

## Panduan Mengakses European Journal of Management and Business Economics

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The main content area displays the journal title "European Journal of Management and Business Economics" with a small icon. Below the title, it states "Issue(s) available: 29 - From Volume: 26 Issue: 1, to Volume: 34 Issue: 1". Underneath, there is a subject category: "Subjects: Management science & operations > Management science/operations research".

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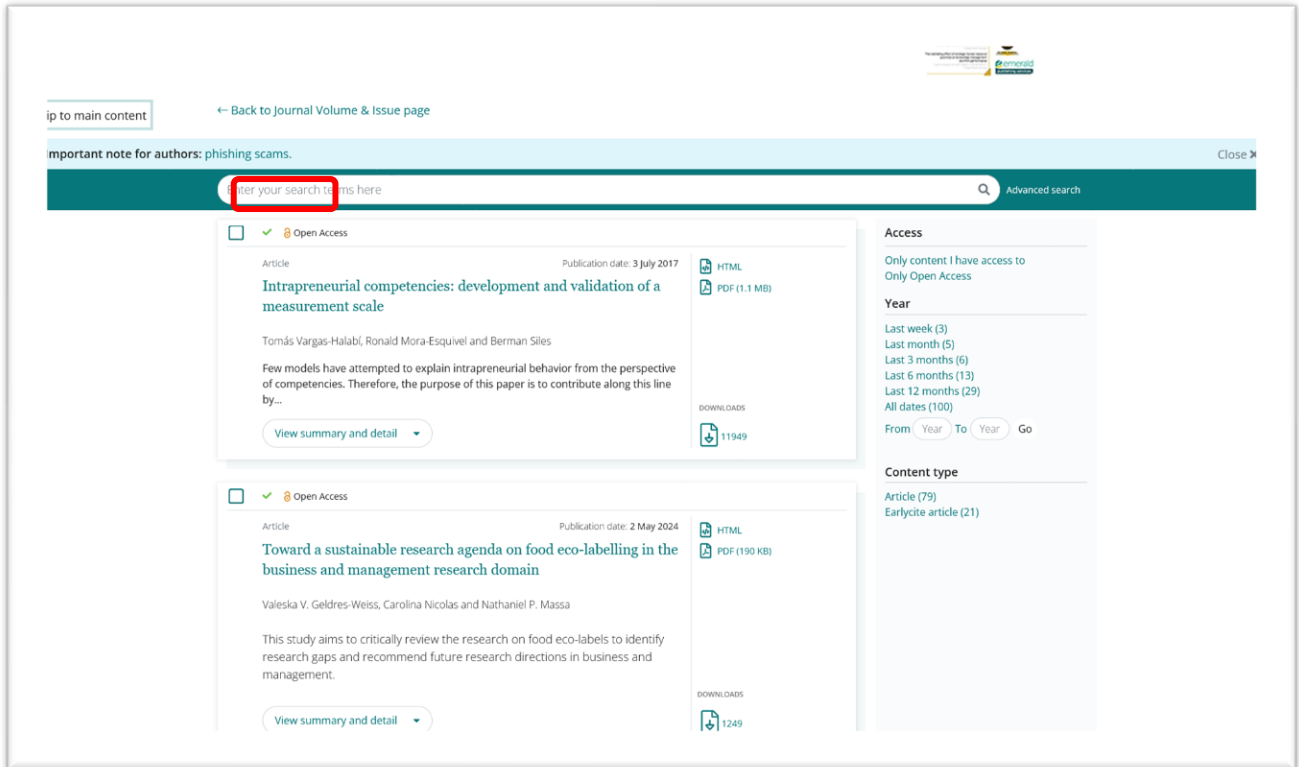
On the right side of the page, there is a thumbnail image of the journal cover for Volume 26, Number 1. Below the thumbnail, there is a list of metadata:

- ISSN: 2444-8451
- e-ISSN: 2444-8494
- ISSN-L: 2444-8451
- Online date, start - end: 2017

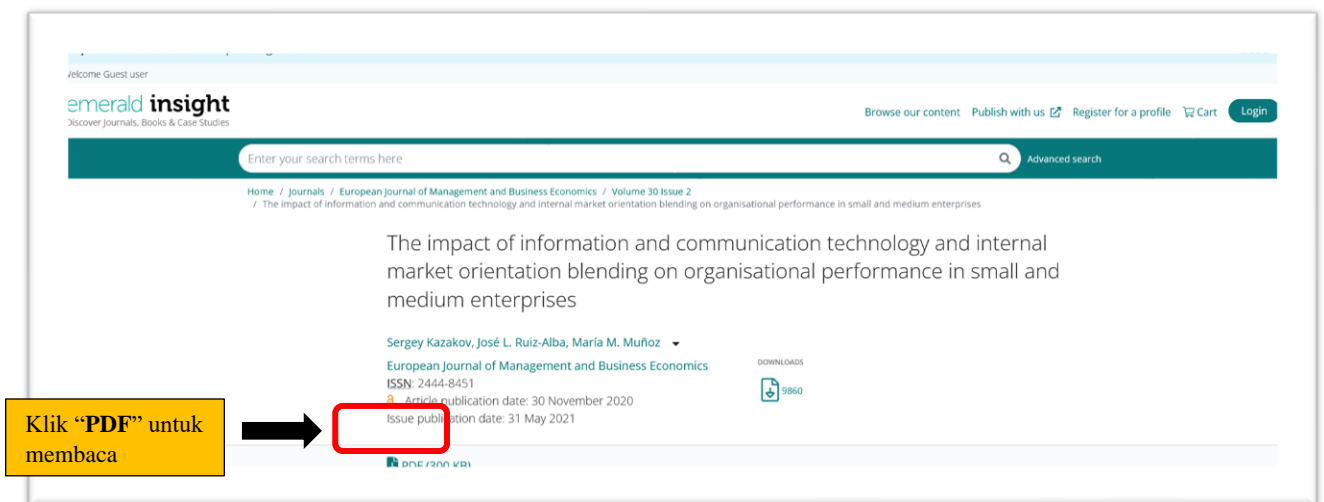
At the bottom of the page, there are two tabs: "All issues" and "EarlyCite". Under the "All issues" tab, there is a list of issues:

- Volume 34
  - Issue 1 2025
- Volume 33
  - Issue 4 2024
  - Issue 3 2024
  - Issue 2 2024

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# The impact of information and communication technology and internal market orientation blending on organisational performance in small and medium enterprises

**KT and IMO impact on SME performance**

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**Abstract**  
The present study examines the concept of internal market orientation (IMO) and its effects on organisational performance comparing job satisfaction and employees' loyalty in the small and medium enterprises (SME) research context. Based in administrative theory, human relations theory, conventional theories of IMO and internal marketing, this study develops a novel IMO-theoretical framework that extends the proliferation of ICTs to SMEs.

**Design/methodology/approach** The proposed concept was empirically investigated by means of surveying 100 SME employees with the application of a multi-stage sampling procedure.

**Findings** Research findings confirmed the validity of the ICT-supported IMO framework, its positive effect on IMO, organisational performance, and additional, though unexpected evidence for the predictive of the IMO concept and its suitability for operationalisation by SMEs.

**Originality/value** This study introduces ICTs as a novel IMO dimension which considers the underlying hybrid digitalisation of businesses. In addition, the present research probes the plausibility and confirms the benefits that arise following IMO implementation in SMEs.

**Keywords** IMO, job satisfaction, Market orientation, Organisational performance, Internal marketing, Internal market orientation

**Paper type** Research paper

**1. Introduction**  
The notion of internal market orientation (IMO) implies the deployment and application of the marketing paradigms in the writings intrinsic to the organisation (Bak and Ishi, 2016). IMO is

**Research methodology**  
Order and questionnaire development  
Sample and data collection

**Results**  
Constructs reliability convergent and discriminant validity  
IMO antecedents validation  
IMO effects on job satisfaction and employees' loyalty

**Discussion**  
Implications for marketing theory  
Managerial implications  
Limitations, future research, conclusions  
References  
Further reading

