

How to Cite:

Makhija, P., Yadava, A. K., Chacko, E., Kukreja, M., Bhadauria, G. S., & Binda, M. B. (2022). Impact of retail industry service innovation and employee engagement on the marketing performance of modern trade in India. *International Journal of Health Sciences*, 6(S5), 4854–4873.
<https://doi.org/10.53730/ijhs.v6nS5.9645>

Impact of retail industry service innovation and employee engagement on the marketing performance of modern trade in India

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Abstract---Modern commerce outlets are typically preferred by conglomerates of enterprises or chains of businesses. However, the performance of these company chains is hindered by a variety of issues that together harm them. According to the findings of the current research, the marketing performance of modern retail trade in India is significantly impacted by both the introduction of new services and the management of employees. As a result, the purpose of this study is to examine the impact that service innovation and staff engagement have on the overall marketing effectiveness of modern retail establishments. However, market orientation and consumer service performance act as mediators of the relationship between service innovation, employee engagement, and marketing performance. It has been observed that there is a direct relationship

between service innovation, employee engagement, and marketing performance. The results of the present study were obtained by the collection of primary data through the administration of a survey to 370 marketing managers in India who are employed by a variety of brands, organizations, and businesses. In addition, the outcomes of the current study were arrived at through the utilization of statistical software known as Partial Least Square (PLS), which was applied to the analysis of the primary data that was gathered. It was determined that a boost in the marketing performance of the retail modern trade in India is the result of an increase in the value of service innovation and employee engagement. The new study is going to be of great assistance to investors, marketing managers, and other brand ambassadors who are looking to improve their marketing performance.

Keywords---employee engagement, customer service performance, market orientation, marketing performance, service innovation.

Introduction

Big players in the retail sector include hypermarkets, supermarket chains, and mini markets (Schultz et al., 2021; Yuan, Si, Zhong, Huang, & Crush, 2021). When it comes to merchandising, inventory management, and logistics management, business operations pertaining to retail trade require a greater amount of attention, and there is always a strong need to carefully organize these activities. As a result, the operation of retail trade is comprised of a great number of different components. The marketing effectiveness of retail commerce can be improved or hindered depending on these aspects. Despite this, the marketing performance of retail modern trade in India is not yet at the level it is capable of reaching. There are a number of aspects that have a direct and important association with retail modern trade, and one of those factors is that the marketing performance of retail modern trade is restricted.

As a result, the purpose of this study is to identify the issues that hinder the marketing performance of the retail modern trade in India. In order to accomplish this goal, the current study investigates the influence that a number of different aspects have, including service innovation, staff engagement, market orientation, and the customer service performance of customers. The current investigation has a number of primary objectives, one of the most important of which is to investigate the nature of the connection between the aforementioned characteristics and the marketing performance of the country's modern retail trade. In addition, this study investigates the present value of big participants in the market for minimarkets, supermarkets, and hypermarkets. As a result, the true value of the market's performance is established.

Increasing their concerned marketing performance is typically the goal of marketing managers, investors, entrepreneurs, and brand ambassadors (Buccieri, Javalgi, & Gross, 2021; Kim, Shin, & Kim, 2021). As a result, in order to improve their marketing performance, they put into practice and choose business models

that are effective. However, they must always have a thorough understanding of those business models as well as the other operations that are applied to the models. In addition to this, there is a strong need to keep a close eye on the factors that either directly or indirectly influence their marketing performance. Therefore, the current study is a one-of-a-kind study that helps marketing managers, investors, entrepreneurs, and brand ambassadors, particularly those having retail modern trade in India, by exploring the influence of service innovation, employee engagement, market orientation, and customer service performance on marketing performance.

Even though there are already enough studies available on marketing performance, the literature fails to address the marketing performance of retail trade in India. Many studies in the past have also investigated the role that service innovation plays, and employee engagement on the other hand, there was not a single study that could be located that explored the connection between service innovation, employee engagement, and the marketing performance of retail modern trade in India. The existing body of research does not investigate the mediating role that market orientation and customers' service performance play in the relationship between service innovation, employee engagement, and marketing performance. As a result, the present study is a one-of-a-kind investigation that investigates the impact of service innovation and employee engagement on the marketing performance of modern retail trade establishments in India.

Both the connection between service innovation and marketing performance, as well as the connection between employee engagement and marketing performance, are the focus of this research project. In addition to this, the mediating role that market orientation plays between service innovation and marketing performance, as well as the mediating role that customer service performance plays between employee engagement and marketing performance, are both determined. The current research has a lot of benefits for marketing managers, investors, business owners, and brand ambassadors, especially in India.

There is a diverse range of factors that exert both direct and indirect influences on the performance of marketing or retail modern trade. Human psychology, in addition to other factors that are related to marketing, plays a significant role in the performance of marketing. As a result, psychological factors such as the behavior, personality, and confidence of marketing managers have a significant impact on the performance of the marketing department. However, because of the limitations of this study's scope, the psychological considerations were not considered. Because of the constraints of the current study, the roles of other significant business factors that have a significant influence on marketing performance or retail modern trades, such as digital marketing and brand image, are not considered.

Literature Review

Service Innovation and Market Orientation

The term "service innovation" can refer to either the introduction of new services or the incremental improvement of existing ones (Santos-Vijande, López-Sánchez, Pascual-Fernández, & Rudd, 2021; Setzke, Riasanow, Bohm, & Krcmar 2021). As a result, innovation that takes place within a different kind of infrastructure for services has a sizeable impact. It is possible to make effective advances in the market and its various dimensions through the development of new services. In a previous study that was carried out by Hameed, Nisar, and Wu (2021), it was found that service innovation has a positive influence on the business performance of the hotel industry by playing a significant positive role in market orientation. This was found to be the case. In its most fundamental form, market orientation lends a hand in the process of determining the wants and requirements of customers, after which it lends a significant amount of meaning to the manufacturing of goods and services that are intended to gratify customers (Al-Zyoud, Al-Mu'ani, Alsoud, & Alsoud, 2021; Li & Ko, 2021; Mende, Vallen, & Berry, 2021). In other words, market orientation is diametrically opposed to the traditional methods that are applied during the process of developing new products or services. The findings of this study indicate that market orientation can be significantly influenced by innovations in service. According to the findings of the present study, market orientation shifts to become more outcome-focused with the appropriate incorporation of service innovation. However, the introduction of new services makes what has traditionally been a difficult task for marketers and other concerned business entities significantly easier.

In comparison, not particularly difficult and easily approachable on any level of the marketing. The services provided by merchants become more gratifying and fulfilling for customers as a direct result of the application of contemporary and efficient methodologies, which in turn makes it much simpler to evaluate the requirements of customers and the degree to which they are pleased. However, it is also observed that there are only a few marketing managers who frequently offend with service innovation because they get disturbed with the modern changes in the existing approaches. Therefore, their performance decreases, and as a result, it becomes particularly difficult for them to obtain the actual value of market orientation. While most marketing managers are happy to embrace contemporary methods that can generate successful results. As a result, the conclusion that can be drawn is that an increased value of service innovation also results in an increased value of market orientation. When there is no innovation in the services being offered, market orientation is difficult. Therefore, it should be enclosed that.

Service Innovation and Marketing Performance

Enhancements in customer support, maintenance plans, guarantees, warranties, education, and information about the products or services offered by a company are some of the primary goals that should result from service innovation (Javaid, Haleem, Singh, & Suman, 2021; Pieroni, McAloone, & Pigosso, 2021; Svensson-Hoglund et al., 2021). To some extent, service innovation contributes to the sustainability of business performance, which in turn has significant effects on

marketing performance. The consistent application of service innovation leads to detectable shifts in the performance of marketing. Companies that are interested in modern retail trade find that service innovation assists them in maintaining their business success and has a significant meaning in the level of marketing performance they achieve (Shamim, Yang, Zia, & Shah, 2021). When companies innovate their service offerings, it becomes relatively simpler for those companies to achieve their business goals. Additionally, it has been observed that a greater number of customers are drawn to the products and services offered by companies when these companies have the greatest amount of possible practice for the innovation of their services. Because of this, the marketing performance of the companies reaches its full potential. It has also been observed that businesses that are looking to improve their service innovation typically place a greater emphasis on improving their productivity, increasing their competitiveness, increasing their brand value and recognition, improving their profitability, increasing their turnover, reducing their costs, and believing in making new relationships and partnerships, all of which ultimately result in significant positive effects on their marketing performance. As a result, the majority of businesses, particularly those in India that are involved in retail and modern trade businesses, have faith in the concept of innovation in service delivery because it helps them expand their operations, which, in turn, boosts their profits; it also enables them to maintain a prominent position in comparison to their rivals; and, most importantly, it provides them with the assurance to embrace new business models and cutting-edge technologies. But a business's marketing performance is severely hurt when it either doesn't have a clear plan for service innovation or continues to act like it doesn't know anything about it. Because without service innovation, businesses must use old business models that don't always meet the needs of the market. Therefore, an increase in the value of marketing performance is also associated with an increase in the value of service innovation, whereas a decrease in the value of service innovation is associated with a decrease in the value of marketing performance. Therefore, it is enclosed that.

Customers' Satisfaction with the Level of Employee Engagement

There are a great number of aspects that have an immediate impact on customer service. However, the major factors that have a direct relationship with the customer service performance are the average resolution time, customer effort score, customer satisfaction score, net promoter score, resolution rate, first response time, customer retention rate, and customer service abandonment rate. An increase in the value of the aforesaid variables leads in an equally significant increase in the value of the performance of customer service. On the other hand, the findings of the recent research indicate that staff engagement is also one of the fundamental variables that has a considerable influence on the performance of customer service. Performance in customer service can be thought of as the process of ensuring that all of the company's business operations are properly aligned and operating in accordance with the standards and specifications (Fischer, Hofmann, Imgrund, Janiesch, & Winkelmann, 2021; Helbin & Van Looy, 2021; Ng, Chen, Lee, Jiao, & Yang, 2021). Therefore, performance in customer service provides assurance that all of the functional specifications are being satisfied. According to the findings of the study that is currently being discussed,

increasing employee engagement can be accomplished by providing service to customers in a manner that is attentive, convenient, and reliable. This, in turn, leads to a significant increase in the value of customer service performance. Employee engagement refers to the act of ensuring that the needs of consumers are met in a way that presents a favorable image of the organization or business to which they are connected. However, for most organizations to enhance their customer service, their employees' service skills need to be strengthened, their interactions need to be improved, and they need to work on improving their own talents to the point where they are able to recognize every touchpoint. However, businesses that do not invest their time and resources into increasing the value of their employees' participation in the company's mission typically fail to provide satisfactory levels of customer service. These kinds of businesses have a lot of room for improvement in terms of their customer service tactics, and they don't have a definite structure in place to collect feedback from their clients. Therefore, an increased value of employee engagement also results in an increased value of customer service performance, whereas a decreased value of employee engagement results in an increased value of customer service performance.

Employee Engagement and Marketing Performance

One of the primary objectives of every company is to improve their marketing performance (Ch'ng, Cheah, & Amran, 2021; Rostini, Souisa, Masmarulan, & Yasin, 2021). When it comes to the process of marketing performance, there are many different components involved. On the other hand, the primary factors that have a substantial impact on marketing performance are data analytics, analytics for social media, referrals, website analytics, online campaigns, and the performance of inbound links. Banners or display ads, native advertisements, content marketing, social media marketing, and search engine marketing are the most influential means of marketing that play a significant role in marketing performance (Hajarian, Camilleri, D'az, & Aedo, 2021; Shankar et al., 2021). There are several different ways to drive audiences and customers toward the services and products that are being offered. However, there are several different ways that audiences and customers can be driven. However, according to the findings of the most recent study, one of the most effective strategies to improve marketing effectiveness is to promote employee engagement. It has been noticed that marketers are required to cope with the pressure that continues to increase to bring a return on investment on the decisions, activities, and strategies that are executed by the marketers. Because marketers are also accountable for meeting their annual goals, the role of employee engagement is becoming more significant. Employee engagement has a direct relationship with marketing performance, so increasing employee engagement will improve marketing performance. The results that are gained from the successful implementation of employee engagement make it relatively easy for marketers to identify the business areas in which more improvements or modifications are required, particularly to increase marketing performance. This is because the results are based on the data obtained from the successful implementation of employee engagement. It has also been seen that the level of employee engagement has a big effect on the amount of information that is disseminated regarding the products and services that are provided. Customers can obtain a fundamental understanding of the product or service in this manner. Customers have a better

understanding of the utility, advantages, and goals of purchasing items or services when employees are engaged in the process. Therefore, staff involvement contributes to the education of customers, which ultimately results in improved marketing performance. Therefore, an increase in the value of employee engagement also causes an increase in the value of marketing performance. On the other hand, a reduction in the value of employee engagement results in a decrease in the value of marketing performance.

Market Orientation and Marketing Performance

The role that consumer feedback plays regarding earlier versions of products or services offered by products is extremely important for the development of new products as well as the creation of new services (Behnam, Hollebeek, Clark, & Farabi, 2021). As a result, the term "market orientation" refers to a mechanism that was developed to identify the requirements and priorities of customers for the purpose of developing new designs, ideas, and patterns. The primary focus of a company's marketing strategy should be on developing new markets for its existing goods and services (Randhawa, Wilden, & Gudergan, 2021). However, prior to this expansion, a company will try to investigate the actual value of the desires and needs that are fulfilled by the products or services that it offers to customers. Because of this, the company lessens the likelihood that the new experiment, which may take the form of brand-new services or products, will be unsuccessful. Although market orientation has significant value in the overall business of a company, this value is only realized if the company's marketing performance is improved because of the orientation. A previous study found that marketing orientation encompasses not only traditional marketing but also societal marketing as well as product, production, and selling concepts. All these different ideas work together to make it easier for a company to carry on its daily business operations, particularly those that are related to its market. According to the most recent research, retail and modern trade companies have increased their sales and income by regularly practicing market orientation, which has added sufficient positive value to their market share and business volume. In addition, these companies have increased their innovation value by listening to their customers, which has resulted in increased customer satisfaction and loyalty. In addition, it has been found that retail modern trade companies that increase their market orientation enjoy a continuous advancement of effectiveness and efficiency, which makes marketing performance relatively easy and allows them to stand a significant distance ahead of their rivals. Because of this, the marketing performance of retail modern trade companies in India becomes more prominent as a result of an increase in the value of market orientation. On the other hand, there is the market. Because they lack a specific method for market orientation, retail and modern trade companies continue to see a decline in their overall performance. Because of this, it is encased.

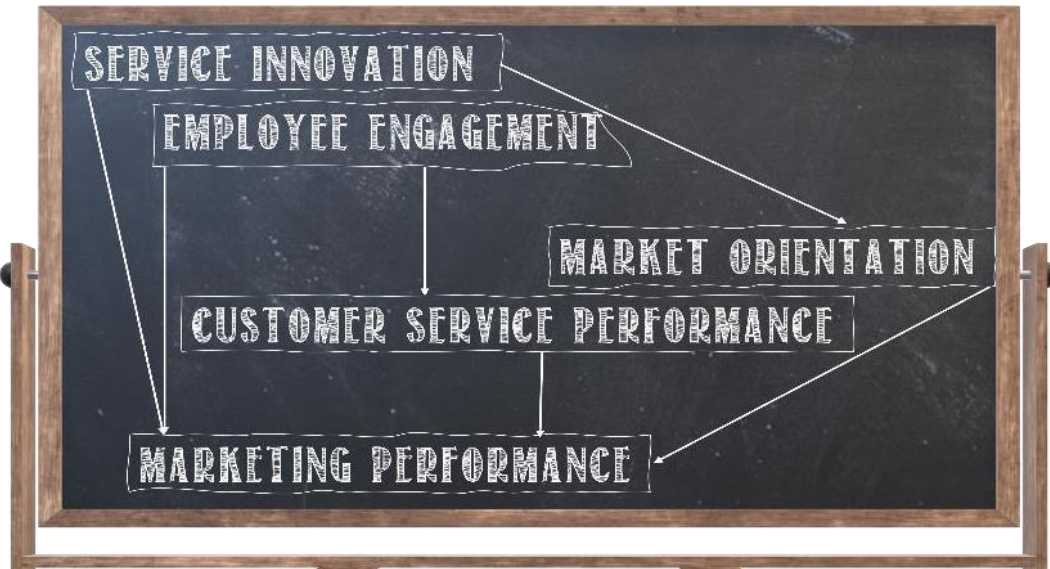
Customer Services Performance and Marketing Performance

Customers have ever-changing behaviors and preferences; consequently, customer service performance plays a significant role during the process of customers' thinking and prioritizing the things that are important to them (Farrukh & Ansari, 2021; Nadeem, Tan, Tajvidi, & Hajli, 2021). Customers have a

propensity to investigate various options until they are completely content with the product or service they have selected. Therefore, to make potential improvements to one's customer service performance, it is essential to comprehend and recognize the demands, desires, and wishes of one's customers. Performance in providing customer service is significantly impacted by a variety of factors, including an employee's awareness, perception, and dynamic approach (Zotoo, Lu, & Liu, 2021). Therefore, to achieve customer satisfaction and loyalty, it is necessary for an employee to improve his or her performance in the area of customer service. According to the findings of a previous study, the positive effects of an employee's mental health, improved psychological skills, and increased value of their overall well-being on their performance in providing customer service to clients are cumulative (Zia-ur-Rehman et al., 2021). Evidence from previous research also demonstrates that employees' unintelligent or sloppy approaches, which they use to serve customers, have a negative impact on the quality of the service they provide to those customers. The findings of this study indicate that the quality of the customer service provided plays a significant role in the success of an organization's marketing efforts. Because a higher level of customer service performance adds positive connotations to the brand image of the concerned business, which ultimately strengthens the marketing performance, the value of customer service performance has increased. It can be deduced that when customers make appropriate and convenient use of customer service, their levels of customer loyalty and satisfaction rise because of their initial experience. As a result, customer service performance rises as well, which ultimately leads to a noticeable rise in marketing performance. Customers typically spend more money when they receive better customer service. However, when employees fail to satisfy their customers, their loyalty to the company decreases. This indicates that employees' customer service performance has declined, which in turn leads to a decline in the marketing performance of the employee's concerned business. Therefore, an increase in the value of customer service performance also results in an increase in the value of marketing performance, whereas a decrease in the value of customer service performance also results in a decrease in the value of marketing performance.

Figure 1. Research framework of the current study describing the relationships between the variables

Research Methodology



There are a variety of research approaches that can be utilized when carrying out a research study. On the other hand, most researchers favor either qualitative, quantitative, or mixed research methods. As a result, quantitative research methods were utilized throughout the procedure of conducting the search in this study. Both qualitative and mixed research methods are very significant in their own right. On the other hand, the quantitative research method was used because this approach was deemed most appropriate for the nature of the present investigation. To collect primary data, a poll of five hundred market managers was carried out.

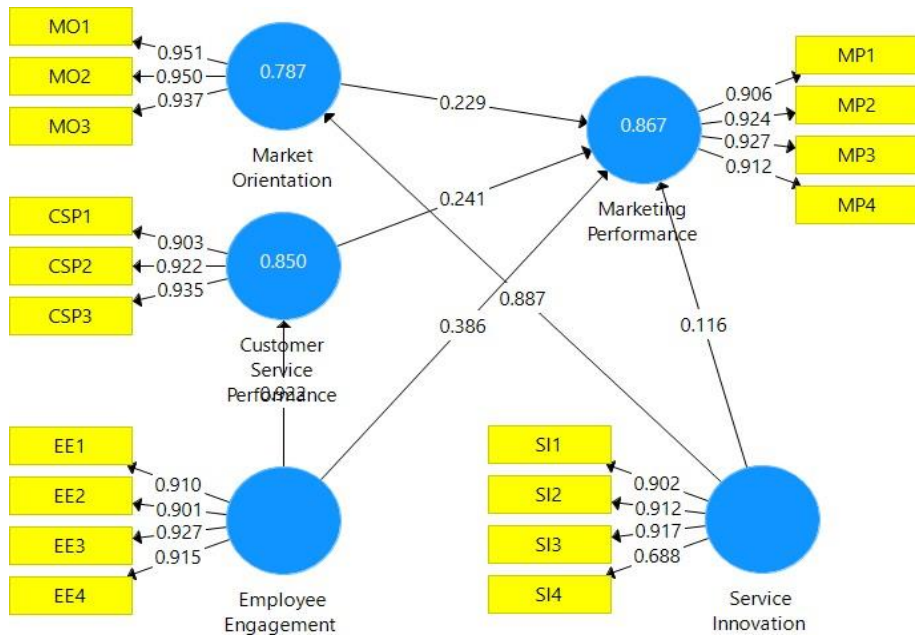
The current study focused on a population of 500 market managers as its subjects. Hoover oversaw providing responses to all the questions that were included in a questionnaire that had been developed with the intention of obtaining primary data from the individuals who participated in this study. The questionnaire was initially divided into three sections: the first section was designed to collect demographic information from respondents, such as their name, age, experience, and gender; the second section of the questionnaire was designed to collect respondents' one-line opinions regarding the current organization with which they are working; and the third section of the questionnaire was designed to collect respondents' overall thoughts regarding the organization. In the following part of the survey, the respondents were responsible for providing their responses to the questions that were asked regarding the key variables, which included customer service performance, employee engagement, market orientation, customer service performance, and marketing performance. The final section of the questionnaire consists of 20 questions based on a Likert

Scale with seven points, where "0" indicates "Highly Recommended" and "6" indicates "Absolutely Not Recommended."

The primary contact information for all the respondents was obtained from the customer care offices of their respective companies by placing phone calls to each office. On the other hand, the offices gave their word that none of the contact information of their workers would be made public and that it would be used solely for the purposes of the investigation being carried out now. Then, these respondents were contacted using the phone numbers that they provided, and after a thorough introduction, each respondent was asked to locate the questionnaire that had been sent to their email address in the past and answer the questions that it contained. On the other hand, while the phone call that was conducted with each respondent, it was guaranteed that the data that was obtained from them would be kept in strict confidence and that it would only be used with the intention of achieving the outcomes of the current study. After a waiting period of three weeks, an email was sent out to all the respondents. 210 responses were obtained from those who participated in the survey. As a result, a phone call serving as a reminder was placed to the remaining respondents. As a result, there were 180 additional responses obtained after the reminder call had been made for a period of two weeks. In the span of 5 weeks, there were a total of 390 responses obtained from the respondents. Twenty out of the three hundred and ninety responses were disregarded since the respondents had only partially completed those responses. As a result, PLS was utilized to conduct an analysis on the 370 responses that were used as primary data for the current study. To obtain the results of the current study, this primary data was used. whereas each of the scales and measures was connected to the prior studies in some way.

Data Analysis

Smart PLS model Figure 2 shows the factor loadings which should be higher than 0.7. Only one scale item of service innovation is below 0.7 having factor loading 0.688. However, this item is retained because the composite reliability (CR) and average variance extracted (AVE) is above 0.7 and 0.5, respectively for service innovation. Table 1 shows that all the items have achieved minimum level of factor loadings and all the constructs have CR and AVE above 0.7 and 0.5, respectively. Table 2 shows the discriminant validity which examined by using HTMT_{0.9}.



Variables	Items	Loadings	Alpha	CR	AVE
Customer Service Performance	CSP1	0.903	0.909	0.943	0.847
	CSP2	0.922			

	CS P3	0.935			
Employee Engagement	EE1	0.911	0.934	0.953	0.835
	EE2	0.901			
	EE3	0.927			
	EE4	0.915			
Market Orientation	MO1	0.951	0.941	0.962	0.895
	MO2	0.950			
	MO3	0.937			

Marketing Performance	MP 1	0.906	0.937	0.955	0.841
	MP 2	0.924			
	MP 3	0.927			
	MP 4	0.912			
Service Innovation	SI 1	0.902	0.879	0.918	0.74
	SI 2	0.912			
	SI 3	0.917			
	SI 4	0.688			

Table 2 Discriminant validity

	Customer Service Performance	Employee Engagement	Market Orientation	Marketing Performance	Service Innovation
Customer Service Performance					
Employee Engagement	0.521				
Market Orientation	0.759	0.799			
Marketing Performance	0.681	0.764	0.727		
Service Innovation	0.608	0.656	0.568	0.658	

Figure 3 depicts the structural model, which provides an explanation of the relationship between the variables. T-value of 1.64 indicates that the hypotheses under consideration are directional. It has been discovered that market orientation has a beneficial effect on the performance of marketing. The quality of the customer service provided has a beneficial impact on the marketing performance. In addition, there is a positive effect that employee engagement has on both the marketing performance and the customer service performance. In addition to this, there is a positive effect that service innovation has on market orientation as well as marketing performance. There is a significant mediation effect that occurs between employee engagement and marketing performance, which is mediated by customer service performance. In conclusion, the mediating effect of market orientation plays a significant role in the relationship between service innovation and marketing performance. Therefore, there is evidence to support each of the hypotheses.

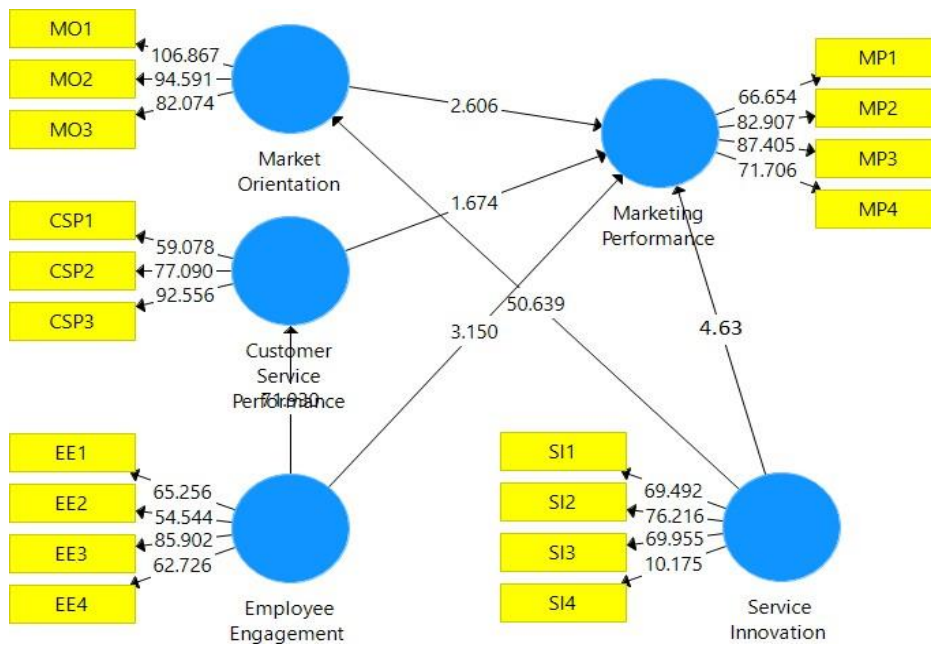


Figure 3. Structural Model

Table 3 Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Customer Service Performance -> Marketing Performance	0.241	0.241	0.144	1.674	0.047
Employee Engagement -> Customer Service Performance	0.922	0.923	0.013	71.93	0
Employee Engagement -> Marketing Performance	0.386	0.379	0.122	3.15	0.01
Market Orientation -> Marketing Performance	0.229	0.221	0.088	2.606	0.05
Service Innovation -> Market Orientation	0.887	0.888	0.018	50.639	0
Service Innovation -> Marketing Performance	0.116	0.13	0.025	4.63	0

Table 4 Mediation Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Employee Engagement -> Customer Service Performance -> Marketing Performance	0.222	0.223	0.133	1.671	0.048
Service Innovation -> Market Orientation -> Marketing Performance	0.203	0.196	0.078	2.604	0.005

Discussion

According to the first hypothesis of the current study, service innovation has a favourable impact on market orientation. According to Hutahayan (2021), service innovation has emerged as a crucial support in market orientation. The importance of service innovation in modern firms is being stressed, according to Movaghar, Barari, and Safari (2021), who are business professionals and executives themselves. It has been found that service innovation has a big effect on proactive market orientation in Latin America.

Because service innovation has a beneficial effect on marketing success, according to the second hypothesis of the current study, service innovation in IT firms has a considerable impact on marketing effectiveness, according to a study conducted by Kumar, Mamgain, Pasumarti, and Singh (2022). Increased IT service innovation has a positive effect on marketing performance. According to a study by Khamaludin et al. (2022), increasing the importance of social media marketing, market orientation, and service innovation improves Indonesian marketing effectiveness. According to research, entrepreneurial orientation and service innovation, on the other hand, have good benefits for marketing performance.

As stated in the third hypothesis of the current study, employee engagement improves customer service. Customer satisfaction is directly related to the level of employee engagement, according to Karatepe, Rezapouraghdam, and Hassannia (2021). According to Orłowski, Bufquin, and Nalley (2021), customers are more satisfied with the level of service they receive when restaurants' personnel are engaged. A previous study by Ahakwa, Yang, Tackie, and Atingabili (2021) found that staff engagement, work satisfaction, employee performance, and customer service performance are all directly linked in Ghana's banking industry.

This study's fourth hypothesis states that a company's marketing performance improves when its employees are engaged. Ababneh (2021) concluded that HRM practices such as employee engagement and personality development have a significant impact on a company's marketing success. MAPPAMIRING and Kusuma PUTRA (2021) found that employees' involvement has a substantial impact on their well-being, marketing performance, and their company's overall business performance, as well as other aspects. Burnett and Lisk (2019) found

that digital tools and real-time monitoring helped boost employee motivation, which in turn improved the marketing success of the companies that used them. According to the current study's fifth hypothesis, marketing orientation has a favorable impact on marketing performance. According to Yousaf Sahar Majid and Rafiq (2018), marketing orientation has a considerable impact on a company's performance.

However, e-trust is a crucial contributor to strategic business performance. According to Adi & Adawiyah (2018), Muslim entrepreneurs' marketing performance is enhanced by their marketing orientation since it has a favorable association with their economic and operational success. Furthermore, Aziz and Omar (2013) found that marketing orientation improves marketing performance by increasing the value of shared knowledge, focus, intermarket insight, and vision.

According to the study's sixth hypothesis, customer service effectiveness has a favorable impact on marketing performance. Customer loyalty, happiness, and satisfaction are all influenced by a company's ability to provide excellent customer service, according to Budur & Poturak (2021). According to a study by Sukaatmadja, Yasa, Rahyuda, Setini, and Dharmanegara (2021), competitive advantages of customer service performance have significant beneficial effects on the marketing performance of the woodcraft sector. In addition, studies on the effectiveness of marketing in the bread and cake business have shown that the quality of customer service plays a critical part in marketing success. It has been hypothesized that market orientation mediates the link between new service innovation and marketing performance, and customer service performance mediates the link between staff commitment and marketing performance.

Conclusion

It is concluded that marketing performance begins to increase while service innovation and employee engagement increase. Moreover, results obtained from the current study show that increasing the value of market orientation and customer service performance also results in a prominent increase in the value of marketing performance. However, market orientation and customer service performance mediate the relationship between service innovation and marketing performance and employee engagement and marketing performance, respectively. Furthermore, 370 marketing managers were surveyed to obtain primary data that was further analyzed with the help of PLS to achieve the results of the current study. It was determined that service innovation, employee engagement, market orientation, and customer service performance have a direct relationship with marketing performance. Moreover, service innovation and employee engagement also have a direct relationship with market orientation and customer service performance. The current study will boost the marketing performance of retail modern trade businesses. Moreover, it will help marketing managers with the best utilization of service innovation, employee engagement, market orientation, and customer service performance. However, due to the time limit and rare response from the market managers of main enterprises in India, the current study could not access the designed population responsible for providing primary data. So, for future research, it is strongly suggested to focus on marketing managers who work at least in every big business in India.

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