

RESEARCH ARTICLE



Unlocking the Power of Holistic Marketing: How Integrated and Relationship Marketing Drive Superior Marketing Performance

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Abstract

This study examines the effects of Internal marketing (IMT) and relational marketing (RMT) on marketing performance (MPR), with holistic marketing (HMT) serving as a mediator, which may influence marketing strategies and decision-making processes. This study employed Structural Equation Modeling (SEM) with Smart PLS to examine the interrelations among IMT, RMT, MPR, and HMT. The research utilizes a quantitative methodology, employing primary data gathered via surveys from marketing professionals in manufacturing firms across diverse sectors in Pakistan, such as textiles, sports, snacks, and cold beverages. The people who answered were marketing managers, sales managers, brand managers, customer relationship managers, product managers, and marketing consultants. We used Google Forms and one-way communication with companies' representatives to gather data. The findings demonstrate that marketing performance is enhanced as a result of integrated and relational marketing. But HMT had a negative direct effect on MPR, which means that its role in making marketing work better depends more on how well it works with other marketing strategies. This research enhances the comprehension of marketing strategies; however, it also indicates that subsequent studies should investigate external factors and broaden the sample to encompass diverse industries and regions for a more comprehensive understanding.

KEYWORDS

Internal Marketing, Relationship Marketing, Holistic Marketing, Marketing Performance, Pakistan

1 | INTRODUCTION

Strong teamwork and high integrity are what make the company successful. The company's success is being hurt by the growing ties between organized lines (Ajaz, Mehmood, Ali, & Ashraf, 2014). The line of organization is the motor or driving force of the company because it has to do with important things that need to be done in a certain order (Ali, Mehmood, Ejaz, & Ashraf, 2014). Each line of organization serves as a support system between parts to make the environment better (Ashraf, Li, Dodor, & Murad, 2018). Strong ties between lines in the organization will help people get their work done, especially in the marketing department (Ashraf, Murad, Sheikh, & Syed, 2021). The marketing department has a job to do and is in charge of making marketing work better, which is made easier by

marketing systems (Tian et al., 2025). The marketing system is made stronger by making the parts work better together so that it feels good and authoritative (Jidda Jidda, Zhen, Ashraf, Nasir, & Amoako, 2025). Because of their many roles, marketing relationships with customers are often a trendsetter in the marketing world (Ashraf, Cai, Butt, Naz, & Zafar, 2019). This job makes a lot of companies build relationships or connections with all of their marketing tools, one of which is relationship marketing. To improve relationship marketing, it needs to be broken down into smaller parts. IMT is one of the nodes that becomes a problem. IMT is useful for other parts that work together to make holistic marketing work well and correctly (Jafariyeh, Akbari, & Foroudi, 2024). Integrated marketing

communication is one way that business owners keep their companies going even when there is a lot of competition (Ashraf et al., 2021). A sophisticated marketing communication strategy that evaluates the role of various marketing communication methods, including general advertising, sales promotion, public relations, and others (Quayson, Issau, Gnankob, & Seidu, 2024). This method of marketing communication is a type of IMT Communication because it combines different types of communication to make them more stable, clear, and effective (Jiatong, Murad, Li, Gill, & Ashraf, 2021). To build better relationships with customers, you need to improve mutually beneficial and strategic relationships that are motivated and long-lasting (Syed Muhammad Basit Raza Bukhari, Javed, & Nasir, 2021).

Moreover, communication helps people find common ground, make sense of things, and build relationships. So, the way people communicate is a key part of marketing, and branding a brand is basically a psychological process (Kahle & Kim, 2006). It's a set of ideas, effects, and associations that come from communication, and every time someone interacts with a brand, it's an act of communication. The recent idea of experience marketing or the experience economy, which is basically a new way of looking at old ideas in brand management, service, relationship, and database marketing, is also a useful way to think about the range of communication effects (Mangenda Tshiaba, Wang, Ashraf, Nazir, & Syed, 2021). Any point of interaction that provides an experience to a customer simultaneously produces both communication and value, terms that are largely interchangeable (Reviane, Paddu, Saudi, Djam'an, & Zaenal, 2025). Critical incident (or moment of truth) analysis elucidates the significance of interactions in conveying meaning, ideas, and values, along with value (positive or negative) (Helland, 2004). The objective of this research is to evaluate marketing performance through comprehensive marketing support, employing integrated marketing and relationship marketing as moderating factors.

Furthermore, Pakistan's manufacturing sector has grown a lot in the past few years because of new marketing strategies that are meant to help businesses do better (Sheikh, Shahzad, & Ku Ishaq, 2017). IMT and RMT have become some of the most important ways to achieve long-term success in competitive markets (Azizi & Naeli, 2024). (Ballantyne, 2000; Varey, 1995). This way, everyone is involved in delivering a single marketing message. Integrated marketing, on the other hand, stresses the need for a unified approach in which all marketing channels and activities work together to give customers a smooth experience (Ahmed, 2025; Podobed, 2024). Relationship marketing is very important for building strong, long-lasting relationships with customers and other stakeholders (Hussain, Javed, Khan, & Yasir, 2025). It helps keep customers and brand loyalty high. In Pakistan, where the manufacturing industry faces challenges both at home and abroad, these marketing strategies are very important for

improving marketing performance and helping businesses grow (Majeed, Hussain, & Aslam, 2025). Moreover, HMT, which combines all parts of marketing and stresses the need for alignment between IMT and RMT, is becoming more important (Azizi & Naeli, 2024).

1.1. Significance of the Study

The innovation and significance of this study reside in its unique methodology for analyzing the relationship among IMT, RMT, HMT, and MPR, especially within Pakistan's manufacturing sector. The research presents a comprehensive marketing model that integrates integrated and relationship marketing strategies, positioning holistic marketing as a mediator. This framework provides novel insights into their cumulative effects on MPR and urban social development. Using Structural Equation Modeling (SEM) with AMOS is a smart way to look at complicated relationships between variables. This study is new because it uses advanced statistical methods in this way. The research concentrates on manufacturing firms in Pakistan, providing pragmatic insights into how enterprises can utilize marketing strategies to improve performance while fostering social development. This research is important for both scholars and professionals because it gives a new look at how marketing strategies can affect business success and the growth of local communities.

1.2. Literature Review and Hypothesis Development

1.2.1. Theoretical Development

This study is grounded in several significant marketing and organizational theories that elucidate the interrelations among IMT, RMT, HMT, and MPR. Berry (1981) came up with the first theory, which is called the Internal Marketing Theory. It says that you should treat your employees like customers. This method is all about making sure that the needs and expectations of employees are in line with the goals of the company (Westland, 2010). This will increase motivation, job satisfaction, and the organization's overall effectiveness (Pang & Lu, 2018). The study validates this theory by illustrating that internal marketing strategies improve marketing performance by fostering a motivated and engaged workforce. This study is founded on the Relational Marketing Theory, conceived by Morgan and Hunt (1994). This theory also stresses how important it is to build long-lasting, trust-based relationships with clients (O'Malley, 2014). Building strong relationships with customers can help businesses do better (Storbacka & Nenonen, 2009). This makes customers more loyal and happier. This makes customers happier and more loyal. The findings of this study align with RMT theory, demonstrating that RMT has a significant positive effect on MPR.

Additionally, the holistic Marketing Theory, introduced by Keller and Kotler (2009) serves as an additional foundational theory for this research. This

theory supports a unified marketing strategy that brings together different parts of marketing, such as internal marketing, customer relationship management, and larger market factors (Dajah, 2022). HMT, in isolation, does not directly influence marketing performance; however, it is essential when combined with IMT and RMT initiatives. This shows how complicated marketing strategies can be and how important it is to use a combination of different ones to get the best results (Kuncoro, Ristanto, Suroso, & Elfaz, 2022). These theories collectively establish a robust theoretical framework for comprehending the mechanisms through which marketing strategies affect business outcomes. They say that the best way to get the best marketing results is to use an integrated approach that combines IMT, RMT, and HMT.

1.2.2. Internal Marketing

IMT is the process of getting employees to understand and support the company's mission, vision, and values (Sanchez-Hernandez & Grayson, 2012). This makes sure that they are on the same page as the company's goals and are motivated to provide great service. It means treating employees like customers and giving them the tools, training, and support they need to do well (Gonçalves, Neves, Sousa, & Ferreira, 2024). Keller and Kotler (2015) say that IMT is important for making employees happier and more engaged, which has a direct effect on how happy and loyal customers are. It makes employees feel like they own their work and are responsible for it, which makes them do a better job (Belias, Vasiliadis, & Velissariou, 2020). IMT has a big effect on the culture of an organization because it helps create a positive space where employees feel valued and want to help (Sharabati et al., 2024). Studies also show that a strong IMT plan can improve communication, teamwork, and employee (Azizi & Naeli, 2024; Rodrigues & Sousa, 2024; Zidane, 2025). Moreover, Akbar (2024) conducted a study that highlighted the significance of IMT in cultivating a customer-centric culture within organizations and reported that IMT also helps build a strong employer brand, which helps you find and keep the best employees. Elshaer, Kooli, and Azazz (2025) proposed that it is thought to be a key part of the success of service-oriented businesses, where employees are very important to the customer experience. Internal marketing is important because it helps connect the company's long-term goals with the work that employees do every day (Rodrigues & Sousa, 2024). This leads to higher productivity, job satisfaction, and overall success for the company (Serafim, Veloso, Rivera-Navarro, & Sousa, 2024).

1.2.3. Relational Marketing

RMT is a way of doing business that focuses on

making long-term connections with customers instead of trying to make the most money in the short term (O'Malley, 2014; Raval & Grönroos, 1996). It focuses on keeping customers, making them happy, and building their loyalty through personalized communication, trust-building, and ongoing engagement (Gundlach & Murphy, 1993; Herning & Sholahudin, 2024). Morgan and Hunt (1999) say that RMT is based on trust and commitment between businesses and customers, which leads to relationships that are good for both parties over time. This method is different from traditional transactional marketing, which is mostly about making one-time sales. RMT has a big effect because it builds customer loyalty and increases lifetime value (Chakiso, 2015). Moreover, customers are more likely to buy from a brand again and tell others about it if they feel valued and connected to it (Bas, 2024). Also, RMT lowers the cost of getting new customers because keeping the ones you already have is usually cheaper than getting new ones (A. Rosário & Casaca, 2023). RMT is important because it helps companies stand out in markets where there is a lot of competition. It not only strengthens the relationship between customers and businesses, but it also builds trust and a sense of community, which makes customers happier (Müftüoğlu, 2024). Businesses can build a loyal customer base that is less sensitive to price changes by investing in personalized communication and after-sales service (Ferguson, Paramita, & Ratnasari, 2021). Recently A. T. Rosário and Casaca (2025) argued that RMT can lead to good word-of-mouth, which can help a brand's reputation and help a business grow. In the end, RMT is an important tool for businesses that want to be successful and stay in business for a long time.

1.2.4. Holistic Marketing

HMT is a way of marketing that sees all parts of marketing as connected and tries to make a strategy that is unified and focused on the customer (Keller & Kotler, 2015; Mele, Pels, & Storbacka, 2015). Keller and Kotler (2015) added that it means making sure that all parts of the marketing mix, such as the product, price, place, and promotion, fit with the company's values, goals, and needs of its customers say that HMT has four main parts: relationship marketing, integrated marketing, internal marketing, and socially responsible marketing (Kuncoro et al., 2022). This method makes sure that everyone in the organization is working toward the same goal, which makes the customer experience smooth (Oiku & Adeyeye, 2023). HMT has a big effect on making brands consistent and building stronger relationships with customers (Medhat Negm & Farouk Talat, 2024). Abd Ali and AL-shammari (2024) argued that businesses can send a consistent message by combining marketing efforts across departments, which helps customers remember the brand and trust it more. Research indicates that a holistic approach fosters

enhanced customer loyalty by providing a more tailored and immersive experience (Salau, Ajeigbe, & Toluyemi, 2023). Also, it helps long-term sustainability by focusing on more than just making money; it also focuses on being socially and environmentally responsible. HMT is important because it can deal with the problems that come up in today's business world. In today's fast-paced and competitive markets, businesses need to make sure that all of their marketing efforts are working together and that they have a good reputation with customers and other important people (Abdelhafeez, Aboutaleb, Abdelaal, & Gamal, 2024; Pater & Cristea, 2024).

1.2.5. Marketing Performance

The term "marketing performance" (MPR) means figuring out how well and efficiently a company's marketing efforts are helping it reach its business goals (Clark, 1999; Pimenta da Gama, 2024). It means looking at different numbers, like sales growth, market share, customer satisfaction, and return on marketing investment (Homburg, Artz, & Wieseke, 2012). say that marketing performance includes both financial and non-financial indicators that show how marketing efforts affect a company's overall success (Terblanche, Gerber, Erasmus, & Schmidt, 2013). Businesses need to regularly check how well their marketing is working to make sure they are using their resources well and to find ways to make things better. The effect of marketing performance is clear in how it helps people make decisions and come up with strategies (Lamberti & Noci, 2010). Companies can figure out which marketing strategies are working best by measuring performance (Kotler, Jain, & Maesincee, 2002; Schramm-Klein & Morschett, 2006). This lets them use their resources more effectively. According to Frösén, Tikkanen, Jaakkola, and Vassinen (2013) companies that know how well their marketing is doing are better able to adapt to changes in the market and grow in a way that lasts (Kotler et al., 2002). The significance of MPR resides in its capacity to yield actionable insights that propel business success (O'sullivan & Abela, 2007). It helps businesses keep track of how well different marketing campaigns are working, learn more about how customers act, and improve their marketing plans over time (Syed Muhamad Basit Raza Bukhari, Shoaib, & Nasir, 2021). Businesses can improve their marketing results, make more money, and strengthen their position in the market by focusing on key performance indicators (KPIs) (Syed M Basit Raza Bukhari, Riaz, & Saeed, 2024). In the long run, measuring how well your marketing is working can help you keep customers, gain more market share, and grow your business as a whole. (Murad, Cai, Javed, Firdousi, & Ashraf, 2019).

1.3. Hypothesis Development

1.3.1. Internal Marketing and Marketing Performance

Internal marketing plays a critical role in highlighting the importance of marketing performance. Using a

sample set of 500 bank employees from 12 commercial banks, Zaman, Javaid, Arshad, and Bibi (2012) explored the impact of IMT on business performance, organization commitment, and market orientation, they found a significant impact of internal marketing on business performance and market orientation. Bansal, Mendelson, and Sharma (2001) found a positive impact of IMT on MPR. Ballantyne (2003) highlighted the significant impact of IMT on employee engagement and satisfaction, which contributes to successful marketing performance. Additionally, Srivastava, Shervani, and Fahey (1998) found that strong IMT practices aligned with business objectives, focusing the employee engagement ultimately results in effective MPR. It can be said that through better IMT practices, better MPR can be achieved. Thus, we proposed our first hypothesis.

H1. Internal marketing has a significant positive relationship with marketing performance.

1.3.2. Relational Marketing and Marketing Performance

Storbacka, Strandvik, and Grönroos (1994) Conducted a study and found that relationship quality enhances the ability to perform well in marketing dynamics, which helps build customer loyalty, satisfaction, engagement, and customer retention. Another study conducted by Mulyana, Hendar, Zulfa, and Ratnawati (2020) found a positive impression of RMT on MPR. Additionally, Peñalba-Aguirrezabalaga, Ritala, and Sáenz (2022) explored that a positive relational capital is very important for value creation and MPR in organizations. Moreover, using a sample of 170 SME owners in Indonesia, Febrian, Sukresna, and Ghazali (2020) found a positive and significant effect on MPR directly and through SME's networking as a mediator. A rich literature is witnessing the linkage of RMT and MPR; thus, we pose our second hypothesis.

H2: Relational Marketing has a significant positive impact on marketing performance.

1.3.3. Holistic Marketing and Marketing Performance

Oiku and Adeyeye (2023) conducted a study using a sample of 150 staff from three service sectors. They found the role of HMT in predicting MPR is significantly positive. Another study conducted by Kuncoro et al. (2022) explored the impact of HMT (consisting of integrated and relational marketing) on MPR. They found a positive relation between integrated marketing with MPR, but also found a negative relationship between RMT on MPR. Interestingly, a study conducted by Vargo and Lusch (2014) discussed the shift from traditional marketing strategy to a multi-dimensional strategy in organizations. They emphasized HMT as a customer-centric approach, also pointed out a negative impact on MPR due to the shift from traditional to integrated marketing. Literature pointed out an

important link between HMT and MPR; thus, we pose our third hypothesis.

H3. Holistic marketing has a positive and significant impact on marketing performance.

1.3.4. Mediation Effect of Holistic Marketing

In order to bridge the gap between RMT, IMT and enhance MPR, HM is essential. Research by Gummesson (2008) and Grönroos (2004) highlights how relational marketing tactics aimed at establishing enduring client relationships are integrated with IMT initiatives like staff engagement and training in HMT. Improved organizational alignment as a result of this integration has a direct effect on customer loyalty and satisfaction, two important factors that influence marketing performance. Palmatier, Jarvis, Bechkoff, and Kardes (2009) also point out that customer relationship management (CRM) is enhanced by the alignment of IMT and RMT strategies through HMT, which results in better marketing outcomes like higher marketing ROI and increased customer retention. HMT improves overall business performance by making sure that all marketing initiatives are linked and concentrated on providing value to both customers and employees. Thus, we pose our mediation hypotheses.

H4. Holistic Marketing mediates the relationship between Internal marketing and marketing performance.

H5: Holistic Marketing mediates the relationship between relational and marketing performance.

2 MATERIAL AND METHOD

This study aims to create a conceptual framework that emphasizes the mediating role of holistic marketing while connecting IMT and RMT to marketing performance. By integrating and aligning marketing practices within an organization, this framework seeks to shed light on how RMT and IMT strategies affect overall MPR. According to the suggested model, IMT and RMT both have a direct impact on MPR; however, HMT, which unifies different marketing initiatives into a unified and customer-focused strategy, mediates and strengthens this relationship. With HMT serving as a crucial mediator in improving marketing performance

outcomes, the framework depicted in Fig 1 graphically depicts these relationships, highlighting both direct and indirect pathways between the variables.

2.1. Research Design

This study follows a quantitative research design using SEM-PLS to examine the relationships between IMT, RMT, HMT, and MPR. The design is **cross-sectional**, collecting data at a single point in time to test the proposed model.

2.2. Research Population and Sample

Marketing professionals employed by manufacturing companies in a variety of Pakistani industries make up the research population for this study. These industries, which represent a variety of industries with unique marketing strategies and practices, include sports, snacks, cold beverages, and textiles. Convenience sampling was used to choose 371 respondents in order to guarantee a representative sample. Marketing professionals from these sectors were asked to take part in the survey based on their availability and willingness to do so. The Structural Equation Modelling (SEM) guidelines, which recommend a minimum of 350–400 respondents for dependable analysis, were used to determine that the sample size was sufficient (RVSPK, Priyanath, & Megama, 2020; Westland, 2010). There is enough statistical power in this sample size to test the proposed connections between the study's constructs.

2.3 Data Collection Instruments

A structured questionnaire was the main tool used to get information for this study. The questionnaire's goal was to measure the four main study constructs: IMT, RMT, HMT, and MPR. There were six items for IMT (IMT1–IMT6), six items for RMT (RMT1–RMT6), five items for HMT (HMT1–HMT5), and six items for MPR (MPR1–MPR6). There was more than one item used to measure each construct. The survey used a Likert scale with 1 for "strongly disagree" and 5 for "strongly agree" to see how much respondents agreed with different statements about marketing practices in their companies.

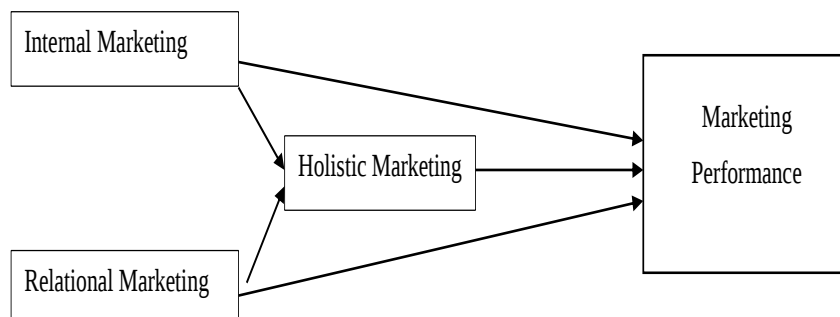


Fig. 1 Research Framework

Basic demographic data, including position and industry sector, was also collected in the first section. To ensure a representative sample for analysis, the survey was sent electronically to marketing professionals in Pakistan's various manufacturing sectors. After the data were checked for completeness and relevance, 371 of the 387 responses that were gathered for the study were judged usable.

2.4 Data Analysis Technique

Smart PLs were used to evaluate the data that was gathered. Descriptive statistics were used in the SPSS analysis to compile the demographic details of responders. Reliability analysis employs regression, Pearson correlation analysis to look at bivariate relationships between variables, and Cronbach's alpha to test the internal consistency of scales.

2.5. Descriptive Statistics

With mean scores ranging from 4.48 to 4.52, the descriptive statistics for the variables of IMT, RMT, HMT, and MPR show generally high ratings across all dimensions. Responses vary moderately, according to the standard deviations, with MPR exhibiting the least variation. The majority of respondents gave these marketing strategies high ratings, as indicated by the left-skewed distribution suggested by skewness values. In contrast to a normal distribution, the kurtosis values indicate a leptokurtic distribution, which implies that the data points are concentrated around the mean and have a higher peak. These findings point to a high general opinion regarding these marketing strategies. Table 1 represents the descriptive statistics.

2.6. Model Measurement and Research Analysis

2.6.1. Data Analysis

Cronbach's alpha, Composite Reliability (ρ_a), Composite Reliability (ρ_c), and Average Variance Extracted (AVE) were used to evaluate the constructs' reliability. Cronbach's alpha values ranged from 0.929 to 0.955, indicating high reliability and strong internal

consistency across all constructs. The reliability of the constructs was further supported by the Composite Reliability (ρ_a and ρ_c) values for each construct exceeding the suggested threshold of 0.7, as suggested by (Westland, 2010). Furthermore, each construct's AVE values fell between 0.741 and 0.819, all of which were above the 0.5 cutoff, indicating sufficient convergent validity as suggested by (Westland, 2010).

As shown in Table 3, with all correlations below the 0.85 cutoff, the correlation matrix for IMT, RMT, HMT, and MPR demonstrates moderate to strong relationships between the variables, indicating good discriminant validity. With a correlation of 0.806, IMT and RMT appear to have a moderate relationship. With a correlation of 0.761, IMT and HMT exhibit a moderate association but separate constructs. IMT and MPR have a weaker relationship, as indicated by their 0.701 correlation. Among the pairs, HMT and MPR have the highest correlation (0.808), indicating a strong positive relationship.

2.6.2. Model Measurement

The analysis of the model measurements shows that there are strong connections between the latent variables, such as IMT, RMT, HMT, and MPR. The path coefficient of -0.563 shows that HMT has a strong negative effect on MPR. The path coefficient of 0.929 shows that the relationship between HMT and MPR is also strong. All of the indicators have high factor loadings. For example, IMT indicators range from 0.847 to 0.963, RMT from 0.739 to 0.939, HMT from 0.835 to 0.968, and MPR from 0.729 to 0.919. This means that the measurement model is both reliable and valid. This further supports the idea that the model accurately shows how marketing strategies affect performance (Lamberti & Noci, 2010). Fig 2 is the SmartPLS SEM model graphical representation.

The outer loadings show that most indicators have strong connections to their latent variables. For example, the IMT, RMT, and HMT variables have loadings above 0.7, which means they are well represented. The loadings for IMT variables are especially high, ranging from 0.847 to 0.963. RMT3 has

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
IMT	371	1.00	5.00	4.4942	.89470	-2.064	.127	4.342	.253
RMT	371	1.00	5.00	4.4798	.84601	-2.454	.127	6.410	.253
HMT	371	1.00	5.00	4.5094	.87734	-2.269	.127	5.274	.253
MPR	371	1.00	5.00	4.5157	.80705	-2.592	.127	7.795	.253
Valid N	371								

Table 2: Reliability Test

	Cronbach's alpha	Composite reliability (ρ_a)	Composite reliability (ρ_c)	AVE
IMT	0.955	0.959	0.964	0.819
RMT	0.937	0.949	0.951	0.766
HMT	0.950	0.952	0.962	0.837
MPR	0.929	0.933	0.945	0.741

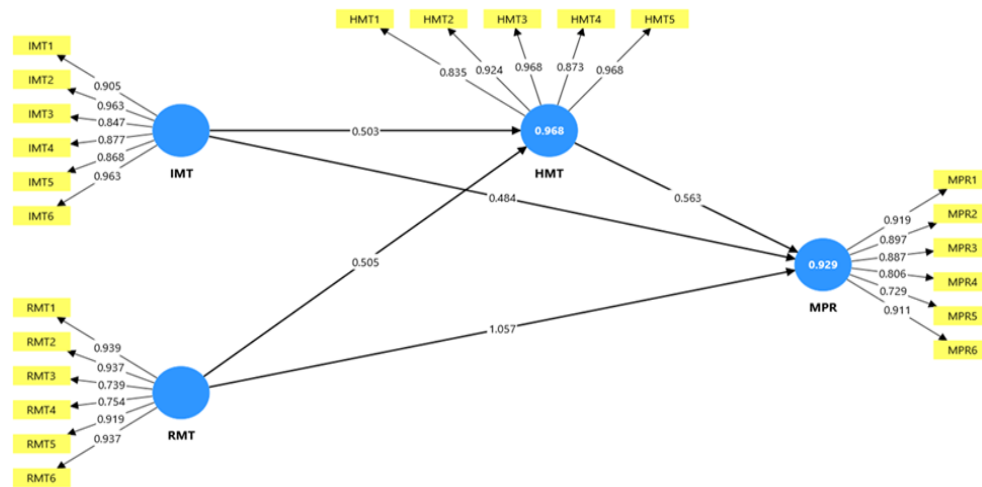


Fig. 2: PLS SEM Model

the lowest loading (0.739), which means it may not be as good at representing the RMT construct as the others. The loadings for HMT variables are very high, ranging from 0.835 to 0.968. Most MPR indicators have good loadings, but MPR5 (0.729) is a little below the usual threshold of 0.7. The VIF values for all indicators are within acceptable limits, which means that multicollinearity is not a big problem, as suggested by (Hair & Alamer, 2022).

Table 3: Discriminant Validity: Fornell-Larcker criterion

	IMT	RMT	HMT	MPR
IMT	0.805			
RMT	0.806	0.775		
HMT	0.761	0.662	0.715	
MPR	0.701	0.655	0.808	0.813

Table 5 is the presentation of path coefficients and hypothesis testing through the SEM model. The hypothesis testing outcomes from the path analysis demonstrate that the majority of the proposed relationships are statistically significant, suggesting that IMT and RMT significantly impact MPR. Hypothesis H1, which examines the effect of IMT on MPR, demonstrates a positive and significant correlation, with a coefficient of 0.201. This indicates that internal marketing initiatives within an organization positively influence the improvement of marketing performance. Hypothesis H2, which looks at how RMT affects MPR, shows a much stronger positive effect, with a coefficient of 0.772. This finding demonstrates that relational marketing strategies significantly influence marketing performance, underscoring the necessity of cultivating and sustaining robust customer relationships to enhance business outcomes. Also, hypotheses H4 and H5 show how IMT and RMT affect MPR indirectly through HMT. There is a statistically significant relationship between the two, with coefficients of 0.283 and 0.284, respectively. This indicates that the influence of IMT and RMT on MPR is partially facilitated by HMT, corroborating the notion that a comprehensive marketing strategy enhances the beneficial effects of

internal and relational marketing initiatives on marketing performance, aligned by Kuncoro et al. (2022).

Table 4: Outer loadings and Variance Inflation Factor (VIF)

	IMT	RMT	HMT	MPR	VIF
IMT1	0.905				4.089
IMT2	0.963				2.341
IMT3	0.847				4.274
IMT4	0.877				3.623
IMT5	0.868				3.632
IMT6	0.963				4.123
RMT1		0.939			2.409
RMT2		0.937			2.502
RMT3		0.739			3.292
RMT4		0.754			3.821
RMT5		0.919			4.217
RMT6		0.937			4.324
HMT1			0.835		2.951
HMT2			0.924		3.229
HMT3			0.968		3.423
HMT4			0.873		3.612
HMT5			0.968		3.834
MPR1				0.919	4.125
MPR2				0.897	4.343
MPR3				0.887	2.243
MPR4				0.806	4.123
MPR5				0.729	4.332
MPR6				0.911	4.666

Furthermore, hypothesis H3, which asserts a direct correlation between HMT and MPR, lacks support. The negative coefficient of -0.563 indicates that holistic marketing does not have a direct impact on marketing performance. This may mean that the positive effects of HMT on MPR depend on other factors, like IMT and RMT, rather than being the only thing that leads to marketing success. This finding shows how complicated MPR is and how important it is to have a more integrated approach to marketing strategy, where different marketing activities work together to improve performance instead of just relying on HMT efforts. The analysis indicates that both IMT and RMT exert substantial direct and indirect influences on MPR, whereas the impact of HMT on MPR is comparatively restricted.

Table 5: Sem Model Path Coefficient

Hypothesis		B-Coefficient	T- Statistics	P-Values	Result
H1	IMT -> MPR	0.201	5.378	0.000	Supported***
H2	RMT -> MPR	0.772	21.686	0.000	Supported***
H3	HMT -> MPR	-0.563	7.015	0.000	Not Supported***
H4	IMT -> HMT -> MPR	0.283	5.254	0.000	Supported***
H5	RMT -> HMT -> MPR	0.284	8.545	0.000	Supported***

3 DISCUSSIONS

This study analyzed the interconnections among IMT, RMT, HMT, and MPR. The results of the hypothesis testing show that most of the suggested relationships were supported. This gives businesses useful information on how to improve their marketing strategies. The results help us better understand how these marketing strategies work together to help a business succeed. The results show that both IMT and RMT are important factors that affect how well marketing works. To build strong internal skills and make valuable connections with customers, companies should put these strategies first. The study shows that IMT and RMT have good direct effects, but it also shows that these methods should be used with holistic marketing to make a complete strategy. The relationship between HMT and MPR was more complicated, though, with HMT having a direct negative effect on MPR. This means that we need a more integrated approach, where the effects of HMT are stronger when they are used with IMT and RMT efforts.

Furthermore, H1, which looks at how IMT affects MPR, was backed up by a positive and significant path coefficient of 0.201 (p-value = 0.000). This shows that internal marketing has a big effect on marketing performance; these findings align with (Bansal et al., 2001; Zaman et al., 2012). Likewise, H2, which investigates RMT's impact on MPR, demonstrated a robust positive correlation (coefficient = 0.772, p-value = 0.000), thereby affirming the significant role of relational marketing in improving marketing performance. The findings are aligned with Febrian et al. (2020) and Peñalba-Aguirrezabalaga et al. (2022).

Additionally, H4 and H5 examined the indirect influences of IMT and RMT on MPR via HMT, both of which were validated (IMT → HMT → MPR: coefficient = 0.283, RMT → HMT → MPR: coefficient = 0.284, p-values = 0.000). These findings underscore the significance of a cohesive marketing strategy that integrates internal, relational, and holistic marketing initiatives to enhance marketing results. These findings align with previous studies (Gummesson, 2008; Palmatier et al., 2009). Nonetheless, H3, which posited a direct influence of HMT on MPR, was not substantiated. The negative coefficient of -0.563 (p-value = 0.000) indicates that HMT does not directly affect marketing performance. This suggests the necessity for a more integrated strategy that combines holistic marketing with internal marketing and relational marketing to improve marketing performance and

gradually achieve goals for the company. These findings align with (Vargo & Lusch, 2014). This highlights the fact that organizations need to understand that, in order to take benefits from holistic marketing, they also should focus on how it is applied and integrated within organizations. Finally, relational and internal marketing both improve marketing performance, and holistic marketing is crucial in mitigating these effects. However, because holistic marketing focuses on aligning and integrating strategies rather than producing results on its own, it did not directly affect marketing performance.

3.1. Limitations:

The study's limitations encompass the reliance on self-reported data from marketing professionals, which may be influenced by response bias. The research is specifically concentrated on manufacturing companies in Pakistan, potentially constraining the applicability of the results to other sectors or nations. Subsequent research may broaden the sample to encompass a wider array of industries and geographic areas for more thorough insights.

3.2. Future Implications

The results indicate that companies should allocate resources to both internal and relational marketing strategies to improve marketing performance, emphasizing the integration of these initiatives within a comprehensive framework. Future research may investigate the influence of external factors, such as customer behavior or market conditions, in moderating these relationships in other sectors as well.

3.3. Conclusion

This study emphasizes the essential functions of Internal marketing and relational marketing in improving marketing performance via both direct and indirect mechanisms. Although Internal marketing and relational marketing enhance marketing performance, holistic marketing exhibited a negative direct effect, indicating that its impact on marketing performance is contingent upon additional factors. The results show how important it is to include relational marketing in a complete marketing plan in order to get better business results. This research provides significant insights into the optimization of marketing strategies. The study also stresses the need for more research to look at outside factors and cover more industries and areas. These

results give businesses useful advice on how to improve their marketing results by using targeted strategies.

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Author Contributions:

Roheen helped come up with the ideas and worked on the writing, the software implementation, the data analysis, and the methods. Dr. Basit and Cornelia Adabesah wrote the first draft and were in charge of getting the data and checking it.

Disclosure of Potential Conflict:

The authors assert that they possess no conflicts of interest regarding the study, authorship, and publication of this work.

Statement about Data Availability:

This study did not entail the creation of datasets or analysis; consequently, data sharing is not relevant to this research.

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