements of human resources is a crucial aspect of



entrepreneurship in firms. Thus, focusing on human resources and their requirements, particularly performance management, incentives, and career advancement, fosters entrepreneurial behavior.

The current study was undertaken to elucidate the impact of sales culture on entrepreneurial marketing, with a focus on the mediating function of internal marketing. This study aimed to investigate the impact of connecting sales culture with the principles of entrepreneurial marketing and internal marketing, which have received less attention in prior research. The research findings indicate that internal marketing, both directly (0.203) and indirectly through the mediating role of internal marketing (0.135), has a significant and favorable correlation with sales culture and entrepreneurial marketing. Empowerment of the organization, via training and development as part of internal marketing, is a crucial necessity for entrepreneurial marketing. Strengthening human resources capabilities may greatly assist in achieving entrepreneurial marketing objectives. Education has the potential to impact entrepreneurship by fostering adaptability and the effective use of knowledge. The results further validated the impact of sales culture on entrepreneurial marketing, as indicated by a path coefficient of 0.466, and on internal marketing, as indicated by a path coefficient of 0.665. The impact of sales culture on the correlation between internal marketing and entrepreneurial marketing suggests that the internal marketing system should enhance the sales culture. Indeed, the attainment of entrepreneurial qualities is contingent upon the establishment of a sales culture and the augmentation of the organization's innovative potential. Thus, it is imperative for human resource management to establish a culture that fosters and enhances human and social capital. Hence, a more robust sales culture correlates with a higher probability of internal marketing proliferation among workers. To ensure the overall functioning of the organization, it is important to provide each employee with the chance to propose ideas and contribute to the decision-making process. One factor that influences the sales culture is the employees' decision-making, which fosters a sense of ownership, compatibility, and the attainment of shared objectives. This study encompasses several constraints and suggestions for future investigations. Initially, we employed a cross-sectional approach to gather data from participants. Future researchers are advised to carry out a longitudinal study employing the identical research approach in order to examine the enduring impacts of sales culture on entrepreneurial marketing. The current study was restricted to the city of Isfahan. Future academics are encouraged to do analogous investigations in many cultural and economic domains. This contributes novel insights to the existing body of research on sales culture, entrepreneurial marketing, and internal employee marketing.

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