

MAKERERE



UNIVERSITY

MAKERERE UNIVERSITY BUSINESS SCHOOL

**STRATEGIC THINKING, MARKET INNOVATION CAPABILITIES AND
INTERNAL MARKETING AMONG EMPLOYEES IN THE
BROADCASTING SECTOR IN UGANDA: A CASE OF
UGANDA BROADCASTING CORPORATION**

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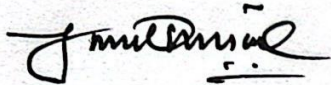
**A DISSERTATION SUBMITTED TO MAKERERE UNIVERSITY
BUSINESS SCHOOL (FACULTY OF GRADUATE STUDIES AND
RESEARCH) IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION OF MAKERERE UNIVERSITY**

PLAN A

JULY, 2023

DECLARATION

I declare that this dissertation is my original work and has never been submitted to any university or institution of higher learning for any award.

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APPROVAL

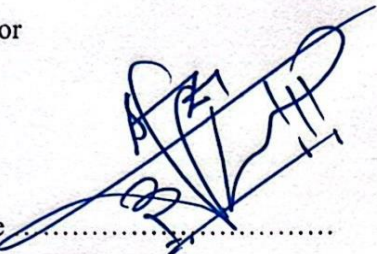
This is to certify that this dissertation has been recommended in partial fulfillment of the requirement for the award of the degree of Master of Business Administration (MBA) of Makerere University with our approval as the original appointed supervisors of the candidate.

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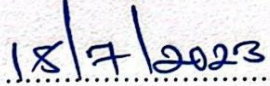
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DEDICATION

To my lovely children; Joshua Newman Tumuhaise, Baguma Aaron Akandwanaho, and Kieran Leon Byaruhanga. You are the greatest joy of my life and have provided me the greatest inspiration throughout this academic journey and research programme. May the Almighty God bless you abundantly, always!

ACKNOWLEDGEMENT

All praise goes to the Almighty God, the Most Gracious and Merciful, for making everything possible. Without His unending Grace, I could never have reached this point in my life.

I am indebted to Makerere University Business School academic staff and management for the education, mentorship, and support extended to me individually and collectively while pursuing this iconic programme. I express my sincere appreciation to my supervisors Dr. Ahmad Walugembe and Mr. Aziz Wakibi for their patience while they guided and mentored me throughout the research process. I also thank all the lecturers that have taught me throughout this master's programme.

Finally, yet importantly, I would like to also thank all my MBA course mates at Makerere University Business School. This journey would have been futile and impossible if it was not for the comfort, solidarity, friendship, and never-ending encouragement for each other to last the course.

Lastly, I take profound pleasure to recognise the invaluable and incredible support and assistance extended to me by my family especially my dear mother the late Mrs. Betty Namasaba Oballa who passed on two years ago. She firmly laid the foundation in ways which have permitted me to get this far in life. May Her Soul Rest in Peace forever! I thank my dear father, brothers, sisters, and friends for the invaluable support in many different forms over the years. May the Almighty God reward you all abundantly!

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LIST OF ABBREVIATIONS

BBC	-	British Broadcasting Corporation
CCK	-	Communications Commission of Kenya
GBC	-	Ghana Broadcasting Corporation
ISQ	-	Internal Service Quality
IM	-	Internal Marketing
IO	-	International Organizations
KBC	-	Kenya Broadcasting Corporation
NGO	-	Non-Governmental Organizations
UBC	-	Uganda Broadcasting Corporation
ST	-	Strategic thinking
SD	-	Standard Deviation
SPSS	-	Statistical Package for Social Sciences
URA	-	Uganda Revenue Authority

ABSTRACT

This study was aimed at examining the relationship between strategic thinking, market innovation capabilities and internal marketing among employees in the broadcasting sector in Uganda, using a case of Uganda Broadcasting Corporation (UBC). The study was based on the following objectives: to ascertain the relationship between strategic thinking and internal marketing, to establish the relationship between strategic thinking and market innovation capabilities, to examine the relationship between market innovation capabilities and internal marketing and to examine the extent to which market innovation capabilities mediate in the relationship between strategic thinking and internal marketing. The study adopted a cross sectional research and quantitative design with a sample size of 169 respondents from 15 branches of UBC of which 127 responded indicating a response rate of 75%. The data was tested for reliability and validity, analyzed using SPSS v23 and results presented based on the study objectives. Findings revealed a significant and positive relationship between strategic thinking and internal marketing. There is a positive significant relationship between strategic thinking and market innovation capabilities. Further still findings indicated that there is a significant positive relationship between market innovation capabilities and internal marketing. Overall, strategic thinking and market innovation capabilities explain 68.8% of the variance in internal marketing. In addition, market innovation capabilities were found a stronger predictor of internal marketing compared to strategic thinking. The mediation analysis revealed that market innovation capabilities have a significant positive effect on the relationship between strategic thinking and internal marketing. Therefore, the study recommended that UBC should acquire market innovation capabilities through seminars, workshops, and trainings to improve internal marketing. Further studies may be conducted to ascertain other predictors of internal marketing among employees in the media sector in Uganda.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Internal marketing is a functional tool that emerged in organizations to motivate and encourage employees to achieve outstanding quality service for customers (Mazzarolo et al., 2021). It plays an instrumental role in organizations and is viewed as an important driver of internal service quality (ISQ) and external customer satisfaction (Akroush et al., 2013). In service industries like media, internal marketing is considered for quality service delivery, a paradigm of organizational change, management and implementation strategies based on marketing (Alencar de Farias, 2017). Globally, efforts to sustain dynamic internal marketing remains a challenge for broadcasting media stations, even for powerful ones like the BBC of Great Britain (Bell, 2022). Similarly in Africa, the Ghana Broadcasting Corporation (GBC) has suffered internal marketing hardships related to lack of creativity developing employees and absence of effective internal branding (Media Foundation For West Africa, 2018). In Kenya, the Kenya Broadcasting Corporation (KBC) adopted robust internal marketing activities such as proactive internal communication to help it attain a competitive edge (Nyongesa, 2021).

In Uganda, the Broadcasting sector is also faced with similar challenges relating to internal marketing depicted in employee dissatisfaction and high job turnover of key staff. For example, at Kazo FM in western Uganda, it was reported that most journalists do not get paid and some take long to be paid but when these journalists speak out, they are threatened with dismissal from their places of work (Nuwahereza, 2022). In their survey in 2018, New Vision found that journalists in media houses are paid low wages and offered few development opportunities which make them prone to self-censorship and more susceptible to bribes (NewVision, 2021). One reporter stated

that “you only get paid for your stories that are published, so you don’t want to write a sensitive story that might not get published because then you won’t get paid” (New Vision, 2021). Additionally, a journalist with UBC, who has been in the industry for over 34 years said that in his years of practice there had never been such harsh working conditions compared to today (Namajja, 2019). Laban Econi, the Manager of Voice of Life Radio in Arua City admitted the existence of a low-wage regime for journalists in most media houses in the sub-region (Lematia, Kiberu, & Kinene, 2022). In their survey the African Centre for Media Excellence (ACME), revealed that the typical Ugandan journalist is male, below 35 years, has less than 10 years of experience on the job, but isn’t specialised in covering one or two beats, and earns not more than Shs1,000,000 (\$280) per month (Muhindo, 2021). In essence, the print and broadcasting sector in Uganda is characterized by low pay, poor working conditions, precarious job security as well as threats to journalistic freedoms. These factors combine to contribute to high occupational mobility within Ugandan publications leaving behind young newsrooms. The inexperience of journalists in many newsrooms significantly affects the quality of service they deliver to audiences (Muhindo, 2021).

Thus, UBC has instituted efforts to improve internal marketing within its extensive network coverage of 11 radio and 4 television stations which cover about 70% of the country. Nevertheless, the corporation still faces several internal marketing challenges evidenced by cases of employee mismanagement and a complete disregard for human resources which has significantly contributed to its abysmal performance over the years (Kamugisha, 2017). Consequently, high staff turnover among highly skilled employees has been linked to a myriad of factors in UBC stations, key among which include, dissatisfaction with salaries, poor management, job insecurity, poor working conditions, and lack of proper work-life balance (ILO, 2016; UBC, 2019). Additionally, the corporation has over the years lost several of its top performers to commercial competitors such

as NTV Uganda and NBS which offer better work benefits and rewards to their employees. Furthermore, a detailed analysis of recruitment interview exercises in 2021 indicated that whereas UBC had the ability to attract talent, it came up short of attractive remuneration packages especially in the editorial and engineering departments (UBC, 2021).

A review of current literature suggests strategic thinking and market innovation capabilities as important factors that influence internal marketing (Bohnenberger et al., 2018; Qaisar & Muhamad, 2021; Raeisi et al., 2020). Strategic thinking directs the organization from mere day-to-day management of operations to managing crises to reach a different vision of internal and external dynamic factors (Kashef et al., 2018). Market innovation capabilities are usually valuable in creating sustainable competitive advantage and promoting superior firm performance in both domestic and foreign markets (Morgan et al., 2018). In this study, internal marketing will be measured by internal communication, training & development, motivation & rewards, and recruitment & selection (Qiu et al., 2022; ELSamen & Alshurideh, 2012). Strategic thinking is measured by reflection, organization awareness, trend analysis and pattern recognition (Dhir et al., 2018). Market Innovation capabilities is measured by innovativeness, capacity to innovate and willing to change (Eyup et al., 2017; Ngamsutti & Ussahawanitchakit, 2016).

The study will be based on the Resource-Based View (RBV) theory (Barney, 2001). RBV is a foundation in strategic management, and Strategic thinking is the core and essence of modern strategic management (Kettunen et al., 2020). RBV also discusses how to obtain a sustainable competitive advantage through market innovation capabilities like innovativeness, capacity to innovate and willingness to innovate (Nkemkiafu et al., 2019). Previous studies have focused on internal marketing mainly from the western perspective (Bohnenberger et al., 2018; Qaisar &

Muhamad, 2021; Raeisi et al., 2020) while the ones in Uganda are not in the broadcasting sector (Gordon et al., 2019, Mukwana & Matovu, 2018). This suggests that the contribution of strategic thinking and market innovation capabilities to internal marketing remains unexplored in the Ugandan media industry.

1.2. Statement of the Problem

The quality of internal marketing among Uganda's leading media players has been diminishing in recent years. This phenomenon is characterized by high staff turnovers due to poor pay, low motivation, long working hours, and in other instances, the lack of basic and modern media operating equipment to facilitate quality services production in ever-growing competition in the industry. At the UBC for instance, there has been widespread employee mismanagement and discontent, debilitating communication gaps between managers and their subordinates, and an unfavorable working environment over the years (Kamugisha, 2017). Labour turnover ratio for middle and lower level employees was 24% during the 2020/2021 financial year (Human Resource Confidential Performance Report, 2021), representing significant turbulence at the corporation (Armstrong, 2006). Accordingly, UBC has over the years lost several of its leading performers to commercial competitors in search of better work benefits and rewards for their labour. However, despite the worrying developments for the media industry in Uganda, many media companies remain unable or unwilling to implement plausible internal marketing strategies. The poor internal marketing at UBC could be attributed to poor strategic thinking among their management and the failure to adopt market innovation capabilities which are important tools in motivating, retaining, and creating strong employee engagement in organizations (Czaplewski, et al., 2015, Bohnenberger et al., 2018; Qaisar & Muhamad, 2021; Raeisi et al., 2020). Consequently, many media and communications practitioners have hobnobbed from one media company to another, or

altogether abandoned the media industry to work in other socioeconomic sectors such as government, Non-Governmental Organizations (NGOs), and regional or International Organizations (IOs). Therefore, this study seeks to establish the relationship between strategic thinking, market innovation capabilities, and internal marketing of Uganda Broadcasting Corporation.

1.3. Purpose of the study

To establish the relationship between strategic thinking, market innovation capabilities and internal marketing of Uganda Broadcasting Corporation.

1.4. Research objectives

- i. To establish the relationship between strategic thinking and internal marketing.
- ii. To establish the relationship between strategic thinking and market innovation capabilities.
- iii. To examine the relationship between market innovation capabilities and internal marketing.
- iv. To examine the extent to which market innovation capabilities mediate in the relationship between strategic thinking and internal marketing.

1.5. Study Hypothesis

H1: There is a relationship between strategic thinking and internal marketing.

H2: Strategic thinking is related to market innovation capabilities.

H3: There is a relationship between market innovation capabilities and internal marketing.

H4: Market innovation capabilities mediate the relationship between strategic thinking and internal marketing.

1.6. Scope of the study

1.6.1 Geographical scope

The study was carried out in Uganda. This study involved the employees and management of Uganda Broadcasting Corporation TV located at Broadcast House, plot 17-19 Nile Avenue, Kampala and from the 14 branches of UBC within Uganda which include: UBC Buruli FM, UBC Mega FM, UBC Ngeye FM, UBC Magic100 FM, UBC Radio, UBC Star FM, UBC Totoore FM, UBC West, UBC West Nile FM, UBC Voice Of Bundibugyo FM, UBC Butebo FM, Magic One TV, U24 TV, and Star TV.

1.6.2 Subject scope

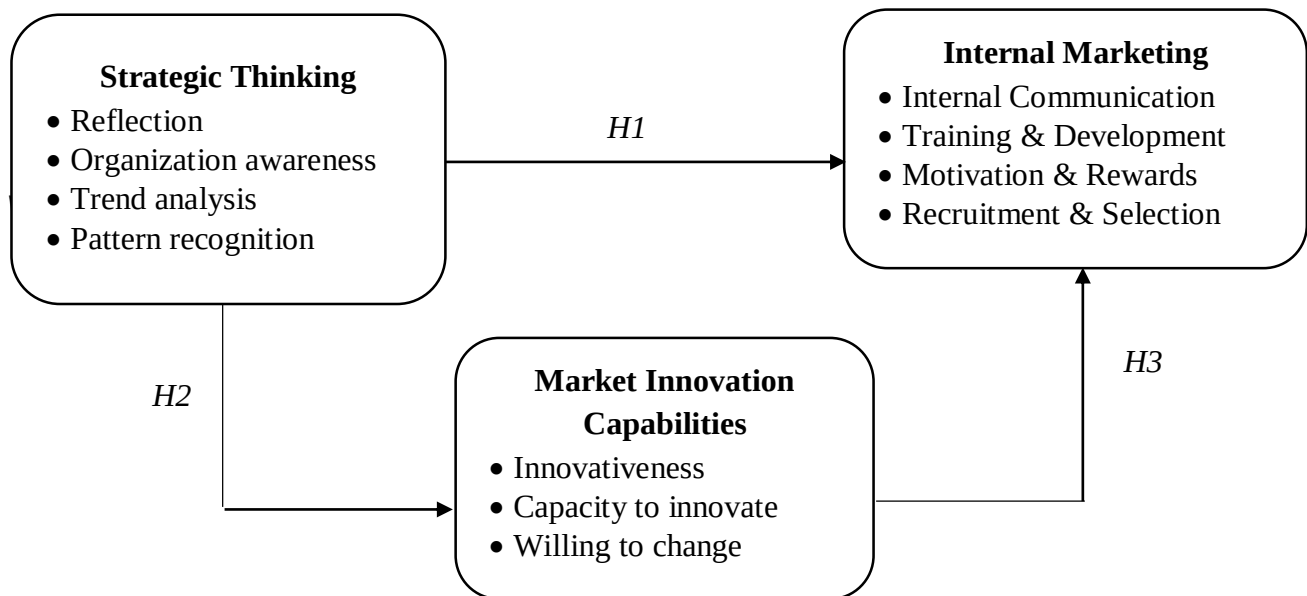
The study concentrated on strategic thinking, and market innovation capabilities as the mediating variable that influences the internal marketing at UBC as depicted in the conceptual framework.

1.7. Significance of the study

- i The study may provide policy makers with useful insight that may guide policy formulation in internal marketing practices with a view of retaining good employees for effective service delivery in Uganda's broadcasting sector.
- ii The study may be useful to stakeholders given that it will provide a platform for broadcasting agencies and media publications to design suitable programs to stimulate and improve the use of strategic thinking and market innovation capabilities to enhance internal marketing.
- iii The study may support future researchers and academicians to advance knowledge on the relationship between strategic thinking, market innovation capabilities and internal marketing among broadcasting platforms in Uganda with reference to UBC.

1.8. Conceptual framework

Figure 1: Conceptual Framework



Source: Internal marketing (Gordon et al., 2019; ELSamen & Alshurideh, 2012; Azedo et al., 2012; Qiu, Boukis & Storey, 2022; Amjad & Alshurideh, 2012); Strategic thinking (Dhir et al., 2018; Dixit et al., 2021); and Market Innovation capabilities Eyup et al., 2017; Ngamsutti & Ussahawanitchakit, 2016).

Explanation: The framework in Figure 1 above is formulated on the assumption that internal marketing is related to strategic thinking and market innovation capabilities. In addition, it assumes that market innovation capabilities mediate in the relationship between strategic thinking and internal marketing. These are the assumptions that are proposed for in-depth investigation by the current study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Resource based view (RBV) theory

The RBV is a foundation in strategic management research that has been used and applied by various researchers in studying management principles and concepts (Barney, Wright, & Ketchen, 2001). Strategic thinking is the core and essence of modern strategic management (Kettunen et al., 2020). This theory is used to examine the resources of a firm like strategic thinkers that have the potential to develop and sustain a competitive edge and, in turn, create superior performance among firms (Barney, 2007; Barney, 2001; Barney & Arkan, 2001; Barney & Hesterly, 2010; Sheehan & Foss, 2007). The resources should be valuable, rare, imperfectly imitable and organization of resources for leveraging competitive advantage (Barney & Clark, 2007). The firm performance depends on its capabilities to manage these unique resources (Singh et al., 2020; Singh & Dhir, 2019). These resources should change according to the environmental factors and overall strategy of the firms (Akter et al., 2020; Schilke et al., 2018; Teece, 2014). The RBV objectives describe the in-house resources of a firm's continued competitive edge (Kraaijenbrink, Spender, & Groen, 2010). Also, this theory discusses how to obtain a sustainable competitive advantage by creating and utilizing new product development of the organization: by giving excellent service to consumers (Nuryakin, 2018), price innovation, retail/distribution innovation, and promotion innovation (Nkemkiafu et al., 2019). Wade and Hulland (2004) debate that, businesses have possessions, a subcategory of which allows them to attain competitive lead while a subsection of those lead to excellent long-term performance. According to Morgan et al. (2018), the achievement of the firm's sustainable performance and superior edge among firms is managed

by marketing skills and resources. Marketing innovation capability is intimately linked to understanding capabilities that generate innovation related to maintaining a firms' market success (Purchase & Volery, 2020; Nkemkiafu et al., 2019).

2.1. Internal Marketing

Internal marketing refers to a set of organizational/dynamic capabilities that enable the firm to meet its marketing and customer goals (Gounaris et al., 2020; Hughes et al., 2012), as well as enhance employees' engagement in value (co)-creation activities (Boukis, 2019; Vivek et al., 2012). Consistent with value creation process through Service-dominant Logic (SDL), the firms cannot create value for all stakeholders without employees' participation in the process (Boukis & Kabadayi, 2020). Internal marketing revolves around the dynamics of effectively and efficiently managing personnel in an organization, wherein employees represent internal customers (Nemteanu & Dabija, 2021). As internal customers, their job descriptions are closely aligned with internal products offered by the organization (Nemteanu & Dabija, 2021). Similarly, it is argued that the productiveness of human resources is difficult to replicate by rivals and can be an important parameter for competitive advantage to the firm (Akonkwa, 2016). Kotler and Armstrong were more succinct in their definition of internal marketing, "the building of customer orientation among employees by training and motivating both customers-contact and support staff to work as a team" (ELSamen & Alshurideh, 2012). Internal marketing is also considered to be the process of creating market conditions within the organization to ensure that internal customers' wants and needs are met (ELSamen & Alshurideh, 2012). In this regard, various dimensions of internal marketing have been identified by scholars and include, motivation and rewards, effective communication, employee selection and recruitment, training and development, effective support systems and a healthy working environment among others (Gordon et al., 2019; Azêdo et al., 2012; ELSamen &

Alshurideh, 2012). In this study internal marketing will consider four dimensions of internal communication, training & development, motivation & rewards, and recruitment & selection as detailed below:

Internal communication: This is defined as how an organization conveys its purpose, objectives, and strategies to every employee (Wu, Tsai & Fu, 2013). Organizations that constantly communicate their objectives and vision to their employees manage to mobilize them towards increased performance, boosting their satisfaction owing to the sense of belonging to a successful organization, along with an increased engagement towards that organization (Wu et al., 2013). Internal Communication captures the practices through which firms build relationships between internal stakeholders and disseminate info across organizational echelons (Park & Tran, 2018). This dimension consists of various elements, the dissemination of tacit and explicit knowledge across the organization, the formation of effective vertical and horizontal interpersonal relationships, inter-functional integration, and cooperation mechanisms (Conduit & Mavondo, 2001), and shared vision, composing a comprehensive dimension of intelligence exchange and network interactions (Smith & O’Sullivan, 2012; Chow et al., 2015).

Training & development: Training as an internal marketing tool pointedly differs from the conventional use of training as a Human Resource Management practice (HRM). While the former emphasises the motivational use of employee training, the later merely stresses the performance related aspect of training (Moshab et al., 2011). Latif et al. (2013) stress that training improves employee discretionary behaviours and satisfaction of career development needs which invariably heightens employee job satisfaction. Training & development consists of all avenues through which an organization facilitates the professional development of its employees, via training,

materials, courses, supervisors, etc. (Bennett & McWhorter, 2021). Employee training & development represents the strategic investment of the organization to support existing and new employees' personal growth and career perspective. As a key internal marketing dimension, it helps frontline staff become more motivated and customer-oriented, and as well as equips them with service knowledge, skills, and capabilities (Fang et al., 2014). HRM practices such as employee recruitment and selection, professional customer-oriented training, educational development, and career advancement opportunities are employed to ensure adequate qualified service providers (Akroush et al., 2013; Smith & O'Sullivan, 2012).

Motivation & rewards: Motivating and rewarding personnel depending on performance assessment results is another important dimension in internal marketing (Sahibzada, et al., 2019). This shows the degree of implementation of certain evaluation systems in terms of performance, and various forms of results rewards that contribute to the welfare of the organization (Akroush et al., 2013). Those organizations which employ performance evaluation and reward systems record better results and more highly satisfied employees (Kanyurhi & Akonkwa, 2016). When a reward system is unfair, and the social exchange between an organization and its employees is unbalanced, the employees' wellbeing and health may be negatively affected, leading to repercussions in terms of task management and organizational results (Griep, Bankins, Elst & DeWitte, 2021). Employee Rewards include financial and relational rewards to staff, based on their job performance (Qiu et al., 2022). Financial (extrinsic) and relational (intrinsic) rewards work together to contribute to employee satisfaction, as well as service quality improvement. Financial remuneration systems facilitate the establishment of specific company culture by rewarding the behaviors aligned with corporate values and mission (Ahmed & Rafiq, 2003).

Recruitment and selection: Recruitment and selection as an internal marketing dimension relates to the internal procurement of customer-orientated employees (Argue, 2015). If the right employees are not recruited at the correct times, the internal value chain is impacted and internal suppliers are unable to meet internal customer needs (Anil & Satish, 2017; Argue, 2015). This results in external service delivery problems and customer dissatisfaction (Sheikholeslam & Emamian, 2016). Recruitment is the process of discovering or selecting and hiring of best qualified candidate from inside or the process by which organizations locate and attract individuals to fill job vacancies (Anwar & Surarchith, 2015). Recruitment is defined as a set of activities for an organization to catch the attention of job applicants that have the abilities needed to help the organization achieve its objectives and goals (Othman et al., 2019). The recruitment process includes examining the necessities of work, drawing employees to that occupation, screening and selecting candidates, contracting, and coordinating the new employee to the association (Khan & Abdullah, 2019). Also, the HR department is responsible for finding the right person or best qualified candidate for the post and organization needs (Othman et al., 2019). Through both the assessment and job analysis and design stage, organizations should be able to identify whether an individual currently working within the organization would be able to meet the requirements of the new position or if an individual external to the organization would be more appropriate (Anwar, 2017).

2.2 Strategic Thinking

The term “strategic thinking” is often used to refer to concepts like strategic planning and/or strategic management (Pisapia & Robinson, 2010). Strategic thinking is the core and essence of modern strategic management, a fundamental pillar in facing, managing, anticipating, and preparing solutions to crises (Kettunen et al., 2020). Alqershi et al. (2021) defined strategic

thinking as the “organization’s ability to create and develop a strategic vision by exploring all potential future organizational events and challenging traditional thinking to promote sound decision making in record time”. Strategic thinking is an inevitable capacity procedure to support managers in evolving better strategies and inspiring employees to collaborate in innovative tactics which aid a firm’s survival (Olaleye et al., 2020). Strategic thinking is defined as a mental process or thinking applied by an individual to achieve a goal or set of goals in a game or other endeavour (Sloan, 2019). It involves characteristics such as conceptual thinking ability, visionary thinking, analytical thinking ability, synthesizing ability, objectivity, creativity, and learning ability (Nuntamanop et al., 2013). Strategic thinking is the ability to examine and analyse the external and internal environment of the organization and to make predictions for each of the opportunities and risks that the organization may encounter in the future, preparing alternatives and possibilities, risk prevention programmes and opportunity-seizure programmes (Hunitie, 2018). At a deeper level, especially with the changes brought about by the COVID-19 pandemic in 2020 and the major obstacles surprising all organizations, it has become imperative for companies to have insight, the ability to read the long-term future and a vision for surviving it by developing proactive solutions to potential crises (Hite & McDonald, 2020). Alqershi (2021) stated that strategic thinking as a critical source can give the best advantage to all firms.

Strategic thinking organizations are characterized by having insight and the ability to formulate long term goals; ability to analyse, study and evaluate data; ability to make the right decision at the right time and the ability to analyse current and future reality (Martin, 2016; Allen, 2019). Studies have forked it into three different process or activities, namely, collecting information, formulating ideas and planning actions with the assertion that each process requires different thinking skills (Dhir & Mital, 2012). In this study. Strategic thinking is measured with the

standardized scale of four points of reflection, organization awareness, trend analysis and pattern recognition (Dhir et al., 2018). The study explored these dimensions of strategic thinking:

Reflection: Reflection deals with the ability of decision-making as a derivative of a rational chain of thoughts of an individual through their experience (Dhir et al., 2018). It consolidates the new data and figures out early how to grow more viable techniques. Pioneers apply reflection intentionally or unwittingly by using discernments, experience, and data to arrive at conclusions in the matter of what has happened and develop a rule of thumb that guides future processes (Pisapia, 2006). This intelligent procedure integrates the understanding why just a few decisions are successful, using twofold circle or review learning, applying observations from earlier information and experience to both cognizance and examination, taking activities considering the composite investigation and assessing and reformulating mental recognitions. Additionally, the influence of group interaction by the process of stimulating new ideas highlights the core aspect of reflection (Kahlbaugh, 1993). Walsh and Fahey (1986) recommended the procedure inside the gathering that decides whose representational frameworks are spoken to in the gathering's aggregate edge – arranged conviction structure. Heterogeneity and Conflict are two critical elements that bring differences of viewpoints which results in the reflection that brings about better strategic options. “Intuition is an important factor in strategic decision-making” which is largely developed because of learning from past experiences (Hogarth, 2010), which is nothing but reflection (Weaver, 2014).

Organizational awareness: Organizational awareness comprises an understanding of the overall organization, the complexity of relationships that occurs between subsystems and its interactions with the outside world (Dhir et al., 2018). The importance of organizational purpose for a strategic

thinker has been recognized in the past as well (Bonn, 2005; Tavakoli & Lawton, 2005). A firm, regardless of its size, needs a strategic leader (Nastase, 2010). There have been conclusions that strategic thinking of managers reflects their skills and experience (Bibu, Sala & Alb, 2016). The three things identified essential for a strategic thinker are as follows: first, a market-oriented culture and processes; second, well-developed market sensing and learning competencies; and third, customer centered processes. He must either have these attributes or develop them in context of an organization (Cravens et al., 2011). He must also identify alternate viable strategies or business models that provide value to the customer (Abraham, 2005).

Trend Analysis: Trend analysis deals with the identification of knowledge within the system and capability to map patterns (Dhir et al., 2018). It can also be defined as “a switch from seeing the organization as a conglomerate of disassociated parts (and employees) competing for resources, to seeing and dealing with the corporation as a holistic system that integrates each part in the relationship to the whole” (Kaufman, 1991). This requires individuals to not only identify key information but also connect it, while simultaneously aligning it to the vision of the organization. It channelizes the direction of the terminal goal for an organization’s success (Collins & Porras, 2008). A strategic thinker ought to make full utilization of the data and experience that is accessible and secured in the form of old structures, old examples, old ideas and old discernments (Dhir et al., 2014). Strategic thinking incorporates thinking before responding, listening precisely and specifically, sifting alternatives through a theory, understanding parts, dissecting demands, and reliably looking after standards (Gilley et al., 2002). After identification of trend, its analysis is crucial. It is a premium of union and combinations (Pisapia, 2009). It requires the ability to see plans, review new potential results, oversee incomprehensible chunks of information, and move deals into a noteworthy picture. Trend analysis is both inventive and fundamental.

Pattern recognition: Pattern recognition deals with the capability of establishing and altering between multiple situational and perspective models (Dhir et al., 2018). The picture of a solitary representational framework for strategic thinking is satisfactory for a circumstance of high nature that has been experienced ordinarily previously; however, it does not clarify how senior directors manage basic leadership errands that are novel, very perplexing, and not well-organized (Boland et al., 1990). Such assignments require one to deal with the nearness of numerous potential approaches to get a coveted result and to integrate various wellsprings of data to judge about the probability of future occasions (Campbell, 1988). For this, directors must comprehend and conceptualize distinctive and potentially clashing data and situations and build up an enhanced outlook. As per Starbuck and Milliken (1988), complex decision-making requires making use of multiple sense-making frameworks. To create practical systems, vision is required for the coveted future as per Collins and Porras (2008). Pattern analysis encourages responsibility and ties the entire associations together. This component was once considered as strategic thinking by Bonn (2005). At the senior level, pattern analysis gives significance and provides meaning and gives a sense of direction in the decision-making process (Liedtka, 1998).

Conclusively, authors (Walsh & Ungson, 1991; Goldman, 2008; Haycock, 2012; Bonn, 2001; Tavakoli & Lawton, 2005) have agreed that strategic thinking is a compilation of ideas to build a model/hypothesis called strategy to build a vision of future for an organization without formal work progress by mapping old patterns. It uses creativity, imagination, innovation, and its understanding of the present organization context to do it.

2.3 Market Innovation Capability

Pascal & Shin (2015) define marketing capabilities as the repeatable patterns of applying resources to market related needs of the business that become embedded as routines over time.

Marketing capability is also defined as a firm's capability to use its existing resources to implement marketing and other related tasks to achieve the desired marketing objectives (Ngamsutti & Ussahawanitchakit, 2016). Morgan (2019) adds that marketing capability is the aspect of a combination of processes that are directed towards engaging collective knowledge, skills, and resources of the firm to achieve the market needs. Day (2014) explains that possession of marketing capabilities enables enterprises to understand changes taking place in the markets for them to operate more effectively. In agreement with the previous scholars, Genc (2016) noted that marketing capabilities include price managements, product management, promotion management, distribution management and market information management. The abilities to obtain and utilize market capabilities with balanced marketing mix tools are of significant value to the performance of all firms regardless of size. The term "innovation" means a new way of doing. Innovation leads to increase in productivity and is the fundamental source of increasing wealth in an economy. Marketing innovation is very important for future market development. According to Drucker (1985), innovation is an instrument specific to entrepreneurs, which involves the act that endows a new capacity to create wealth.

The development of new marketing tools and methods plays an important role in the evolution of industries. Oslo Manual defines "marketing innovation capability" (OECD/Eurostat 2005) as "the implementation of a new or significantly improved marketing method involving significant changes in product design or packaging, product placement, product promotion or pricing. The marketing method must not have been previously used by the firm and must be part of a new

marketing concept or strategy representing a significant departure from the firm's existing methods," (Oslo Manual, 2005: p. 50). In this study market innovation capability is measured in terms of innovativeness, capacity to innovate and willing to change as explained bellow (Eyup et al., 2017; Ngamsutti & Ussahawanitchakit, 2016):

Innovativeness: Researchers in marketing suggest that innovativeness is "possession of newness" (Ngamsutti & Ussahawanitchakit, 2016)) or the extent of freshness of a product (Freel, 2005). A firm must be adaptive to survive in today's complex and turbulent environments. Innovation involves new management practices, new organizations, new marketing concepts, and new corporate strategies (Rostami, 2015). Innovativeness is the notion of openness to new ideas as an aspect of a firm's culture. Salavou (2004) discusses a firm's thinking capability to produce ideas that are new and distinctive, that can lead to new and applicable insights. Wang and Ahmed's (2004) definition implies an ability to exceed routine thinking processes, which involves going beyond the obvious to discover newness (Avlonitis et al., 2001). The various definitions imply a creative mindset to produce new processes, products, or ideas in the organization (Hult et al., 2004), that lead to a certain kind of innovations.

Capacity to innovate: Firms that possess the ability to innovate can adjust to environmental dynamics faster and better than non-innovative companies (Brown & Eisenhard, 1995). Avlonitis et al. (1994) contend that a firm must not only have innovative behaviors, but it must also possess the necessary technological capacity to boost this willingness. In this regard, Wang, and Ahmed (2004), characterize organizational innovativeness as a firm's overall innovative capability to introduce new products to the market or establishing new markets by merging strategic orientation with innovative behavior and processes. Slater and Narver (1994) view innovativeness as one of

the core value-creating capabilities that drives performance. Hult et al. (2004) justify innovativeness as a firm's capacity to introduce new processes, products, or ideas in the organization. According to Adler and Shenbar (1990), innovation capacity is defined as: (1) the ability to develop new products that satisfy market needs; (2) the capacity to apply appropriate process technologies to produce new products; (3) the capacity to develop and adopt new product and processing technologies to satisfy future needs; and (4) the ability to respond to accidental technological activities and unexpected opportunities created by competitors.

Willing to change: Some scholars have viewed willingness to change as a form of intrinsic personality trait (Ngamsutti & Ussahawanitchakit, 2016). According to Homburg et al. (2002), willingness to change is a function of company innovations offered, the number of customers these innovations are made available to, and how strongly these innovations are emphasized. Hurley and Hult (1998) define willingness as the openness to new ideas. Markides (1998) consider willingness to change as the development of new competitive strategies that create value for the firm. Menguc and Auh (2006) refer to willingness to change as a firm's receptivity and willingness to relinquish old habits and try untested ideas. This thinking strongly implies that innovativeness requires a company mindset or propensity to listen to "all voices", either internally or externally and to explore and experiment with ideas (Lumpkin & Dess, 1996).

2.4 Strategic Thinking and Internal Marketing

Strategic thinking is a significant element that leads to the success of an organization, a process which should be focused on employees, who, with their intellectual capacity, skills, abilities, and motivations, provide jobs that are likely to achieve institutional goals (Abzari et al., 2011). Strategic thinking approach presented by the conceptualizations of internal marketing also determines its influence on the external client, since an adequate working climate where the wishes

and needs of employees are considered implies a better performance in their work activities. This, in turn, significantly influences external customer satisfaction (Lizote et al., 2019).

In their study, Ahmed and Rafiq (2002) define internal marketing as the planned effort of motivating employees through marketing techniques, to implant and integrate business strategies aimed at the customer. In addition, Anosike and Ahmed (2009) suggest that the exchange of ideas between an employer and an employee contributes to achieving common benefits. For their part, Cerqueira et al. (2018) propose treating employees as internal customers and their activities as internal products, which satisfy the needs and wishes of external customers. As such, the adoption of internal marketing allows for the business to align its strategies with the needs of the internal customer to introduce benefits to the organization (Gounaris et al., 2010). In this way, institutions that apply this strategic thinking ensure the efficiency of the service provided by the employees, which would help improve the satisfaction of the external customer (Lizote et al., 2019).

Additionally, in his study about internal marketing, employee perceptions and attitudes towards employee assistance programs and their utilization, Lubowa (2018) found out that, the majority of the staff component is aware of the Employee Assistance Program (EAP) and they think that the EAP program is making an impact in the area. Respondents also felt that the status of the EAP program within the organizations must be improved for effective use. The results also indicated that most of the respondents acknowledged that the programs are very useful (Lubowa, 2018).

In this respect, Oliveira and Pataco (2017) confirm that motivated and loyal employees have more positive attitudes toward their businesses and their management, which leads to an increase in income. Albassami et al. (2015) shows that strategic thinking is not only a statement of intent, but that it also respects the rights of the workers, bearing in mind equality, nondiscrimination, a

dignified job, conciliation between family and professional life, and so on. As such, it is necessary to consider the aspects indicated beforehand to measure internal marketing, with the idea of developing a measuring instrument for strategic thinking that can be considered an effective tool for management when making strategic decisions (Park & Tran, 2018). Therefore, this study hypothesizes that:

H1: There is a relationship between strategic thinking and internal marketing.

2.5 Strategic Thinking and Market Innovation Capability

Strategic thinking encourages creative and innovative thinking to overcome the dynamic and often unpredictable difficulties encountered in today's competitive market (Kula & Naktiyok, 2021). Strategic thinking helps businesses to understand the present and be prepared for the future through scenario planning. Thus, it harmonizes various premises related to the future, which might be challenging. Strategic thinking can offer market innovative solutions to complex problems in a turbulent and hypercompetitive market environment, which has the potential to change the rules of the competition and depict the future (Zahra & Nambisan, 2012).

The need for firms to innovate arouses interest in the use of strategic thinking and the development of studies to identify how strategic thinking processes act in the innovation process of organizations (Sarpong & Meissner, 2018; Cainelli et al., 2019). In other words, when developing the innovation process, companies should look for signs that allow the generation of innovation, which can be improved through intelligence processes. The recognition that the market environment is a vital source of information for developing new ideas enables companies to identify future opportunities in time, and be proactive to detect threats or problems, aiming at the

implementation of structural or strategic changes to their products and services through strategic monitoring (Augier et al., 2018).

Studies emphasize the importance of strategic thinking for market innovation capabilities, suggesting a positive relationship between both (Ramirez et al., 2011; Rohrbeck & Gemünden, 2011; Ruff, 2015). The intelligence literature generally identifies positive relationships of this process that may influence the development of new products and/or technological advancements (Ramirez et al., 2011; Vishnevskiy et al., 2015). Duan and Cao (2015) point out that using the strategic value of this process in decision-making remains as a challenge in current innovation practices. According to Jahn and Koller (2019), engaging in strategic thinking processes can be beneficial for any company's future market readiness. Thus, it works as a facilitator for innovative thinking. In his study Isiagi (2019) found out that strategic choices on innovation had a positive significant relationship with performance of SMEs. Relatedly, the study found out that strategic choice on market positioning also had a positive significant relationship with performance (Isiagi, 2019).

As strategic thinking and innovations capabilities both facilitate novelty in future market environments, strategic thinking can be utilized to generate anticipatory intelligence for gaining insight on future customer needs (Jahn & Koller, 2019). In addition, Capatina et al. (2016) points out that strategic thinking is at the service of innovation as it helps to find alternative solutions to emerging challenges in the environment and helps to find the blind spots in the innovation process. They also argue that innovation benefits from the strategic thinking process when it provides access to new knowledge, identifies opportunities for diversification of the innovations themselves, monitors technological trajectories, explores different business models and expands

understanding of the external environment. In sum, the systematic practice of strategic thinking enables the reorganization of information to generate meaningful, future-oriented knowledge capable of developing narratives of how it can unfold and how to position market innovations in these scenarios (Adegbile et al., 2017).

Despite many approaches already devoted to market innovation capabilities, from the point of view of strategic thinking, it seems that the innovation-information relationship is not yet much addressed (Goria, 2018). It seems important to be able to point to the information and knowledge requested or produced during an innovation process to help understand how they are interpreted and used. To be effective, the strategic thinking process must be considered from a strategic and informational standpoint when the innovation process must result in the production of something with a competitive advantage, be it technological or organizational. The thing is to provide relevant information, ideas and prototypes at a time that allows action and, if possible, resulting in market innovation processes (Goria, 2018; Jahn & Koller, 2019).

Innovation has been found because of many processes, including strategic thinking activities and innovation capabilities. Strategic thinking is an important factor in generating larger profitability and market valuation growth (Hojland & Rohrbeck's, 2017), however, the reach of this effect has not been measured yet in terms of innovation capabilities. Meanwhile, different combinations of market innovation capabilities also reflect different levels of market innovative performance (Reichert et al., 2016). In this sense, both activities are intertwined, but the details of these relations still need to be explored. Thus, considering that companies with proactive processes may create positive effects on innovation (Fan et al., 2013), there is still the need to understand if the proactiveness of the intelligence processes relates to the level of the companies' innovation

capabilities - as opposed to any strategic thinking process, even reactive, being able to generate innovative outcomes. Therefore, the study hypothesizes that:

H2: Strategic thinking is related to market innovation capabilities.

2.6 Market Innovation capabilities & Internal Marketing

With advancements in market innovation capability, organizations must be familiar with how to compete in these dynamic environments (Zhang et al., 2020). Internal marketing highlights marketing activities to employees in the organization. According to marketing theories, internal marketing emphasizes the importance of the employees' satisfaction and views their jobs as internal products. The goal of internal marketing is the development and motivation of staff. Internal marketing's function is based on the supposition that motivated employees comply with organizational policies and decision-making. This benefits the organization as employees understand organizational goals, empowering employees to act, fulfil their roles and implement changes. Therefore, these engaged employees can advance market innovation capabilities and organizational changes (Jalilvand et al., 2019).

Internal marketing recognized employees' value, empowering personnel, leading to innovation capabilities and entrepreneurship within the organization (De Bruin et al., 2021). Internal marketing enhances the staff's motivation and helps to enhance their human and social capital. As the staff's motivation increase, the company will better achieve strategic renewal and change, transforming the business and innovating, which is essential for establishing market innovation capabilities in a firm. Thus, it can be suggested that there is a positive relationship between internal marketing and market innovation capability (Subramony et al., 2018). Yadav and Bansal (2020), in their study suggested that enhancing market innovation capabilities requires internal marketing. Jalilvand et al. (2019) in his study found that internal marketing and entrepreneurship are two

drivers of innovation in family careers. Internal marketing was also shown to be the primary determiner of innovation capabilities in family businesses (Jalilvand et al., 2019). Jin et al. (2018) suggested that competing in their internal market require companies to augment technological and marketing innovation capabilities. These factors also result in a rise in organizational performance (Jin & Cho, 2018).

In their study Kisubi, Aruo, Wakibi, Mukyala and Ssenyange (2022) provided for maiden evidence of the indirect influence of a firm's capabilities on the association between entrepreneurial competencies and SME performance. In practice, managers and SME owners should address their competency deficiencies to develop more capabilities like management and marketing capabilities which could enhance SME performance. The study provided the initial evidence for the mediating role of firm capabilities in the association between entrepreneurial competencies and firm performance (Kisubi et al., 2022).

Additionally, previous scholars have illustrated the link in internal marketing and market innovation capabilities can lead to comprehensive strategies in achieving competitive advantage scholars (Akroush et al., 2013; Cui et al. 2013; Pantouvakis & Bouranta 2013; Rebelo & Gomes, 2017; Mishra et al., 2014; McMurray et al., 2013). Based on his model Lings (2004), the firms are successful in implementing internal marketing dimensions, such as internal market research (Hollensen, 2015), internal communications (Mishra et al., 2014), and internal responsiveness (Husted et al., 2000). This study follows the premise that internal marketing can enhance the firms' capability of generating Market Innovation capabilities. Therefore, the concept of internal market orientation is extremely important to understand how internal marketing can ignite Market Innovation capabilities.

In their study Akroush et al. (2013) claimed that motivation is the most critical variable between the organization and the employee, representing attributes in internal marketing. The increasing motivation among attributes in internal marketing toward their job and their willingness in an organization would provide better customer service, which commonly perceives in the service industry. In their study Cui et al. (2013), Pantouvakis & Bouranta (2013) and Rebelo et al. (2017) stated that training and development helps the employee to understand the organization functions as a default knowledge while working at a company, and it is deeply related to innovation as it defines the way that the knowledge acquired from internal and external sources flows inside the organization. In their studies Mishra et al. (2014) and McMurray et al. (2013) acknowledged that internal communication & employee recruitment is also a potential variable that links internal marketing and market innovation capability. The integration of market innovation capabilities has been confirmed to influence internal marketing. Therefore, this study hypothesizes that:

H3: There is a relationship between market innovation capabilities and internal marketing.

2.7 Mediating role of marketing innovation capabilities in the relationship between strategic thinking and internal marketing.

To understand the complex relationship between strategic thinking and internal marketing, it is useful to consider market innovation capability as a mediating variable; especially from the role of service and product development (Qureshi & Kratzer, 2012). Market innovation capabilities enable organisation to share resources such as market information and research and development which are vital in product development to meet customer needs and satisfaction. In this modern age, it is admitted that the sustainability of a firm depends on its capabilities and know-how based on information retrieval, the unification of systems and methods, and the applicability of innovations (Medase & Barasa, 2019). Marketing capabilities demonstrate a firm's capability in

distinguishing its goods from those of opponents and in building successful brands. Marketing capabilities also represent how firms connect with consumers to create profitable relationships for enhanced innovation performance (Egbetokun, 2015 & Ren et al., 2015). Marketing innovation capabilities are usually valuable, inimitable, and non-substitutable in creating sustainable competitive advantage and promoting superior firm performance in both domestic and international markets (Morgan et al., 2018). The emerging perils of competition, engagements of consumers, and their fast-changing requirements make it more important that businesses continuously develop their brands. Organisations need to strategically think continuously on improving product design and packaging, pricing schemes, retail location, promotional approach, production costs, delivery schedules, relevance, and productivity in all systems (Mbizi & Muzividzi, 2013). In this regard, marketing innovation capability facilitates improvement in internal marketing.

Based on the literature that it is essential to maximize a firms' competitive edge and performance against competitors, businesses achieve this by searching and utilizing appropriate market innovative capabilities to obtain unique products, pricing scheme, place and distribution, and brand positioning (Na, Kang, & Jeong, 2019). It also includes the understanding of the business to assign and create the assistance and capabilities of the business fit to the modern market. The firm's internal market and strategic thinking can be strengthened by improving firms' capability to innovate (Ejrami, Salehi, & Ahmadian, 2016). Therefore, market innovation capability is recommended as an imperative requirement for strategic thinking and the final purpose of marketing innovation is in enhancing internal marketing (Na et al., 2019). Na et al. (2019) affirmed that the concept of strategic thinking is linked to delivering superior performance by utilizing the support and capacities of firms. It demonstrates the ability of market innovation capability to create

more favorable conditions and tremendous value for customers based on its greater resources and capabilities.

Jaakkola et al. (2010) asserted that strategic thinking is fulfilled by understanding results and the firm's market innovation capabilities that are good, different, hard to replicate, and important. Internal marketing at the firm will improve and grow more as time advances because the firm will have more versatility, the capability to utilize resources, and the continuous development of product offerings. Thus, it is worth supporting the view that strategic thinking and market innovation capability should have the capacity to complement each other and that whether strategic thinking is proactive or responsive should serve as a strong foundation for the company's innovative efforts (Narver, Slater, & MacLachlan, 2004).

Accordingly, it can be concluded that market innovation capability is one of the key instruments to increase market share and to give the company a competitive advantage (Gunday et al., 2011), having a positive impact on the performance of companies, producing a better position in the market resulting in competitive advantage and superior performance (Gomes & Wojahn, 2017). In addition, innovation capability facilitates firm's employees to think proactively in introducing new products quickly and adopt new systems in view of growing competition (Rajapathirana & Hui, 2018). For that reason, innovation capabilities can mediate the relationship between strategic thinking and internal marketing (Wingwon, 2012). Consequently, the following hypothesis is proposed:

H4: Market innovation capabilities mediate the relationship between strategic thinking and internal marketing

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

A cross sectional research design was used because the researcher collected data from one specific point in time. This study also employed a quantitative research approach. The quantitative design was correlational in nature, measuring the relationship between strategic thinking, market innovation capabilities and internal marketing as the study variables. The quantitative approach helped the researcher to make statistical explanations and inferences about the study variables (Saunders et al., 2012).

3.2 Population Study

The study targeted a population of 306 senior managers and employees of Uganda Broadcasting Corporation within various branches across the country (UBC staff list, 2022). The unit of analysis was UBC branches in Uganda and the unit of inquiry was employees of UBC across the country focusing on internal marketing from an employee perspective. These comprised of top management, middle management, lower management, and other staff from all the branches of UBC totaling to a population of 306 respondents. The 17 branches of UBC included UBC headquarters (Administration), Kololo (Engineering), UBC Buruli FM, UBC Mega FM, UBC Ngeya FM, UBC Magic100 FM, UBC Radio, UBC Star FM, UBC Totoore FM, UBC Radio West, UBC West Nile FM, UBC Voice of Bundibugyo FM, UBC Butebo FM, Magic One TV, U24 TV, and Star TV.

3.3 Sample size

A sample of 169 respondents was considered out of a population of 306 employees as determined by Krejcie and Morgan (1970). According to Krejcie and Morgan table (1970), a sample of 169 equates to a population of 306. Top management, middle management, lower management and other employees from the 15 branches of UBC were sampled giving a total sample size of 169 respondents. The employees were selected from the 15 branches of UBC, and duty stations as seen in the table below:

Table 3.1: Showing Population and Sample Size

UBC Stations	Population	Proportionate Sample
Headquarter (Administration)	81	45
Kololo (Engineering)	41	23
UBC Buruli FM	8	4
UBC Mega FM	22	13
UBC Ngeya FM	6	3
UBC Magic100 FM	8	4
UBC Red	10	6
Star FM	15	8
Totoore FM	3	2
UBC West FM	11	6
West Nile FM	4	2
Voice of Bundibugyo FM	6	3
UBC Butebo FM	14	8
UBC TV	42	23
Magic One TV	5	3
U24 TV	6	3
Star TV	24	13
Total	306	169

Source: UBC Staff List as of June 2022

3.4 Sampling method and technique

The sample size was determined in proportions and after chosen randomly to select the respondents. To identify the teams that were part of the study, the researcher grouped employees

according to their branches of attachment or duty stations. This implies that stratified sampling was used to create the 17 stratas. To select respondents on each stratum, simple random sampling was used, and this was done by allocating numbers for each respondent, which numbers were picked at random. This method of sampling was used because it gives equal chance to each respondent in the sampling frame to be chosen.

3.5 Data sources

The data sources that were used in this study comprise of both primary and secondary data.

3.5.1 Primary Data

Primary data was obtained from respondents using close ended questionnaires self-administered to employees of Uganda Broadcasting Corporation within the various branches across the country.

3.5.2 Secondary Data

Secondary data was collected through the review of UBC reports & publications, and journals obtained from other professional and published literature. Internet libraries were also a vital source of the secondary data.

3.6 Data collection instrument

3.6.1 Questionnaires

Quantitative data was collected using closed ended self-administered questionnaires. This method was used because of the need to generate reliable data from many respondents who needed to be covered in a short period of time (Mwesigwa, 2019). The questions in the questionnaire were close ended because they are exhaustive and mutually exclusive. The questionnaires were self-administered with the help of research assistants. Questions were rated using a 5-point Likert Scale of strongly agree (5), agree (4), uncertain (3), disagree (2) strongly disagree (1). This is because it

could be easily understood by the respondents, increases the response rate and with a less model misfit (Adelson & McCoach, 2010). The questionnaire was divided into sections to address specifically all the variables in the model.

3.7 Measurement of Variables

- **Strategic thinking** was measured with the standardized scale of four points of reflection, organization awareness, trend analysis and pattern recognition following the instrument developed by (Dhir et al., 2018).
- **Market Innovation capabilities** was measured in terms of innovativeness, capacity to innovate and willing to change basing on the instrument developed by (Eyup et al., 2017; Ngamsutti & Ussahawanitchakit, 2016).
- **Internal marketing** was measured by different elements which include internal communication, training & development, motivation & rewards, and recruitment & selection basing on the tool developed by (Gordon et al., 2019; Amjad & Alshurideh, 2012; Azedo et al., 2012; Qiu, Boukis & Storey, 2022; Raeisi et al., 2020).

3.8 Validity and Reliability of the Instruments

3.8.1 Validity

Validity determines whether the research truly measures what it was intended to measure or how truthful the research results are (Mohajan, 2017). To establish validity, the designed instrument was availed to supervisors for review, and they gave an approval for administration in a pilot survey at UBC headquarters in Kampala. The questionnaire was also given to two experts to evaluate the relevance of each item in the instrument to the objectives and rate each item on the scale of 1 to 5 where 1 represented strongly disagree, 2 for disagree, 3 for not sure, 4 for agree and

5 for strongly agree. The Content Validity Index (CVI) was used to test the relevance and clarity of the questions. The overall content validity index was above 0.7 which is acceptable. The results were presented in Table 3.2.

Table 3.2: Content Validity Index

Global variable	Content Validity Index	Number of items
Strategic thinking	0.823	14
Market Innovation capabilities	0.885	31
Internal marketing	0.849	45
Overall CVI	0.852	

Source: primary data

3.8.2 Reliability

Reliability is the ability of a measure to produce consistent results when the same entities are measured under different conditions (Field, 2009). The Cronbach Alpha coefficient was used to test for reliability of the instrument and if the Cronbach's alpha coefficient is above 0.70, the instrument will be considered reliable (Cho & Kim, 2015; Nunnally, 1978). The overall Cronbach's reliability index for strategic thinking, market innovation capabilities and internal marketing was 0.831, 0.966 and 0.967 respectively. This study's Cronbach alpha coefficient of the study variables was all above 0.70 implying that the instrument gave consistent results.

Table 3.3: Reliability Analysis

Variable	Cronbach alpha	Number of items
Strategic thinking	0.831	14
Market Innovation capabilities	0.966	31
Internal marketing	0.967	45

Source: primary data

Results in the table 3.3 showed that all variables under the study had reliable items since the Cronbach's alpha statistic for all the variables were above the 0.70 threshold according to Nunnally and Nunnally (1978).

3.9 Data Processing and Analysis

Collected data was edited, coded, and entered into the computer using the Statistical Package for Social Scientists (SPSS) version 23. The analysis involved Pearson correlation analysis and multiple regression analysis. Pearson correlation analysis was used to determine the relationship between the study variables strategic thinking, market innovation capabilities and internal marketing. Alternatively, multiple regression analysis was used to establish the extent to which the independent variables (strategic thinking, market innovation capabilities) predict the dependent variable (internal marketing). Mediation analysis was used to determine the mediating role of market innovation capabilities in the relationship between strategic thinking and internal marketing. Additionally, data was presented in tabular form with the use of other functions like percentages, mean and standard deviation which were generated using the statistical analysis program (SPSS).

3.10 Ethical Considerations

The researcher sought consent from the UBC management and from the respondents after clearly showing them a letter seeking permission to collect data from Makerere University Business School. The respondents were informed by the researcher that a high degree of confidentiality concerning the information provided will be maintained so as not to create fear and anxiety that the information given could compromise their positions at work. The information given would be treated with utmost care and consideration, and all other ethical procedures were observed by the researcher.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter presents analysis and interprets the study findings. It is divided into three sections. The first section presents the response rate; the second section the background information. The third section presents the analysis and interpretation of the results according to research objectives namely:

- i. To establish the relationship between strategic thinking and internal marketing.
- ii. To establish the relationship between strategic thinking and market innovation capabilities.
- iii. To examine the relationship between market innovation capabilities and internal marketing.
- iv. To examine the extent to which market innovation capabilities mediate in the relationship between strategic thinking and internal marketing.

4.1 Response Rate

Out of the 169 respondents targeted, only 127 provided information, giving a response rate of 75%. Details of the responses are presented in the subsequent tables. According to Mugenda and Mugenda (2003), a 50% response rate is adequate, 60% good and above 70% rated very well. This also concurs with Kothari (2004) assertion that a response rate of 50% is adequate, while a response rate greater than 70% is very good. This implies that based on these assertions; the response rate in this case of 75% was very good. The response rate was very good because data collection was done using an online questionnaire and the researcher made sufficient follow up with the respondents.

Table 4.1: Response Rate

Targeted respondents	Attained respondents	Response rate
169	127	75%

4.2 Background data

This section presents information about the background characteristics of the respondents and the branches that took part in the study. The background characteristics analyzed include gender, age of respondent, level of education attained, period worked with the organisation, department of belonging, current position of the respondent and number of employees at the branch. Results of the background information about the respondents and the branch are summarized in Table 4.2, 4.3, 4.4, 4.5, 4.6, 4.7 and 4.8 as indicated below.

Table 4.2: Gender of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	80	63.0	63.0	63.0
	Female	47	37.0	37.0	100.0
	Total	127	100.0	100.0	

Source: primary data

Results in Table 4.2 indicate that most of the respondents are male (80) while the females (47) are the slight minority. This implies that the results are based on the opinions of more male than female respondents among UBC branches and that the number of staff is mainly male. This also indicates that both male and female participate in running activities of UBC, but male respondents are likely to be more involved in improving and promoting internal marketing of the corporation.

Table 4.3: Age of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25yrs	7	5.5	5.5	5.5
	26-35yrs	64	50.4	50.4	55.9
	36-45yrs	36	28.3	28.3	84.3
	46yrs & above	20	15.7	15.7	100.0
	Total	127	100.0	100.0	

Source: primary data

Results in Table 4.3 show that the biggest category of respondents (50.4%) is in the 26-35 years age group followed by 28.3% who are in the 36-45 years age group, 15.7% are aged between 46 years and above, while only 5.5% were between 18-25 years of age. Results show that most of the respondents are middle aged (26-45years) although all age brackets are represented. Hence the implication that most staff are in the middle age bracket may suggest that more youth are actively involved in running the routine activities of UBC.

Table 4.4: Education attained

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	14	11.0	11.0	11.0
	Bachelors	79	62.2	62.2	73.2
	Masters	26	20.5	20.5	93.7
	PhD	3	2.4	2.4	96.1
	others	5	3.9	3.9	100.0
	Total	127	100.0	100.0	

Source: primary data

Results in table 4.4 above on the level of education attained show that 62.2% of the respondents had a bachelor's degree, 20.5% had masters, 11% had diplomas, 2.4% had PHDs and 3.9 % had other qualifications like secondary education. This would imply that employees who participated in the study were all literate. Thus, their responses on strategic thinking, market innovation capabilities and internal marketing in UBC branches could be relied on to make decisions.

Table 4.5: Period worked with the organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5yrs	51	40.2	40.2	40.2
	6-10yrs	42	33.1	33.1	73.2
	11-15yrs	22	17.3	17.3	90.6
	16yrs&above	12	9.4	9.4	100.0
	Total	127	100.0	100.0	

Source: primary data

Table 4.5 results show that the majority of 40.2% of the respondents have been in service with UBC for 0-5 years, 33.1% have been there for between 6-10years, 17.3% have worked for 11-15 years and 9.4 % have worked for 16years and more. This implies majority of the respondents had spent substantial years with the UBC thus they were in better position to provide information about ways of promoting internal marketing among the UBC branches.

Table 4.6: Department of belonging

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Finance & Admin	27	21.3	21.3	21.3
	Marketing	15	11.8	11.8	33.1
	Technical	28	22.0	22.0	55.1
	Editorial	28	22.0	22.0	77.2
	Human Resource	7	5.5	5.5	82.7
	Newsroom	7	5.5	5.5	88.2
	Others	15	11.8	11.8	100.0
	Total	127	100.0	100.0	

Source: primary data

The results in table 4.6 indicate that majority (44%) of respondents were from technical and editorial departments, 21.3% were from finance and administration department, 11.8% were from marketing department, 5.5% were from human resources, 5.5% were from newsroom and 11.8% were from other departments like legal, public relations, media management, communication, TV, and Radio. Results were obtained from staff from all the departments of UBC who are involved in the day to day running of the corporation activities. Therefore, data about ways of promoting internal marketing in UBC branches was collected from the right people and therefore more reliable.

Table 4.7: Current position of the respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top Management	19	15.0	15.0	15.0
	Middle Management	41	32.3	32.3	47.2
	Lower Management	41	32.3	32.3	79.5
	Others	26	20.5	20.5	100.0
	Total	127	100.0	100.0	

Source: primary data

Table 4.7 above shows that most of the respondents were of middle and lower levels of management comprising of 64.6% of the sample and were followed by others who weren't in management like officers, technicians, camera operator, news reporter, presenters, producers and office assistants constituting 20.5% while top management constituted the minority of 15% of the sample. This implies that all categories of the employees were represented, thus data obtained could be relied on to make decisions.

Table 4.8: Number of employees at the branch

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 10	12	9.4	9.4	9.4
	10-20	16	12.6	12.6	22.0
	21-30	79	62.2	62.2	84.2
	over 30	20	15.7	15.7	100.0
	Total	127	100.0	100.0	

Source: primary data

Table 4.8 indicates that 62.2% of the UBC branches had 21-30 employees, followed by 15.7% which had over 30 employees, then 12.6% had 10-20 employees and only 9.4% had less than 10 employees. This means that most of the branches are relatively big in size with over 20 employees thus the information provided can be relied upon.

4.3 Descriptive Statistics

The summary descriptive statistics of the independent and dependent variables included analyses in Table 4.9. This study's dependent variable is internal marketing while the independent variable is strategic thinking and mediating variable is market innovation capabilities. The purpose of descriptive statistics is to check whether the calculated means represent the observed data, that is, whether the mean is good replica of reality (Field, 2009 & Saunders et al., 2007). The descriptive statistics of the variable covers mean, standard deviation, minimum and maximum values to summarize the observed data in table 4.9 below;

Table 4.9: Descriptive Statistics

	N	Min	Max	Mean	Std. Deviation
Reflection	127	2.25	5.00	4.242	.5204
Organization awareness	127	2.50	5.00	4.207	.5290
Trend analysis	127	1.33	5.00	3.932	.6524
Pattern recognition	127	1.67	5.00	3.982	.6551
Strategic Thinking	127	2.36	5.00	4.110	.4662
Innovativeness	127	1.64	4.93	3.494	.8134
Capacity to innovate	127	1.90	5.00	3.762	.7050
Willing to change	127	1.71	5.00	3.546	.8670
Market Innovation Capabilities	127	1.74	4.97	3.592	.7410
Internal Communication	127	1.71	5.00	3.657	.7552
Training & Development	127	1.38	5.00	3.465	.9066
Motivation & Rewards	127	1.08	5.00	2.696	.8744
Recruitment & Selection	127	1.09	5.00	3.643	.7441
Internal Marketing	127	1.78	4.93	3.363	.6950
Valid N (listwise)	127				

Source: Primary data

The results in Table 4.9 above indicated that mean values for strategic thinking, market innovation capabilities and internal marketing were 4.110, 3.592 and 3.363 respectively. The standard deviations for strategic thinking, market innovation capabilities and internal marketing were 0.4662, 0.7410 and 0.6950 respectively. As Standard Deviations relative to mean values are small,

the calculated means highly represent the observed data (Field, 2009; Saunders, Lewis & Thornhill, 2007). Standard Deviation (SD) is the extent by which the views obtained from the respondents vary from the mean scores. It implies that a higher SD had varying opinions towards the given response (SD above 1), and when the SD is below 1 closer to 0, it means uniformity in the opinions provided in the study. A mean above 3 indicates that the respondents were in agreement to the question asked. In this study, all respondents agree that strategic thinking and market innovation capabilities are important in influencing internal marketing given that their means are all above 3.00 and all the standard deviations are below 1.00.

4.4 Correlation Analysis

A bivariate Pearson correlation analysis was conducted to establish the relationship between the variables under study as summarized in Table 4.10 below. Correlation analysis is important to establish the strength of the relationship between the variables under study. This analysis was particularly important in addressing the study objectives. Pearson's correlation coefficient analysis was conducted to establish the relationships between predictor variables (strategic thinking and market innovation capabilities) and the outcome variable (internal marketing). The intention was to evaluate whether linear relationships existed between predictor variables and the outcome variable. Pearson's correlation coefficient (r) was used because it is a parametric statistic and requires interval data for both variables (Garson, 2012). As a result, bivariate-correlation analyses were performed, and Pearson Correlation coefficients were generated to measure the direction and size of relationship between the study variables (Field, 2009).

Table 4.10: Correlation Analysis

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Reflection (1)	1													
Organization awareness (2)	.635**	1												
Trend analysis (3)	.558**	.677**	1											
Pattern recognition (4)	.401**	.482**	.397**	1										
Strategic Thinking (5)	.813**	.875**	.817**	.705**	1									
Innovativeness (6)	.328**	.387**	.325**	.279**	.411**	1								
Capacity to innovate (7)	.370**	.431**	.343**	.240**	.433**	.793**	1							
Willing to change (8)	.362**	.474**	.413**	.366**	.503**	.821**	.825**	1						
Market Innovation Capabilities (9)	.372**	.449**	.376**	.308**	.470**	.956**	.918**	.925**	1					
Internal Communication (10)	.430**	.528**	.404**	.340**	.532**	.810**	.786**	.804**	.855**	1				
Training & Development (11)	.168	.331**	.176*	.082	.238**	.694**	.761**	.703**	.764**	.742**	1			
Motivation & Rewards (12)	.285**	.428**	.350**	.248**	.409**	.654**	.579**	.705**	.688**	.702**	.695**	1		
Recruitment & Selection (13)	.237**	.254**	.204*	.130	.258**	.475**	.454**	.510**	.509**	.537**	.526**	.616**	1	
Internal Marketing (14)	.342**	.465**	.348**	.251**	.440**	.778**	.755**	.805**	.830**	.886**	.854**	.895**	.772**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data

4.5.1 The relationship between strategic thinking and internal marketing

The correlation results in table 4.10 above indicates that there is significant positive relationship between strategic thinking and internal marketing ($r = .440^{**}$, $p < 0.01$). These results imply that a unit change in strategic thinking results into a 0.440 change in internal marketing. Also, organisation awareness, trend analysis and pattern recognition when viewed independently, significantly affect internal marketing positively. Therefore, this confirms the first study's hypothesis that "*There is a relationship between strategic thinking and internal marketing*".

4.5.2 The relationship between strategic thinking and market innovation capabilities

Results in table 4.10 above indicate that there is significant positive relationship between strategic thinking and market innovation capabilities ($r = .470^{**}$, $p < 0.01$). This implies that a unit change in strategic thinking will result to 0.470 change in market innovation capabilities. Therefore, this confirms the second study's hypothesis that "*Strategic thinking is related to market innovation capabilities*".

4.5.3 The Relationship between market innovation capabilities and internal marketing

Results from table 4.10 above shows that there is significant positive relationship between market innovation capabilities and internal marketing ($r = .830^{**}$, $p < 0.01$). This implies that a unit change in market innovation capabilities will result to 0.830 change in internal marketing. Also, innovativeness, capacity to innovate and change pattern when viewed independently, significantly affect internal marketing positively. Therefore, this confirms the third study's hypothesis that "*There is a relationship between market innovation capabilities and internal marketing*".

4.6 Regression Analysis

Regression is the predictive potential of the independent variables on the dependent variable. The regression model was used to determine the extent to which strategic thinking and market

innovation capabilities predict internal marketing using evidence from UBC branches in Uganda. The results are presented in the Table 4.11 bellow. *Adjusted R²* gives the idea of how well the regression model generalizes the study variables and ideally every researcher would like its value to be the same or very close to the value of R².

Table 4.11: Shows the Regression Results of the Study Variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.275	.308		.892	.374
	Strategic Thinking	.095	.084	.064	1.133	.259
	Market Innovation Capabilities	.751	.053	.800	14.190	.000
R=.832, R²=.693, Adjusted R²=.688, F=139.704, Sig=.000, e=0.38843						
a. Dependent Variable: Internal Marketing						

Source: Primary Data

The results in Table 4.11 above show that strategic thinking and market innovation capabilities predict 68.8% of the variance in internal marketing (Adjusted R Square = .688). This means that, there are other factors which explain the remaining 31.2% of internal marketing among UBC branches in Uganda. It was also noted that market innovation capabilities (Beta = .800, sig. <.01) was a strong predictor of internal marketing than strategic thinking (Beta = .064, sig. <.01). This implies that for UBC to improve its internal marketing, they should consider both strategic thinking and market innovation capabilities, but more emphasis should be given to market innovation capabilities through encouraging innovativeness among employees, building employee's capacity to innovate and promoting employee's willingness to change to new innovations. The regression model in this case was statistically significant (sig. <.01).

4.7 Mediation Analysis

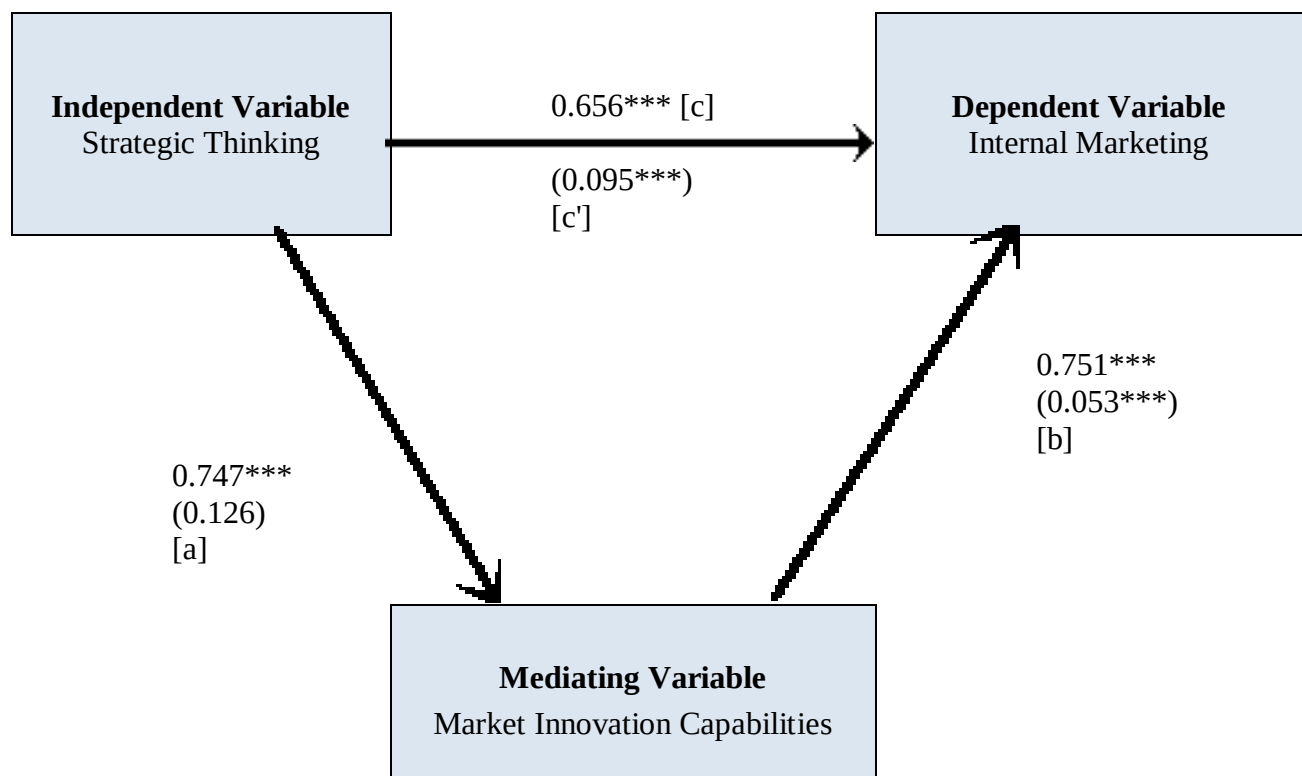
In this study, market innovation capabilities were considered as a mediating variable. Mediation test was thus conducted to be sure that the conditions suggested by Baron and Kenny (1986) are

met. According to Baron and Kenny (1986) and Kenny *et al.* (1998), mediation occurs if the following conditions are met:

- Variations in the independent variable significantly account for variance in the presumed mediator;
- Variations in the mediator significantly account for variance in the dependent variable;
- Variations in the independent variable significantly account for variance in the dependent variable;
- The effect of the independent variable on the dependent variable significantly reduces when the mediator is included in the equation.

All the above conditions were met.

Figure 2: The mediating role of market innovation capabilities in the relationship between strategic thinking and internal marketing



To find out the mediating role of market innovation capabilities in the relationship between strategic thinking and internal marketing a Sobel test was conducted. Firstly, results show that strategic thinking was a statistically significant predictor of internal marketing as the direct effect ($c = 0.095$, $SE = 0.084$, $p < 0.05$). Next, results show that market innovation capabilities were a significant predictor of internal marketing ($b = 0.751$, $SE = 0.053$, $p < 0.05$). On the other hand, the relationship between strategic thinking and internal marketing is partially mediated by market innovation capabilities ($a = 0.747$, $SE = 0.126$, $p < 0.05$). The results imply that, whereas market innovation capabilities mediates the relationship between strategic thinking and internal marketing, it possible that without market innovation capabilities, there will be a significant relationship between strategic thinking and internal marketing

To further investigate the mediator, the Sobel test was utilized to examine if market innovation capabilities significantly mediated the relationship between strategic thinking and internal marketing. The results confirmed that market innovation capabilities significantly mediate the relationship between strategic thinking and internal marketing ($z = 5.46916655$, $p < .001$).

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter discusses the findings of the study, conclusion, and recommendations in relation to the study objectives. Areas for further research were also suggested and limitations of the study as well as conclusions and recommendations were drawn.

5.1 Discussion of the Findings

The main purpose of the study was to establish the relationship between strategic thinking, market innovation capabilities and internal marketing among employees in the broadcasting sector in Uganda using the case of UBC. In this section, the researcher discusses the findings of the study.

5.1.1 Relationship between strategic thinking and internal marketing

From the findings, there was a significant positive relationship between strategic thinking and internal marketing. This implies that a unit change in strategic thinking will result to 0.440 change in internal marketing in UBC branches. This is further evidenced by the predictive potential of strategic thinking to attaining internal marketing in UBC branches as shown by the regression results. Therefore, for UBC to achieve their internal marketing goals, management should think strategically through reflection while making decisions, organization awareness, trend analysis and pattern recognition which are strong drivers for achieving desired organisation goals. Strategic thinking organizations are characterized by having insight and the ability to formulate long term goals; ability to analyze, study and evaluate data; ability to make the right decision at the right time and the ability to analyze current and future reality. The findings relate to the study of Abzari et al. (2011) who stated that strategic thinking is a significant element that leads to the success of an organization, a process which should be focused on employees, who, with their intellectual

capacity, skills, abilities, and motivations, provide jobs that are likely to achieve institutional goals. Strategic thinking approach presented by the conceptualizations of internal marketing also determines its influence on the external client, since an adequate working climate where the wishes and needs of employees are considered implies a better performance in their work activities. This, in turn, significantly influences external customer satisfaction (Lizote et al., 2019). Additionally, in their study Albassami et al. (2015) indicated that strategic thinking is not only a statement of intent, but that it also respects the rights of the workers, bearing in mind equality, nondiscrimination, a dignified job, conciliation between family and professional life, and so on. As such, it is necessary to consider the aspects indicated beforehand to measure internal marketing, with the idea of developing a measuring instrument for strategic thinking that can be considered an effective tool for management when making strategic decisions (Park & Tran, 2018). These results were generally in support of the current findings of this study.

5.1.2 Relationship between strategic thinking and market innovation capabilities

The findings indicate that there is significant positive relationship between strategic thinking and market innovation capabilities. This implies that a unit change in strategic thinking will result to 0.470 change in market innovation capabilities. It is thus important that for UBC to achieve market innovation capabilities among its employees, reflection while making decisions, organization awareness, trend analysis and pattern recognition should be considered by its board and management. Strategic thinking organizations can attain market innovative solutions to complex problems in a turbulent and hypercompetitive market environment, which has the potential to change the rules of the competition and depict the future. Strategic thinking helps businesses to understand the present and be prepared for the future through scenario planning. Thus, it harmonizes various premises related to the future, which might be challenging.

The above findings agree with previous studies for example: Kula and Naktiyok (2021) stated that strategic thinking encourages creative and innovative thinking to overcome the dynamic and often unpredictable difficulties encountered in today's competitive market. The need for firms to innovate arouses interest in the use of strategic thinking and the development of studies to identify how strategic thinking processes act in the innovation process of organizations (Sarpong & Meissner, 2018; Cainelli et al., 2019). The intelligence literature generally identifies positive relationships of this process that may influence the development of new products and/or technological advancements (Ramirez et al., 2011; Vishnevskiy et al., 2015).

Additionally, in their study, Capatina et al. (2016) pointed out that strategic thinking is at the service of innovation as it helps to find alternative solutions to emerging challenges in the environment and helps to find the blind spots in the innovation process. They also argue that innovation benefits from the strategic thinking process when it provides access to new knowledge, identifies opportunities for diversification of the innovations themselves, monitors technological trajectories, explores different business models, and expands understanding of the external environment. In sum, the systematic practice of strategic thinking enables the reorganization of information to generate meaningful, future-oriented knowledge capable of developing narratives of how it can unfold and how to position market innovations in these scenarios (Adegbile et al., 2017).

5.1.3 Relationship between market innovation capabilities and internal marketing

The findings indicate that there is a significant positive relationship between market innovation capabilities and internal marketing. This implies that a unit change in market innovation capabilities will result to 0.830 change in internal marketing. It is thus important that for UBC to

emphasize market innovation capabilities of their employees through encouraging innovativeness among employees, building employees capacity to innovate and promoting employee's willingness to change to new innovations to improve internal marketing. Therefore, this is an indication that organizations with higher levels of market innovation capabilities have greater chances of achieving their internal marketing goals.

The above findings agree with the literature of Zhang et al. (2020) who stated that with advancements in market innovation capability, organizations must be familiar with how to compete in these dynamic environments. Internal marketing recognized employees' value, empowering personnel, leading to innovation capabilities and entrepreneurship within the organization (De Bruin et al., 2021). Internal marketing enhances the staff's motivation and helps to enhance their human and social capital. Jin et al. (2018) suggested that competing in their internal market requires companies to augment technological and marketing innovation capabilities. These factors also result in a rise in organizational performance (Jin & Cho, 2018). Additionally, in their study Kisubi, Aruo, Wakibi, Mukyala and Ssenyange (2022) provided maiden evidence of the indirect influence of a firm's capabilities on the association between entrepreneurial competencies and SME performance. In practice, managers of firms should address their competency deficiencies to develop more capabilities like management and marketing capabilities which could enhance organisation goals like internal marketing. These results were generally in support of the current findings of this study

5.1.4 Mediating role of market innovation capabilities in the relationship between strategic thinking and internal marketing.

The findings of the study indicated that market innovation capabilities have a significant positive mediating role on the relationship between strategic thinking and internal marketing. This implies that if UBC management ensure market innovative capabilities within their employees on top of thinking strategically through reflection, organization awareness, trend analysis and pattern recognition will have greater motivation for improving internal marketing within its branches in Uganda. Market innovation capabilities enable organisation to share resources such as market information and research and development which are vital in product development to meet customer needs and satisfaction. The findings are also in line with the study of Qureshi and Kratzer (2012) who argued that to understand the complex relationship between strategic thinking and internal marketing, it is useful to consider market innovation capability as a mediating variable, especially from the role of service and product development. In their literature Na, Kang, and Jeong (2019) also stated that it is essential to maximize a firms' competitive edge and performance against competitors, businesses achieve this by searching and utilizing appropriate market innovative capabilities to obtain unique products, pricing scheme, place and distribution, and brand positioning. The firm's internal market and strategic thinking can be strengthened by improving firms' capability to innovate (Ejrami, Salehi, & Ahmadian, 2016). Therefore, market innovation capability is recommended as an imperative requirement for strategic thinking and the final purpose of marketing innovation is in enhancing internal marketing (Na et al., 2019). Additionally, Na et al. (2019) affirmed that the concept of strategic thinking is linked to delivering superior performance by utilizing the support and capacities of firms. It demonstrates the ability of market innovation capability to create more favorable conditions and tremendous value for customers

based on its greater resources and capabilities. According to Rajapathirana and Hui (2018), innovation capability facilitates firm's employees to think proactively in introducing new products quickly and adopt new systems in view of growing competition. For that reason, innovation capabilities can mediate the relationship between strategic thinking and internal marketing (Wingwon, 2012). These results were generally in support of the current findings of this study

5.2 Conclusion

The correlational analysis showed a significant positive relationship between strategic thinking and internal marketing, strategic thinking and market innovation capabilities, market innovation capabilities and internal marketing. Furthermore, the mediation analysis showed that when market innovation capabilities is introduced as mediating variable, it has a significant positive effect on the relationship between strategic thinking and internal marketing. From the above findings, the following conclusion can be drawn; first, market innovation capabilities are significant in improving internal marketing among UBC branches in Uganda. This is because market innovation capabilities create more favorable conditions and tremendous value for employees based on its greater resources and capabilities. Market innovation capability facilitates firm's employees to think proactively in introducing new products quickly and adopt new systems in view of growing competition. Secondly, adopting strategic thinking elements like reflection, organization awareness, trend analysis and pattern recognition is essential in UBC since strategic thinking is required for any organisation to make viable strategic decisions to exploit the available market opportunities. Therefore, for UBC to improve internal marketing within in its branches, they need to manage and enhance their market innovation capabilities through encouraging innovativeness among employees, building employee's capacity to innovate and promoting employee's

willingness to change to new innovations to stay competitive and grow in the dynamic broadcasting sector.

5.3 Recommendations

With reference to the findings above, the study suggested the following recommendations that can enhance internal marketing among UBC branches in Uganda:

- i. The study recommends that UBC should encourage their staff to attain market innovation capabilities (innovativeness, capacity to innovate and willingness to change) and use them in all their operations. These practices can be attained and enhanced through seminars, workshops, formal education, benchmarking, organisation trainings and development programs. These will enable UBC to understand changes taking place in the markets for them to operate more effectively and stay competitive.
- ii. The study also recommends that UBC management should change their mindset by adopting strategic thinking elements while making decisions towards achieving their desired internal marketing goal. This can be achieved by collecting information, formulating ideas and planning actions with the assertion that each process requires different thinking skills. UBC board and management should also emphasize reflection, awareness, trend analysis and pattern recognition while making decisions to achieve the desired internal marketing goal.
- iii. The study recommends that the managers of UBC need to ensure that their employees are motivated. This would result in the employees having a positive attitude towards their work as well as the organization, which would also result in their willingness to remain in the firm, as well as keep the pace of achieving their personal as well as the organization's goals.

- iv. The study recommends that the managers of UBC in different branches need to fully integrate and facilitate collaboration between the various functional areas of the firm. This will enhance communication and information flow within the organization and will facilitate the ability of the firm in meeting its internal marketing goals and objectives effectively and efficiently.
- v. Media and broadcasting corporation need to pay keen interest in translating their available resources into the development of new services to improve internal marketing and stay competitive. This can be achieved by improving internal communication, training & development, motivation & rewards of their workers and following appropriate recruitment & selection procedures while recruiting.
- vi. Lastly, the study recommends that Media houses should always encourage their employees to acquire the trending market innovation capabilities always since they are key requirements for operating in a competitive media industry. Without capabilities, there is no way one will be able to come up with ideas required in the operation of the media house..

5.4 Limitations of the Study

- i. The study used evidence from UBC branches which are a small percentage of the total population of the broadcasting sector in Uganda and it is possible that these results are relevant to only those UBC branches. However, the study used a sample of UBC branches in the whole country which represents all broadcasting stations in Uganda since most of the media houses experience the same internal marketing challenges.
- ii. The study used a self-administered questionnaire with close ended questions, and this limited the amount of data to be collected because it did not give room for the respondents to supplement any information and in case of any misinterpretation, it went unnoticed.

However, the self-administered questionnaire was tested, and the questions were found valid and reliable to gather the right information required by the study.

- iii. This study used quantitative data which sometimes misses certain information and limits the respondent's opinions on the study variables. However, this study clearly brought out the overall contribution of strategic thinking and market innovation capabilities towards influencing internal marketing among UBC branches in Uganda.

5.5 Areas for Further Research

The study examined the relationship between strategic thinking and market innovation capabilities towards influencing internal marketing at UBC which is a state corporation, therefore there is need for a similar study to be conducted among private media corporations in Uganda for a comparative and comprehensive result. The study used a cross-sectional research design combined with a quantitative research approach; future researchers should employ a longitudinal method to compare any variations in the results. Alternatively, qualitative studies could be conducted to supplement the quantitative findings because through methodological triangulation, it may be possible to gain a better understanding of the mediating effect of market innovation capabilities on strategic thinking and internal marketing. Further studies may also be conducted to ascertain other predictors of internal marketing like internal market orientation and management commitment in Uganda given that the strategic thinking and market innovation capabilities only predict 68.8%.

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APPENDICES

Appendix 1: Questionnaire

Dear Respondent:

I am Magezi Oballa Christopher, a student at Makerere University Business School pursuing a master's degree in Business administration of Makerere University. I am conducting a study on *“Strategic Thinking, Market Innovation Capabilities and Internal Marketing among employees in the broadcasting sector in Uganda: A Case of Uganda Broadcasting Corporation (UBC)”*. You have been identified as a respondent, and I therefore request you to kindly spare a few minutes of your busy schedule to fill this questionnaire. Your opinions and views in this questionnaire are important for generating the findings that will lead to an award of master's degree in Business administration of Makerere University. The responses will be used for purely academic research. Your honest and sincere responses are highly appreciated and shall be treated with utmost confidentiality.

SECTION A: Background data *(Please circle the appropriate response)*

- 1) **Gender:** Male ☐ Female ☐
- 2) **Age:** 18- 25 years ☐ 26 - 35 years ☐ 36 - 45 years ☐ 46 and above ☐
- 3) **Education Level Attained:**
Diploma ☐ Bachelors ☐ Masters ☐ PHD ☐
- 4) **Period worked with the organisation**
0-5years ☐ 6-10years ☐ 11-15years ☐ 16years and above ☐
- 5) **Department you belong to**
Finance and Administration ☐ Marketing ☐ Technical ☐
Editorial ☐ Human Resource. ☐ Newsroom ☐ others ☐
- 6) **Current position of the respondent**
Top Management ☐ Middle Management ☐ Lower Management ☐
Others ☐
- 7) **Number of employees at the branch**
Less than 10 people ☐ 10 – 20 people ☐ 21- 30 people ☐ Over 30people ☐
- 8) **Branch Name**.....

SECTION B -D

For sections B – D, please evaluate the statement by ticking in the box with the number that best suits your response. The table below shows the alternative responses and the number assigned to each response. The options are;

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
5	4	3	2	1

SECTION B: Strategic Thinking

No.	Reflection	1	2	3	4	5
Rf1	I try to find a common goal between two components					
Rf2	I consider the relation among different units and organizational duties					
Rf3	I recognize the role of individual in bigger systems and understand the effect of his/her behavior on outputs					
Rf4	I prefer to ask why questions to develop an understanding of problems					
	Organization awareness	1	2	3	4	5
Oa1	I am aware about organization strengths and weaknesses					
Oa2	I always consider the opportunities					
Oa3	I acquaint myself with ambiguities and complexities for interpretation and evaluation of events					
Oa4	I consider organization's internal and external analysis					
	Trend analysis	1	2	3	4	5
Ta1	I understand the situation of the organization within extended and complex systems, such as markets, industries and international arena					
Ta2	I understand diverse changes in internal and external environment of the organization					
Ta3	I like to design processes and mechanisms of promotion of change and development					
	Pattern recognition	1	2	3	4	5
Pr1	I try to establish connections among past, present, and future events					
Pr2	I try to select and use appropriate patterns from organization's background					
Pr3	I prefer to ignore short-term takings to achieve long-term profit					

SECTION C: Market Innovation Capabilities

No.	Innovativeness	1	2	3	4	5
In1	Our company often introduces new technologies to improve production or process procedure.					
In2	Our company often comes up with different ways to improve production or process procedure.					
In3	The profits of our company mostly come from new services.					
In4	The designing of the services of our company is faster than that of our competitors.					
In5	Management actively seeks innovative marketing ideas.					
In6	Improvements in service design, placement, pricing, and promotional activities are readily accepted					
In7	Firm's emphasis on developing new services					
In8	Firm's spending on new service development activities					
In9	Emphasis on creating proprietary technologies					
In10	Firm's emphasis on pioneering technological developments in its industry					
In11	Number of new services added by the firm and already on the market					
In12	The firm emphasizes developing new ideas to help customers					
In13	The firm is fast at tracking new offerings to customers					
In14	The firm is able to package a total solution to solve customer problems					
	Capacity to innovate	1	2	3	4	5
Ci1	The company encourages an innovative culture among workers					
Ci2	Employees are encouraged and supported to innovate.					
Ci3	The company have the competences to transfer and use newly acquired knowledge.					
Ci4	Our company has the ability to work more effectively by adopting new technologies					
Ci5	Our management supports the development of prototypes					
Ci6	Our employees are able to apply new knowledge in their practical work					

Ci7	In our company, ideas and concepts are communicated cross-department					
Ci8	Our management emphasizes cross-departmental support to solve problems					
Ci9	When recognizing a business opportunity, the company quickly rely on existing knowledge.					
Ci10	The company speedily develop and launch new products					
	<i>Willing to change</i>	1	2	3	4	5
Wc1	There is rapid organizational response to market changes at UBC					
	Rapid organizational response to competitor's actions					
Wc2	Our company is able to respond appropriately to market changes.					
Wc3	Our company is able to sustain our advantages during constant industry changes.					
Wc4	Our company regularly reconsiders technologies and adapts them in accordance to new knowledge					
Wc5	The company regularly match new technology from outside with ideas for new services					
Wc6	The company is proficient in transforming tech knowledge from external sources into new services					
Wc7	The search for relevant information concerning our industry is everyday business in our company					

SECTION D: Internal Marketing

No.	<i>Internal Communication</i>	1	2	3	4	5
Ic1	Supervisors and managers communicate openly with me					
Ic2	The corporation communicates a clear brand image to me					
Ic3	There is an internal communication program for all employees in my organization					
Ic4	All communication materials reflect a consistent style in my organization					

Ic5	Employees at all levels understand the direction and key priorities of my organization					
Ic6	In my organization, communications are appropriate					
Ic7	Messages that I receive are aligned with business wide communication					
Ic8	The company has sufficient channels for vertical communication.					
Ic9	When employees have any thoughts, they always express these opinions by mail or a suggestion box.					
Ic10	Employees gain understanding of the company 's policies and activities through participation in formal meetings such as division meetings.					
Ic11	The company often announces new policies to us by means of explanatory seminars.					
Ic12	The company often uses educational training to express us its corporate values and goals.					
Ic13	My branch manager often uses branch meetings to deliver us work-related corporate policies.					
Ic14	My direct supervisor always discusses our future career development in this company with us.					
	Training & development	1	2	3	4	5
Td1	My organisation provides me enough training opportunities to develop myself					
Td2	In my organisation, knowledge and skill expansion of staff is considered to be an investment					
Td3	Skill and knowledge development happens as an ongoing process in my organization					
Td4	The organisation encourages high flexibility regarding the diverse training needs of employees					
Td5	The organization focuses efforts on training employees					
Td6	The organization provides an orientation program for its employees					
Td7	Training programs in the organization has enabled me to do my job well					

Td8	The organization provides support to develop my communication skills to achieve organization goals					
	Motivation & rewards	1	2	3	4	5
Mr1	The compensation package I receive encourages me to work with full dedication					
Mr2	The pay I receive is higher compared to others doing similar job at their companies					
Mr3	I am satisfied with the existing salary structure of the company					
Mr4	High achieving employees showing excellent performance get financial rewards (bonuses, salary increases etc.)					
Mr5	The company regularly investigates and collects information on the salary paid by companies in the same industry as ours.					
Mr6	The company tries to make our work content interesting.					
Mr7	The company offers us good fringe benefits.					
Mr8	The company offers many promotion opportunities.					
Mr9	The company often uses regular meetings that honour high performance employees to send out messages to us.					
Mr10	The company often holds branch contests in an attempt to improve employee performance.					
Mr11	The company often holds organisation-wide sports events to increase chances of interaction between employees.					
Mr12	The company often supports employees in their informal organisation, such as society clubs to raise all employee's commitment to the company.					
	Recruitment & selection	1	2	3	4	5
Rs1	The company recruits employees through the right channels (e.g., newspapers or magazines, institution websites, universities & colleges, head hunting, current employees)					
Rs2	The company use public agencies to hire workers					

Rs3	Clear policies and procedures are followed during recruitment of employees					
Rs4	The recruitment process is monitored to ensure fairness and transparency					
Rs5	There is proper planning for the recruitment process					
Rs6	Proper consideration is given to skills, competencies and traits before a post is advertised					
Rs7	The company clearly specify the job application requirements for all positions					
Rs8	Initial pre-screening of candidates is conducted before selection					
Rs9	The company assess individual attitudes as well as aptitude and ability before selection of workers					
Rs10	During recruitment the company specify the competences and behavioral characteristics required of employees					
Rs11	The recruitment and selection program is well-planned and administered					

Thank You for Your Cooperation

Appendix 2: Krejcie & Morgan (1970) table for determining sample size

Populati on size	Sampl e size	Populatio n size	Sampl e size	Populatio n size	Sampl e size	Populatio n size	Sampl e size	Populatio n size	Sampl e size
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Krejcie, Robert V., Morgan, Daryle W., "Determining Sample Size for Research Activities",

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