

Study the Role of Strategic Orientation and Marketing Activities on Business Performance (Case Study: Tabriz Furniture Manufacturers)

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Abstract

Strategic orientation is a method by which an organization uses different strategies as a means to adapt to changing environmental conditions in order to provide better conditions. Strategic orientation can affect and increase business performance. Some marketing researchers, meanwhile, emphasize the role of marketing activities as a mediating variable. Accordingly, the purpose of this study is to investigate the role of strategic orientation and marketing activities on the business performance of furniture manufacturers in Tabriz. To achieve the above goal, one main hypothesis and three sub-hypotheses have been proposed. The research method is descriptive-survey and the statistical population of the study includes 215 managers of wooden furniture manufacturers in Tabriz.

Research Method: The present study, from the perspective of the purpose of the research, is a type of applied research that is expected to use the research results to solve the research problem. Also, this research is a descriptive research based on the method of doing the work, which has been done cross-sectionally and in a survey.

Conclusion: In this section, the results related to the research hypotheses are shown. In the results section, first the results related to the partial hypotheses of the research are shown and then the main hypothesis is discussed. In this section, the results related to the research hypotheses are shown. In the results section, first the results related to the partial hypotheses of the research are shown and then the main hypothesis is discussed.

Keywords: strategic orientation, marketing activities, business performance

1. Introduction:

In the current market, companies are faced with a stressful operating environment and are challenged to maintain and improve sales, market share and profitability. The firm's sustainability depends on its ability to create superior value for the market. The company's resource-based view suggests that competitive advantage can be achieved through resources. To succeed in this potentially harsh environment, companies must use their tangible and intangible assets effectively. The condition of these valuable resources is that they are scarce, difficult to copy, unique, and also create a lasting competitive advantage and increase the company's performance. Among the various intangible assets that companies own, organizational strategic orientation is one of the most important resources. In this chapter, which deals with the generalities of the research topic. After stating the issue and the importance of the subject, the goals and hypotheses of the research are stated. Then, the

conceptual and operational definition of the research variables are given in order of variables. At the end of this chapter, the research structure is presented.

2.Theoretical and review basis for research background

Jang et al. (2020) in a study examining the sustainable marketing activities of the traditional market and brand loyalty. Researchers in this study state that sustainability is an important issue in today's society. Organizations can no longer sustain their business without the cooperation of the community. Thus, marketing managers focus on meeting the social and ethical needs of consumers, including cultural advertising, environmental protection, and disaster relief activities. Sustainability encompasses an organization's economic, social, and environmental responsibilities and raises the question of how they can be implemented. Researchers in this study focused on the sustainable marketing activities of traditional markets and their performance. The results show that sustainable traditional market activities have a positive effect on brand image, trust and satisfaction. In addition, they have a positive effect on building brand loyalty. The results provide significant implications for corporate executives and marketers to develop more effective sustainable management strategies.

Davochik et al. (2020) in a study examined the role of international research and development activities in the impact of technology and marketing capabilities on the performance of small and medium industries. Researchers in this study state that one of the main challenges for SMEs is how to use their R&D activities in international markets, but the current literature provides different evidence and ineffective models in this area. In this paper, researchers examine this role by examining the role of international R&D activities in the impact of SMEs' technology and marketing capabilities on their performance. The authors use in-depth interviews with five small and medium-sized Italian companies that are known as innovative companies in their respective sectors (retail intelligence, business education, footwear, food and sportswear) to influence factors. Recognize the success and performance of international R&D efforts. The findings show that the technological and marketing capabilities of SMEs have a dominant and positive effect on their performance in international markets. In addition to the dissemination of research and development internationalization literature by SMEs, these findings highlight the major challenges and opportunities of internationally active SME managers. In a study, Wang et al. (2020) examined SNS marketing activities as a sustainable competitive advantage and traditional market equity. Researchers in this study examined whether social networking site (SNS) marketing activities are useful in improving sales in traditional markets. To this end, they used customer value drivers (equity, brand equity, and relationship equity) to examine whether SNS marketing activities improve the overall customer outcome. The results show that SNS marketing activities help improve customer value and customer equity improves customer loyalty intent and future sales.

Gotland et al. (202) in a study examined the strategic orientations, marketing activities and market performance of the company in relation to each other. According to the researchers in this study, guided by strategic orientations, firms must consistently provide superior value in order to have a strong position in the market in the long run. This study examines how two prominent strategic trends (e.g., market and technological orientations) affect a firm's marketing performance and performance, although marketing forecasting is the key to delivering consistent superior value. In particular, the researchers examined how the cultural dimensions (e.g., an active market) and the behavior (e.g., pioneer market) of marketing activity and the interaction between them affect the firm's market performance. Structural

equation modeling analysis of survey data from 109 companies showed that active and market-leading market orientation has a significant positive effect on each employee's sales and a company's growth rate. Findings indicate that market leaders reinforce the positive relationship between active market orientation and sales per employee and growth rate. A company's technology orientation is positively related to active market orientation and market leadership. However, a company's responsive market orientation only has a significant positive effect on the active market orientation and not on the market leader.

Society and statistical sample:The purpose of this study was to investigate the role of strategic orientation and marketing activities on business performance among furniture manufacturers in Tabriz. Accordingly, the study population in this study included all manufacturers of wooden furniture in Tabriz. According to the statistics available in Tabriz Industrial Towns Company, there are 215 active units in the field of wooden furniture production in Tabriz. Krejcie and Morgan table was used to determine the sample size. Based on Krejcie and Morgan table, the number of statistical research samples of 134 managers of these producers has been determined and research questionnaires have been provided to them. The sampling method was also simple random.

Data Collection tools:In this study, in order to collect the necessary data to test the research hypotheses, a standard questionnaire based on the study of Gotland et al. (2020) has been used. This questionnaire measures the three main constructs of this research including strategic orientation, marketing activities and business performance based on 18 indicators.

According to the results obtained in the table above for the CVI index, the questions of the questionnaire are approved and enter the next steps of analysis.

Questionnaire reliability:To evaluate the reliability of the questionnaires, Cronbach's alpha coefficient and composite reliability were used separately for each of the structures. The minimum acceptable value for each of the Cronbach's alpha coefficient and composite reliability indices should be calculated to be 0.7 to confirm the reliability of the questionnaire. The results obtained for each of the Cronbach's alpha coefficient and composite reliability indices by structures are according to the table below.

The value of the alpha coefficient obtained for each of the variables Jang et al. (2020) in a study examining the sustainable marketing activities of the traditional market and brand loyalty. Researchers in this study state that sustainability is an important issue in today's society. Organizations can no longer sustain their business without the cooperation of the community. Thus, marketing managers focus on meeting the social and ethical needs of consumers, including cultural advertising, environmental protection, and disaster relief activities. Sustainability encompasses an organization's economic, social, and environmental responsibilities and raises the question of how they can be implemented. Researchers in this study focused on the sustainable marketing activities of traditional markets and their performance. The results show that sustainable traditional market activities have a positive effect on brand image, trust and satisfaction. In addition, they have a positive effect on building brand loyalty. The results provide significant implications for corporate executives and marketers to develop more effective sustainable management strategies.

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3: Methodology:

The present study, from the perspective of the purpose of the research, is a type of applied research that is expected to use the research results to solve the research problem. Also, this research is a descriptive research based on the method of doing the work, which has been done cross-sectionally and in a survey.

Then the data were analyzed by SPSS version 19 and the results and analyzed in the next section. And the questionnaire included 39 questions and was developed according to the Likert Spectrum .

4. Analyses:

Statistics

SOR1

N	Valid	134
	Missing	1
Mean		3.2612
Std. Deviation		1.31463
Variance		1.728
Range		4.00
Sum		437.00

SOR1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	14	10.4	10.4	10.4
2.00	29	21.5	21.6	32.1
3.00	30	22.2	22.4	54.5
4.00	30	22.2	22.4	76.9
5.00	31	23.0	23.1	100.0
Total	134	99.3	100.0	
Missing System	1	.7		
Total	135	100.0		

Statistics

SOR2

N	Valid	134
	Missing	1
Mean		3.2910
Std. Deviation		1.29675
Variance		1.682
Range		4.00
Sum		441.00

SOR2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	13	9.6	9.7	9.7
2.00	28	20.7	20.9	30.6
3.00	31	23.0	23.1	53.7
4.00	31	23.0	23.1	76.9
5.00	31	23.0	23.1	100.0
Total	134	99.3	100.0	
Missing System	1	.7		
Total	135	100.0		

Statistics

SOR3

N	Valid	134
	Missing	1
Mean		3.1567
Std. Deviation		1.30847
Variance		1.712
Range		4.00
Sum		423.00

SOR3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	15	11.1	11.2	11.2
2.00	32	23.7	23.9	35.1
3.00	32	23.7	23.9	59.0
4.00	27	20.0	20.1	79.1
5.00	28	20.7	20.9	100.0

Total	134	99.3	100.0	
Missing System	1	.7		
Total	135	100.0		

Statistics

SOR4

N	Valid	134
	Missing	1
Mean		3.2463
Std. Deviation		1.31753
Variance		1.736
Range		4.00
Sum		435.00

SOR4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	13	9.6	9.7	9.7
2.00	33	24.4	24.6	34.3
3.00	27	20.0	20.1	54.5
4.00	30	22.2	22.4	76.9
5.00	31	23.0	23.1	100.0
Total	134	99.3	100.0	
Missing System	1	.7		
Total	135	100.0		

Statistics

SOR5

N	Valid	134
	Missing	1
Mean		3.1045
Std. Deviation		1.36700
Variance		1.869
Range		4.00
Sum		416.00

SOR5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	18	13.3	13.4	13.4
2.00	34	25.2	25.4	38.8
3.00	28	20.7	20.9	59.7
4.00	24	17.8	17.9	77.6
5.00	30	22.2	22.4	100.0
Total	134	99.3	100.0	
Missing System	1	.7		
Total	135	100.0		

Statistics

SOT1

N	Valid	134
	Missing	1
Mean		3.0970
Std. Deviation		1.30856
Variance		1.712
Range		4.00
Sum		415.00

SOT1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	17	12.6	12.7	12.7
2.00	31	23.0	23.1	35.8
3.00	34	25.2	25.4	61.2
4.00	26	19.3	19.4	80.6
5.00	26	19.3	19.4	100.0
Total	134	99.3	100.0	
Missing System	1	.7		
Total	135	100.0		

Statistics

SOT2

N	Valid	134
	Missing	1
Mean		3.1045
Std. Deviation		1.32795
Variance		1.763
Range		4.00
Sum		416.00

SOT2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	17	12.6	12.7	12.7
2.00	33	24.4	24.6	37.3
3.00	30	22.2	22.4	59.7
4.00	27	20.0	20.1	79.9
5.00	27	20.0	20.1	100.0
Total	134	99.3	100.0	
Missing System	1	.7		
Total	135	100.0		

Statistics

SOT3

N	Valid	134
	Missing	1
Mean		3.1716
Std. Deviation		1.32373
Variance		1.752
Range		4.00
Sum		425.00

SOT3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	16	11.9	11.9	11.9
2.00	30	22.2	22.4	34.3
3.00	32	23.7	23.9	58.2
4.00	27	20.0	20.1	78.4
5.00	29	21.5	21.6	100.0
Total	134	99.3	100.0	
Missing System	1	.7		
Total	135	100.0		

Statistics

MA1

N	Valid	134
	Missing	1
Mean		3.3358
Std. Deviation		1.28580
Variance		1.653
Range		4.00
Sum		447.00

MA1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	11	8.1	8.2	8.2
2.00	29	21.5	21.6	29.9
3.00	31	23.0	23.1	53.0
4.00	30	22.2	22.4	75.4
5.00	33	24.4	24.6	100.0
Total	134	99.3	100.0	
Missing System	1	.7		
Total	135	100.0		

Statistics

MA2

N	Valid	134
	Missing	1
Mean		3.1418
Std. Deviation		1.33857
Variance		1.792
Range		4.00
Sum		421.00

MA2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	18	13.3	13.4	13.4
2.00	29	21.5	21.6	35.1
3.00	31	23.0	23.1	58.2
4.00	28	20.7	20.9	79.1
5.00	28	20.7	20.9	100.0
Total	134	99.3	100.0	
Missing System	1	.7		
Total	135	100.0		

Statistics

MA3

N	Valid	134
	Missing	1
Mean		3.2463
Std. Deviation		1.31753
Variance		1.736
Range		4.00
Sum		435.00

MA3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	13	9.6	9.7	9.7
2.00	33	24.4	24.6	34.3
3.00	27	20.0	20.1	54.5
4.00	30	22.2	22.4	76.9
5.00	31	23.0	23.1	100.0
Total	134	99.3	100.0	
Missing System	1	.7		
Total	135	100.0		

Statistics

MA4

N	Valid	134
	Missing	1
Mean		3.0448
Std. Deviation		1.38121
Variance		1.908
Range		4.00
Sum		408.00

MA4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	20	14.8	14.9	14.9
2.00	35	25.9	26.1	41.0
3.00	27	20.0	20.1	61.2
4.00	23	17.0	17.2	78.4
5.00	29	21.5	21.6	100.0
Total	134	99.3	100.0	
Missing System	1	.7		
Total	135	100.0		

Statistics

MA5

N	Valid	134
	Missing	1
Mean		3.1045
Std. Deviation		1.27006
Variance		1.613
Range		4.00
Sum		416.00

MA5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	15	11.1	11.2	11.2
2.00	32	23.7	23.9	35.1
3.00	35	25.9	26.1	61.2
4.00	28	20.7	20.9	82.1
5.00	24	17.8	17.9	100.0
Total	134	99.3	100.0	
Missing System	1	.7		
Total	135	100.0		

Statistics

MA6

N	Valid	134
	Missing	1
Mean		3.1567
Std. Deviation		1.33126
Variance		1.772
Range		4.00
Sum		423.00

MA6

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	17	12.6	12.7	12.7
2.00	30	22.2	22.4	35.1
3.00	30	22.2	22.4	57.5
4.00	29	21.5	21.6	79.1
5.00	28	20.7	20.9	100.0
Total	134	99.3	100.0	
Missing System	1	.7		
Total	135	100.0		

Statistics

BP1

N	Valid	134
	Missing	1
Mean		3.2910
Std. Deviation		1.29094
Variance		1.667
Range		4.00
Sum		441.00

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	12	8.9	9.0	9.0
2.00	30	22.2	22.4	31.3
3.00	30	22.2	22.4	53.7
4.00	31	23.0	23.1	76.9
5.00	31	23.0	23.1	100.0
Total	134	99.3	100.0	
Missing System	1	.7		
Total	135	100.0		

Statistics

BP2

N	Valid	134
	Missing	1
Mean		3.1791
Std. Deviation		1.32558
Variance		1.757
Range		4.00
Sum		426.00

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	15	11.1	11.2	11.2
	2.00	32	23.7	23.9	35.1
	3.00	31	23.0	23.1	58.2
	4.00	26	19.3	19.4	77.6
	5.00	30	22.2	22.4	100.0
	Total	134	99.3	100.0	
Missing	System	1	.7		
Total		135	100.0		

Statistics

BP3

N	Valid	134
	Missing	1
Mean		3.3134
Std. Deviation		1.32879
Variance		1.766
Range		4.00
Sum		444.00

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	13	9.6	9.7	9.7
	2.00	30	22.2	22.4	32.1
	3.00	27	20.0	20.1	52.2
	4.00	30	22.2	22.4	74.6
	5.00	34	25.2	25.4	100.0
	Total	134	99.3	100.0	
Missing	System	1	.7		

Total	135	100.0		
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Statistics

BP4

N	Valid	134
	Missing	1
Mean		3.0896
Std. Deviation		1.35148
Variance		1.827
Range		4.00
Sum		414.00

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	19	14.1	14.2	14.2
2.00	31	23.0	23.1	37.3
3.00	31	23.0	23.1	60.4
4.00	25	18.5	18.7	79.1
5.00	28	20.7	20.9	100.0
Total	134	99.3	100.0	
Missing System	1	.7		
Total	135	100.0		

Statistics

	SOR1	SOR2	SOR3	SOR4
N	Valid	134	134	134
	Missing	1	1	1
Mean		3.2612	3.2910	3.1567
Std. Deviation		1.31463	1.29675	1.30847
Variance		1.728	1.682	1.712
Range		4.00	4.00	4.00
Sum		437.00	441.00	423.00

Statistics

	SOR5	SOT1	SOT2	SOT3	
N	Valid	134	134	134	134
	Missing	1	1	1	1
Mean	3.1045	3.0970	3.1045	3.1716	
Std. Deviation	1.36700	1.30856	1.32795	1.32373	
Variance	1.869	1.712	1.763	1.752	
Range	4.00	4.00	4.00	4.00	
Sum	416.00	415.00	416.00	425.00	

Statistics

	MA1	MA2	MA3	MA4	MA5	MA6
N	Valid	134	134	134	134	134
	Missing	1	1	1	1	1
Mean	3.3358	3.1418	3.2463	3.0448	3.1045	3.1567
Std. Deviation	1.28580	1.33857	1.31753	1.38121	1.27006	1.33126
Variance	1.653	1.792	1.736	1.908	1.613	1.772
Range	4.00	4.00	4.00	4.00	4.00	4.00
Sum	447.00	421.00	435.00	408.00	416.00	423.00

Statistics

	BP1	BP2	BP3	BP4	
N	Valid	134	134	134	134
	Missing	1	1	1	1
Mean	3.2910	3.1791	3.3134	3.0896	
Std. Deviation	1.29094	1.32558	1.32879	1.35148	
Variance	1.667	1.757	1.766	1.827	
Range	4.00	4.00	4.00	4.00	
Sum	441.00	426.00	444.00	414.00	

Statistics

SO

N	Valid	134
	Missing	1
Mean		3.1791
Std. Deviation		1.14374
Variance		1.308
Range		3.88
Sum		426.00

5. Conclusion:

The results of structural path modeling in the form of PLS approach showed that strategic orientation has a positive and significant role on business performance with an impact factor of 0.947 and a value of 137.0799 t among furniture manufacturers in Tabriz. There is not much empirical background on this research hypothesis, but studies by Abu Bakr and Bambil (2016) and Gatland et al. (2020) show that indirect strategic orientation can increase the organization's sales and customer base. Therefore, the findings of this study can be considered in line with the findings of Abu Bakr and Bambil (2016) and Gatland et al. (2020). Abu Bakr and Bambil (2016) in discussing strategic orientation, believe that strategic orientation directly affects the company's activities and causes behaviors in the company that enhance performance and maintain the company's survival. These principles and rules can be used effectively to guide the activities of the organization. In other words, these researchers believe that strategic orientation can indirectly affect the performance of a company or organization by influencing other organizational variables. In this regard, there is an argument between organizational and market thinkers that intangible resources, such as strategic orientation, are critical to companies' success in the market; Because these orientations provide the basis for improving and strengthening empowerment and competitive advantage in the organization. The marketing strategy literature provides evidence that a firm's strategic orientation is an important determinant of firm performance.

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