



Please cite this paper as follows:

Ebrahimi, A. R. (2023). Relationship between Strategic Orientations and Job Performance: Focus on Marketing Capabilities in Tejarat Bank Branches in Kerman. *Journal of Language, Management and Psychological Perspectives*, 1(1), 1-10.

Research Article

Relationship between Strategic Orientations and Job Performance: Focus on Marketing Capabilities in Tejarat Bank Branches in Kerman

Alireza Ebrahimi^{1*}

¹M.A. Department of Management, Islamic Azad University, Kerman Branch, Kerman, Iran
A_alirezaebrahimi@yahoo.com

Received: November 18, 2021

Accepted: September 30, 2022

ABSTRACT

This descriptive research examines the relationship between strategic orientations and performance in terms of marketing capabilities in Tejarat Bank branches in Kerman. For this purpose, 186 employees of Bank Tejarat branches in Kerman were selected by random sampling method. To collect the needed data for this research, three questionnaires including strategic orientations, performance questionnaires, and marketing capabilities questionnaires were used. SPSS software was used for data analysis. The obtained results of data analysis showed that there is a direct relationship between strategic orientations and marketing capabilities in the branches of Tejarat Bank in Kerman. Also, the results reveal that there is a direct relationship between marketing capabilities and performance in the sense that increased marketing capabilities are associated with increased performance.

Keywords: Marketing capabilities, Job performance, Strategic orientations

رابطه بین جهت گیریهای استراتژیک و عملکرد شغلی با در نظر گرفتن توانایی های بازاریابی در شعب بانک تجارت کرمان

این تحقیق توصیفی به بررسی رابطه بین جهت گیریهای استراتژیک و عملکرد با در نظر گرفتن توانایی های بازاریابی در شعب بانک تجارت کرمان پرداخته است. بدین منظور، 186 نفر از کارکنان شعب بانک تجارت شهر کرمان به روش نمونه گیری تصادفی انتخاب شدند. برای جمع آوری داده ها در این پژوهش، از سه پرسشنامه شامل جهت گیری های استراتژیک، پرسشنامه عملکرد و پرسشنامه توانایی های بازاریابی استفاده شد. شایان ذکر است که پایایی و روایی پرسشنامه های مذکور توسط محقق مورد بررسی قرار گرفته است. برای تجزیه و تحلیل داده ها از نرم افزار اس پی اس استفاده شد. یعنی برای بررسی رابطه بین متغیرهای کمی پژوهش از ضریب همبستگی پیرسون استفاده شد. نتایج این تحقیق نشان داد که در شعب بانک تجارت شهر کرمان بین جهت گیریهای استراتژیک و توانایی های بازاریابی رابطه مستقیم وجود دارد. همچنین، بین توانایی های بازاریابی و عملکرد رابطه مستقیم وجود دارد به این مفهوم که افزایش توانایی های بازاریابی با افزایش میزان عملکرد همراه است.

واژگان کلیدی: جهت گیری های استراتژیک، عملکرد شغلی، توانایی های بازاریابی

INTRODUCTION

The remarkable successes of the last decade of organizations with minimum facilities on the one hand and the failure of organizations with the best capabilities, on the other hand, have shown the significant role of other factors in the performances. In general, knowing the angles of performance and focusing on its aspects can guarantee the survival of the organization in today's changing world. Today's world is full of changes and transformations. Change in technology, change in information, change in people's demands, change in consumption, and change in global markets (Hafzi, 2017). Performance is one of the most important constructs discussed in management research, and it is undoubtedly the most important measure of performance in organizations. Performance is a broad concept that encompasses what the company produces as well as the areas it interacts with. In most organizations in the world, managers and organizational leaders always seek to improve the performance of their organizations (Ebrahimi Rehbar and Fedai, 2014). Marketing capabilities enable organizations to effectively implement strategic directions designed to meet the company's market conditions (Morgan et al., 2009). The company's marketing capabilities can enable the company to effectively implement strategic orientations designed to match the market conditions faced by the company (Rahimnia et al., 2011: 149). Also, in some studies, it has been pointed out that adopting strategic orientation options such as branding and entrepreneurial orientation can be effective. Many researchers claim that companies can maximize their performance by complementing market orientation, brand orientation, and entrepreneur orientation with other strategic orientations (Hassanzadeh, 2016: 5).

Examining job performance is one of the most important constructs discussed in management research and is undoubtedly the most important measure of success in organizations. Performance evaluation is one of the ways to motivate employees, because through performance evaluation systems, on the one hand, the organization announces to the employees that improving their performance is important and the organization is willing to provide material and spiritual rewards for good performance. grant, and on the other hand, the individual acts to improve his performance by knowing more about his capabilities. In fact, performance management is one of the branches of human resource management, and its purpose is to improve the level of employee performance, and this requires the branch of factors related to employee performance (Brown et al., 2017).

One of the approaches of today's organizations is to choose a variety of behavioral orientations to respond to environmental conditions and improve job performance and achieve organizational performance. Strategic orientation is one of the most common orientations used by organizations (Rahmani and Jamshir, 2014: 1). The lack of strategic orientation of senior managers of companies and organizations causes them to be deprived of new opportunities, therefore equipping senior managers with strategic capabilities is essential and vital (Hassanzadeh, 2016). Strategic orientations are considered guiding principles that influence the company's marketing and strategy (Nobel et al., 2002). And in the philosophy of the company, they are found in the field of how to conduct business through a set of deep-rooted values and beliefs (Zhou et al., 2005). In this regard, strategic orientation is viewed as a source that is directly related to creating marketability (Hakimi, 2016).

Also, today, providing the best performance has become the most basic concern of managers of organizations, and managers try to achieve optimal performance by using different techniques,



and in this regard, marketing capabilities are considered effective factors in achieving competitive advantage and superior performance. In this context, it has become important for theorists and managers to understand this point: for the organization to develop its marketing activities and capabilities in the business environment to create a competitive advantage, therefore, examining marketing capabilities and their impact on performance is of special importance. has (Suri, 2015). Achieving optimal performance is one of the favorite topics of banks. Nowadays, banks are trying to improve their performance with different methods.

Among the components that have been confirmed to be closely related to performance in recent years are the organization's marketing capabilities and strategic orientations. Therefore, it is necessary to carry out research that emphasizes the place and importance of these variables in organizations. Therefore, this research investigated the recognition and description of the relationship between strategic orientations and marketing capabilities in the branches of Tejarat Bank in Kerman. Also, recognition and description of the relationship between marketing capabilities and performance in branches of Tejarat Bank in Kerman have been investigated.

According to the mentioned objectives, the following hypotheses have been proposed:

Q1. There is a relationship between strategic orientations and marketing capabilities in Bank Tejarat branches in Kerman.

Q2. There is a relationship between marketing capabilities and performance in Kerman Bank Tejarat branches.

INTRODUCTION

Roshni (2013) conducted research titled investigating the mediating role of marketing capabilities in the relationship between strategic orientations and organizational performance: a case study in the National Bank of Iran. The research results show that business performance in the current competitive environment is influenced by market orientation and marketing capabilities. In the statistical sample studied, there is no significant relationship between strategic orientations and market orientation, hence suggestions have been given for the studied organizations as well as future researchers. In another research, Mahrati et al. (2012) conducted research titled investigating and analyzing the impact of marketing capability in the relationship between strategic orientations and the performance of chain stores in the country. The statistical methods of structural equation models were used to test the hypotheses.

The results of the research indicated that cost orientation and customer orientation have an effect on marketing capabilities, and also the mediating role of marketing capabilities in relation to the effect of competitor orientation and innovation orientation on performance was also confirmed. was placed, but the results showed that competitive orientation and tendency to innovate have no effect on marketing capabilities, and the hypothesis related to the effect of marketing capabilities on performance was also confirmed. Karam et al. (2015) conducted research titled investigating the relationship between strategic orientation and marketing capability and the performance of a case study organization: Babol Azad University. The tools of this research are questionnaires. The reliability of the questionnaire was calculated using Cronbach's alpha

coefficient. Form and content validity were used to determine the validity of these tools. In this research, Lisrel software and a structural equation model were used for data analysis. The results of this research showed that the relationship between strategic orientation and marketing capability and organizational performance among the employees of Babol Azad University is confirmed. Firouzbakht and Abbas Pournoochi (2018) in their research titled investigating the relationship between organizational culture and strategic orientation and service innovation capability of Tehran Stock Exchange companies concluded that the organizational culture variable has a significant relationship with strategic orientation and service innovation capability. In the analysis of the test results, we came to the conclusion that strategic orientation has a significant and positive relationship with service innovation capability. Also, among the types of culture, market culture is most related to strategic orientation and service innovation capability.

Abroad, Abdel et al. (2018) investigated e-marketing orientation in the context of small and medium-sized companies, and the results showed that e-marketing orientation in SMEs is a high-order structure that generally includes three main components: management beliefs, preparatory activities, and implementation of EMO rank are mainly influenced by perceived relative advantages and customer pressure. Also, Suk et al. (2013) investigated the impact of marketing, innovation, and learning capabilities on the performance of small and medium-sized companies. They came to the conclusion that there is a positive and meaningful relationship between marketing, innovation, and learning capabilities with performance, and these capabilities always affect the performance of these companies.

Teodesio et al. (2012) conducted an empirical study on the concept of frontline managers in service organizations, investigating the impact of strategic orientation dimensions on marketing capability and marketing capability on performance. They came to the conclusion that competitiveness and innovation lead to the development of marketing capabilities, and there is a positive and meaningful relationship between marketing capabilities and performance, and marketing capabilities have an effect on performance.

METHOD

The purpose of this research is for the researcher to determine what method to adopt in order to help him as accurately and quickly as possible in obtaining the answer or possible answers (Nadri and Naraghi, 2019: 30). The present research, for reason that it provides practical knowledge about the research variables, is applied research in terms of its purpose, and in terms of the method of collecting and analyzing information, it is a descriptive and correlational research. Descriptive research includes a set of methods whose purpose is to describe the conditions or phenomena under investigation, the implementation of descriptive research can be simple to know more about the existing conditions or to help the decision-making process (Sarmed et al., 2019: 82).

At first, 380 employees of Tejarat Bank branches in Kerman were selected, then 186 employees were selected as the sample size using Cochran's formula and stratified random sampling method (according to the level of branches). The data collection tools in this research are related questionnaires including the strategic orientations questionnaire (28 questions), the performance questionnaire (42 questions), and the marketing capabilities questionnaire (33 questions). The

validity of the strategic orientation questionnaire was 0.82, the performance questionnaire was 0.90, and the marketing capabilities questionnaire was 0.80.

In this research, in order to determine the reliability of the test, first a preliminary sample including 30 questionnaires was pre-tested and then using the data obtained from these questionnaires and with the help of SPSS statistical software, the reliability was calculated for the questionnaire with Cronbach's alpha method. The value of Cronbach's alpha for the strategic orientation questionnaire is 0.88, for the operational questionnaire, and for the questionnaire on marketing abilities is 0.79. Statistical analyzes were performed by SPSS software, which includes descriptive statistics such as frequency tables, graphs, mean, median, and inferential statistics such as correlation coefficient. The significance level of the test in this research was $\alpha = 0.05$.

FINDINGS

To implement statistical methods and calculate appropriate test statistics and logical conclusions about research hypotheses, the most important action before any action is to choose the appropriate statistical method for research. For this purpose, knowledge of data distribution is of fundamental priority. To check the normality, the Kolmogorov-Smirnov test was used.

Considering that the significance of the test in the variables is higher than the 0.05 level, therefore the null hypothesis is rejected, as a result, it can be said that the above variables have a normal distribution.

Table 1

Smirnov Kolmograph Test

Variable	Kolmograf Smirnov Test	Significance
Strategic orientations	1.36	0.165
Performance	0.89	0.198
Marketing capabilities	0.52	0.131

Inferential Statistics

In the inferential statistics section, the data normality test mentioned above and the correlation test have been used. If the range of Pearson's correlation coefficient is closer to +1, it indicates a strong and positive relationship between the two variables. If the value of this coefficient is closer to -1, it indicates a strong and negative relationship between the two variables.

Pearson's correlation coefficient was used to examine the relationship between strategic orientations and marketing abilities (quantitative variables). The results of this test are shown in Table 2 below.

H0: There is no relationship between strategic orientations and marketing capabilities in Tejarat Bank branches.

H1: There is a relationship between strategic orientations and marketing capabilities in Bank Tejarat branches.



Based on the results of the correlation test in Table 2, the Pearson correlation coefficient is equal to 0.398, which indicates that there is a relationship between strategic orientations and marketing abilities ($p < 0.05$).

Table 2

Correlation Test between Strategic Orientations and Marketing Capabilities

Pearson Correlation Statistics	
No.	186
Significance	0.398
Rate	0.000
Existence of the Relationship	Yes
Type of Relationship	Direct

Therefore, the null hypothesis is rejected and the relationship between these two variables is direct. Therefore, the hypothesis of the research is confirmed in the sense that changes in strategic orientation cause changes in marketing capabilities and move towards the positive (increasing) side, which means that an increase in strategic orientation is associated with an increase in marketing capabilities, as well as the positiveness of the tested coefficient Pearson is the reason why this relationship is additive.

Pearson's correlation coefficient was used to investigate the second hypothesis of the research, i.e., the relationship between marketing abilities and performance in the branches of Tejarat Bank in Kerman (quantitative variables). The results of this test are shown in Table 3 below.

H0: There is no relationship between marketing capabilities and performance in Kerman Bank Tejarat branches.

H1: There is a relationship between marketing capabilities and performance in Kerman Bank Tejarat branches.

Table 3

Correlation Test between Marketing Capabilities and Performance

Pearson Correlation Statistics	
No.	186
Significance	0.199
Rate	0.005
Existence of the Relationship	Yes
Type of Relationship	Direct

Based on the results of the correlation test in Table 15-4, the Pearson correlation coefficient is equal to 0.199, which indicates that there is a relationship between marketing abilities and performance ($p < 0.05$); Therefore, the null hypothesis is rejected and the relationship between these two variables is direct. Therefore, the research hypothesis is confirmed in the sense that changes

in marketing abilities cause changes in the level of performance and it goes to the positive (increasing) side, which means that the increase in marketing abilities is associated with an increase in the level of performance, as well as the positiveness of the Pearson test coefficient. The reason is that this relationship is additive.

DISCUSSION AND CONCLUSION

As the results of the hypothesis test showed, there is a direct relationship between strategic orientations and marketing capabilities. Therefore, the research hypothesis is confirmed in the sense that an increase in strategic orientation is associated with an increase in marketing capabilities, and the positive Pearson test coefficient is the reason for the increase in this relationship. The result obtained is consistent with the research results of Mohammadpour et al. (2016), Karam et al. (2015), Theodosia et al. (2012). In explaining the results, it can be said that strategic orientations are the principles that affect the marketing activities and formulation of the organization's strategy and are used to create appropriate behaviors that lead to better performance. The literature on marketing and strategic management in relation to the types of strategic orientations expresses the fact that strategic orientations affect the competitive advantage and performance of companies. Strategic directions are the guidelines implemented by an organization to create appropriate behaviors for the continued superior performance of a business. They often reflect the beliefs and mental models of top managers and affect marketing capabilities. Crane et al. (1992) argue that strategic orientations determine the ability to compete sustainably, and each company can improve its strategic position by exploiting its resources according to its strategic orientations.

Also, based on the results of Pearson's test, there is a direct relationship between marketing abilities and performance, in the sense that an increase in marketing abilities is associated with an increase in performance. Also, the positive Pearson test coefficient indicates that this relationship is increasing. The results of this research are consistent with the results of Pourali and Asiyabi Aghdam (2015), Souk et al. (2013), Teodosio et al. (2012), Mariados et al.

In explaining the results, it can be said that focusing on specialized marketing abilities, including creating marketing communications, developing customer services and improving their quality, creating a comprehensive distribution network, continuing to communicate with customers through various methods such as effective advertising, surveys, sending appropriate messages, and full implementation Marketing plans are important in market effectiveness and have a positive impact on performance.

To achieve optimal performance, strategic orientations require marketing capabilities that represent activities related to the implementation of the chosen strategy. Therefore, it should be noted that in order to achieve performance, the organization's ability to use resources in all organizational capabilities is more important than the completeness of resources at all levels. Organizations with high marketing achieve superior business performance because they understand the expressed demands and hidden needs of customers, the strategies and capabilities of competitors, and the requirements and developments of the channel and the market environment better than competitors.

By obtaining information about customers and competitors, distributing this information in the organization, and using this information in formulating and revising marketing strategies, market-oriented organizations increase market share and, as a result, increase long-term productivity and customer satisfaction, as well as increase employee motivation.

LIMITATIONS AND SUGGESTIONS

The steps of conducting this research and administrative processes for obtaining permission to distribute and collect questionnaires related to employees were time-consuming. Also, a number of employees did not cooperate in the implementation of the research and were conservative in answering the questions.

According to the first hypothesis of the research, it is suggested that managers pay more attention to customer orientation and competitor orientation in improving the level of marketing skills and abilities. Bank managers should pay attention to the issue of focusing on behaviors so that they can encourage their bank to expand their activities in order to understand and examine the strengths and weaknesses of competitors in the banking industry. According to the second hypothesis of the research, it is suggested that the bank is empowered to provide appropriate services to customers by collecting the necessary information from the environment and by strengthening the customer relationship management system and thereby gaining a competitive advantage.

REFERENCES

- Abdel, M. S, Douglas W., & Alnawas, I. (2018). Electronic Marketing Orientation in the SMEs Context. *European Business Review*, <https://doi.org/10.1108/EBR-02-2017-0034>.
- Brown, M. P., Sturman, M. C., & Simmering, M. J. (2017). Compensation policy and organizational performance: The efficiency, operational, and financial implications of pay levels and pay structure. *Academy of Management Journal*, 4(6), 752–762.
- Ebrahimi Rahbar, F., & Fadaee, M. (2014). *Investigating the impact of organizational agility on the financial performance of the studied organization: small and medium-sized food producing companies in Gilan province*. The second international conference on modern researches in management, economics and accounting.
- Firouzbakht, H., Abbas Pournoochi, M. (2017). *Examining the relationship between organizational culture and strategic orientation and service innovation capabilities of Tehran Stock Exchange companies*. The 4th International Conference on Management and Humanities Research in Iran, Tehran, Modbar Management Research Institute.
- Hafizi, S. (2017). *Investigating the effect of customer relationship management systems and business intelligence (business) on organizational success in Qavam Bank branches in Kerman province*. Master thesis, Azad University, Sirjan Branch.
- Hakimi, A. (2016). The impact of organizational culture on marketing capabilities and performance: explaining the mediating role of extroverted strategic orientations, Business Administration. *University of Tehran*, 8(4), 729-762.
- Hassanzadeh, A. (2016). *Investigating the impact of strategic orientation on competitive advantage with regard to the mediating role of marketing capabilities, (Case study: Iran*

- Insurance Company, Mashhad City Branches*). Master Thesis, Islamic Azad University, Shahrood Branch.
- Karam, S., Ghasem Zadeh, M., Kalai, H., & Tari, M. R. (2015). *Investigating the relationship between strategic orientation and marketing capability and the performance of a case study organization: Babol Azad University*. International Conference on Management and Resistance Economy, Malaysia, Iran's Modern Education Development Center (METANA).
- Maharati, Y. Khorakian, A. R., & Bagheshini, M. (2012). *Investigating and analyzing the impact of marketing capability in the relationship between strategic orientations and the performance of chain stores in the country*. The 10th International Conference on Strategic Management, Strategic Management Association of Iran.
- Mariadoss, B.J., Tanshuja, P., 7 Silpakit, M. (2011). Marketing abilities an innovation-based strategies for environment sustainability: an exploratory investigation of B2B firms, *Industrial Marketing Management*, 40 (4),1305, 1318.
- Merrilees, B., Rundle-Thiele S., & Lye, A. (2011). Marketing capabilities: Antecedents and implications for B2B SME performance. *Industrial Marketing Management*, 40(3), 368-375.
- Mohammadpour, J. Nemati, R., & Shamsi Ghoshki, S. (2016). *Investigating the relationship between strategic orientations with marketing capabilities and company performance (case study: food producing companies in Kerman city)*. The third international conference on management, accounting and knowledge-based economy with an emphasis on resistance economy.
- Morgan, N. A., Vorhies D. W., & Mason. C. H. (2009). Market orientation, marketing capabilities and firm performance. *Strategic Management Journal*, 30(8), 909–920.
- Naderi, A., & Seif Naraghi, M. (1386). *Research methods and how to evaluate them in human sciences*. Badr Research and Publishing Office, Tehran, 78-61.
- Noble, D. S. (2000). *Human resource management strategy: The dual pursuit of employee involvement and workforce adaptability*. Unpublished doctoral dissertation, Wayne State University.
- Pourali, M. & Asiyabee Aghadam, L. (2015). *Investigating the impact of marketing strategies on the performance of banks and financial institutions*. The first national conference on new approaches in accounting and management, Middle School, Islamic Azad University Faculty, Middle School.
- Rahim Nia, F., Kafashpour, A., & Pourreza, M. (2018). Strategic orientation and marketing capabilities. *Strategic Management Studies* 12(2), 145-166.
- Rahmani, Z. & Jamshir, V. (2014). *A review of the role of strategic orientation on the performance of companies*. international conference on modern researches in management and industrial engineering.
- Roshni, A. (2018). Investigating the mediating role of marketing capabilities in the relationship between strategic orientations and organization performance: A case study in Melli Bank of Iran. *Management Quarterly*, 10(29), 97-112.

- Sarmad, Z., Bazargan, A., & Hijazi, A. (2007). *Research Methods in Behavioral Sciences*. Tehran, Aware Publications.
- Sok, P., O’Cass, A., & Momy, S. K. (2013). Achieving superior SME performance: overarching role of marketing, innovation and learning capabilities. *Australian marketing journal*, 21(2), 161-167.
- Suri, A. (2015). *The impact of marketing capabilities on improving organizational performance*. The second national conference on management and humanities research in Iran, Tehran, Modbar Management Research Institute.
- Theodosiou, M., Kehagias J., & Katsikea, E. (2012). Strategic orientations, marketing capabilities and firm performance: An empirical investigation the context of frontline managers in service organizations. *Industrial Marketing Management* 41(2), 1058–1070.
- Zhou, K. Z., Yim, C. K., & Tse D. K. (2005). The effects of strategic orientations on technology- and market-based breakthrough innovations. *Journal of Marketing*, 69(2), 42–60.