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A Multiple Measure of Organizational Performances and its Effect on Distinctive Marketing Competencies: An Empirical Study of India and the Maldives

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ABSTRACT

Objective – The role of knowledge management and competencies related to marketing skills are essential for Indian and Maldivian businesses, due to the emerging economy and globalization. This study therefore aims to identify the impact of marketing competencies on organizational performance in automobile sales centers, by reviewing the relationship between marketing competencies and firm performance, to support interest and investments in such a concept.

Methodology/Technique – 424 respondents (327 Indian samples and 97 Maldivian samples) were randomly selected for the research, with a 71% response rate. The first section of the questionnaire consists of questions related to marketing competencies (32 items) and the second section contains items related to organizational performance (10 items), and the last part includes questions about the respondents' demographical differences. After the data collection, construct validity and reliability statistic tests were conducted to check the validity and reliability of the instrument using IBM SPSS AMOS 23.

Findings – The structural equation modelling results for the Indian and the Maldivian samples reveal that marketing competencies have a significant and positive affect on organizational performance.

Novelty – This study may be useful for policymakers and top-level managers in the automobile sector; this study provides empirical insights into how the performance of the firm is affected by marketing competencies.

Type of Paper: Empirical.

Keywords: Marketing Competency; Marketing Resources and Capabilities; Automobile Sales Centers; India; Maldives.

JEL Classification: M30. M31. M37. M39

1. Introduction

Most of the literature available on strategic management take one of two broad approaches.

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The first one is an industry overview which explains the outside perceptions of a business, that is, how the business operates within the industry (Eysteinsson and Gudlaugsson, 2010; Akroush and Al-Mohammad, 2010). Mobility barriers make it very difficult to adopt the strategies of successful organizations and attempt to better position other organizations in the industry. The second one explains inside perceptions of a business, that is, a resources-based view of how the company can efficiently use its resources and capabilities to serve the wants and needs of the consumer. Resources and capabilities refer to the assets that are displayed in the balance sheet (tangible assets) and assets that are not presented in the balance sheet (intangible assets) which are used by organizations to consider and implement business strategies (Alrubaiee et al., 2015). Competencies and capabilities are the subsets of intangible resources that help organizations exploit further resources which can provide a competitive advantage. Many studies state that marketing competencies of the employees have a significant effect on organizational performance (Jafari and Rezaee, 2014; Eysteinsson and Gudlaugsson, 2010; Akroush and Al-Mohammad, 2010).

Knowledge management is developing in the business environment as a potential strategy for improving the organizational performance and competitive advantage of an organization. By managing knowledge effectively, an organization can improve its' value. The current competitive market requires constant development in company operations and strategies to adjust to market differences, while looking for long term organizational achievement. Knowledge management is therefore an essential determinant in company achievement as well as profits and brand value. Accordingly, the focus of management has shifted towards efficient supervision of firm resources, particularly marketing knowledge and knowledge management processes.

Firms are exploiting knowledge management practices to generate organizational success, making this an important area for research. Previous literature reveals that the subject of a firms' performance is difficult to examine through conventional commercial measures only. Studies have confirmed that commercial and financial returns are not adequate in the present-day economy and that different measures should be used to ascertain the a broader understanding of company performance. Similarly, the automobile sector in India and the Maldives is currently facing significant challenges in the changing environment, and organizations within this industry are trying to enhance the services that they offer to customers, by strengthening the quality of services to gain a positive image, thereby improving their position in the marketplace. In South Asia, the, however, there remains a lack of academic research in the area of knowledge management, and competency-based frameworks are still lacking (Gope et al., 2018; Jain and Moreno, 2015). Very few studies aim to understand the importance of knowledge management and the influence of competencies on business performance in India and the Maldives. Hence, reviewing the relationship between the diverse possibilities of marketing competencies and firm performance is considered to be valuable. The automobile industry in India and the Maldives is experiencing considerable growth, which results in increased market competition, which makes it a suitable area for examination (Jacob and Kattokaran, 2017).

2. Literature Review

Marketing resources deliver expansive offers that have an influence on the partners in a business and firms. These resources may incorporate immaterial incentives, physical or human procedures, and scholarly or social properties. Marketing resources likewise change in their immediate or roundabout commitment to the upper hand (Cacciolatti and Lee, 2016; Gaur, Kumar, and Singh, 2014). For instance, "market-based" resources affect the upper hand and are promptly deployable, while "marketing support" resources fill in as help exercises and affect the upper hand. Market-based resources are essential components of firm performance, and play a significant role in market learning, creating brands, making marketing connections, and others. However, Srivastava et al., (1998, 2001) highlights the issues of recognizable proof of these resources in budgetary proclamations, and the absence of an immediate impact on the enhancement of firm performance. In this unique circumstance, there is a lack of research investigating the connection among marketing resources, the upper hand and marketing performance (Zhao, Libaers and Song, 2015).

Once in a while, researches in this area adopt an all-encompassing perspective of the issues, and for the most part, only focus on a portion of the important issues, thereby adopting a restricted observational approach (Davcik and Sharma; 2016). This issue covers 3 principal research streams identified with marketing resources and performance. The primary territory is the connection between firms, and brands, to its condition (for example, its partners). The second relates to the impact of marketing as a capacity, in which previous literature focuses on the marketing division in a firm and how that department influences general organization performance (Tseng and Chiang, 2016; Wang, Dou, Zhu and Zhou, 2016). The third is the different proof and arrangement of marketing resources and their impact on performance. Previous research commonly examines the issue of asset organization inside the firm, and how internal strategies influence firm performance (Akroush, 2006, Chang, 1997; Fahy et al., 2000).

This paper suggests that an observational evaluation of the impact of marketing competencies on organizational performance must acknowledge the various extents of knowledge organizations have. Moreover, such impact ought to be contemplated through knowledge assets and abilities related to marketing competency. Furthermore, performance ought to be surveyed holistically to identify those parts of performance that are most affected by marketing competencies (Akroush, 2011; 2012). A survey of previous research on general marketing and strategic administration highlights a lack of research on the conceptualization, operationalization, and estimation of marketing competencies (Tsai and Shih, 2004; Akroush, 2006). Therefore, this paper proposes a model that addresses the specific extent of knowledge and its impact on Indian and Maldivan vehicle transactions, focusing on performance. The below figure demonstrates the proposed model of this paper. As indicated by the model, marketing competencies is comprised of 4 noteworthy segments: (1) worked in marketing assets, (2) put resources into marketing assets, (3) internal marketing abilities, and (4) external marketing capacities received (Akroush and Al-Mohammad, 2010). The model further recommends an immediate connection between marketing competencies and organizational performance.

Alvarez and Barney (2017) and Nason and Wiklund (2018) recommended that the asset-based viewpoint of a firm suggests that the upper hand of firms is, for the most part, inferred from the contrast in organizational assets and capacities. Further, Lin and Wu (2014), Bai and Chang (2015), Wiig (1997), and Sambasivan, Loke and Abidin-Mohamed (2009) suggest that successful enterprises believe that performance relies upon the aggressive nature of knowledge-based assets and the successful use of these assets in operational exercises. When knowledge-related assets and skills are conveyed in an organization's tasks, the upper hand can be picked up, and subsequently, better performance can be accomplished. Similarly, this paper suggests that the connection between marketing competencies and organizational performance can be understood through an analysis of the relationship between marketing competency-related assets and their abilities, and corporate performance (Martin and Javalgi, 2016; Mu, 2015).

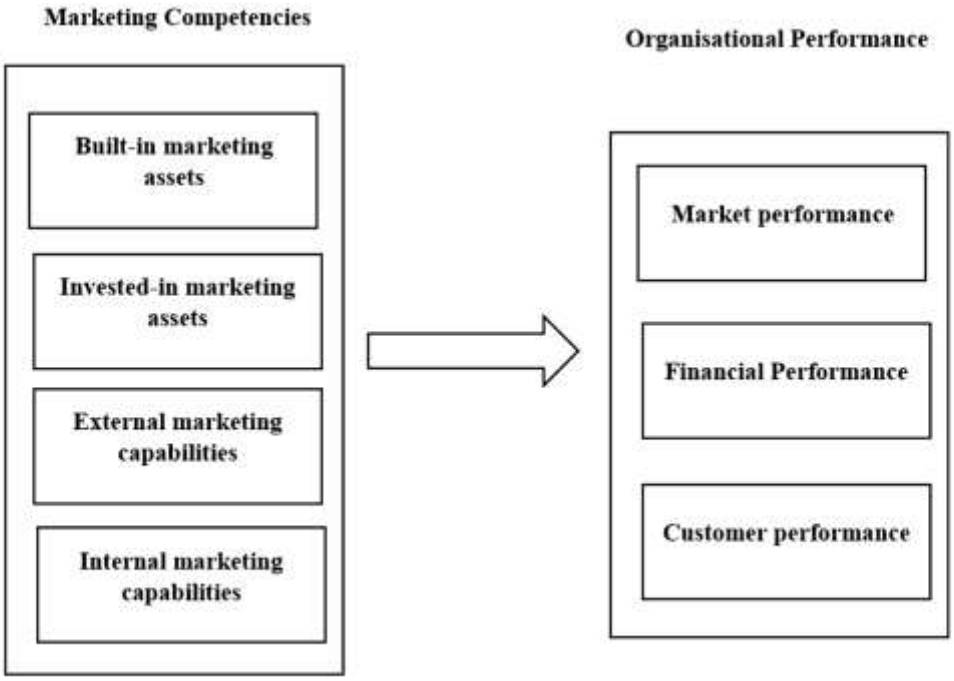


Figure 1. The Proposed Model of Marketing Competencies and Organizational Performance

The literature suggests measuring all parts of performance that are significant to an organization's presence and success. In the different set of marketing competencies, it is foreseen that the use of marketing competencies, such as assets and abilities, will undoubtedly influence the general performance of the organization by influencing its market, customers, and financial returns. The presence of marketing competencies will empower the organization to perform better in its focused markets. For example, notoriety and image may prompt a customers' decision, regardless of their level of satisfaction, which will increase the organization's market share and hence its market performance.

In addition to this, there are other external marketing abilities. For example, the capacity to direct an exhaustive examination of the organization's external business condition (Ellis, 2006; Mavondo et al., 2005; Morgan, 2012; Krush, Sohi, Saini, 2015), the capacity to process and break down data to map market prerequisites (Medina-Borja, An., and Triantis, 2006; Akroush, 2011), the ability to coordinate an organization's recognized competencies with external open doors in the marketplace (Liu et al., 2015; Pham et al., 2017; Cortez and Johnston, 2018), and the capacity to distinguish the strategic operations that lead the organization to accomplish an upper hand in the market. Every one of those capacities will influence the organization's position in the market and will have a positive affect on its market performance. In addition, capacities to create and oversee coordinated marketing programs superior to their competitors should place an organization in an excellent position in the market (Akroush, 2011).

With respect to consumer performance, various marketing assets are coordinated towards customer satisfaction. For example, business shares, the quality of products, and customer relationships are collective assets that can boost customer satisfaction. In addition, an employees' capacity to manage customer exceptions can also develop customer satisfaction. Therefore, innovation and new products, effective distribution of products, customer relationships, customer training, and employee improvement all foster positive customer satisfaction and customer support. Furthermore, external marketing abilities are also

important, such as, customer needs, making, managing, and positive customer relationships (Davcik and Sharma, 2016; Arnett and Wittmann, 2014; Camisón et al., 2016).

Notwithstanding external marketing capacities, internal marketing abilities have a positive affect on customer performance (Kamboj and Rahman, 2015; Akroush, 2012). For example, an organization's ability to give, impart, cost, and disperse new quality products ought to emphatically influence customer satisfaction, consequently improving customer loyalty. In addition, HR abilities, with respect to both supervisors and employees, should enhance customer loyalty through the provision of better products and improved customer relationships (Alrubaiee et al., 2015; Jafari and Rezaee, 2014). Financial performance is one of the critical factors influencing organizational motivation and is a unique marker of "sound" business activities. It is considered as one of the unmistakable prizes of marketing competencies in the modern day and is of high importance for managers. Indian and Maldivan vehicle deals are no exception. Further, and as per previous research, this paper suggests that marketing competencies, assets, and abilities will also influence an organizations' financial performance.

3. Research Methodology

Few previous studies suggest that marketing competencies are quantifiable and measurable; the impact of marketing competencies on organizational performance can be statistically tested through hypothesis testing (Akroush and Al-Mohammad, 2010; Akroush, 2006; 2011; 2012). Hence, this study follows an objective ontology approach and a positive epistemology perspective. Research by Akroush and Al-Mohammad (2010) proposes a theoretical framework to identify the impact of marketing competencies on organizational performance; this approach is simulated in the present study. This research is quantitative, using a well-structured questionnaire to collect data from respondents that have completed the detailed consent and ethics forms. The population for this study includes marketing executives working in the automobile sector in India and the Maldives. The targeted sampling unit is south Indian and Maldivian automobile sale centers. All of the samples were selected randomly. A total of 600 questionnaires were distributed (450 Indian and 150 Maldivian) and 424 respondents (327 Indian samples and 97 Maldivian samples) were used for the research after data cleaning and editing was conducted. There was a 71% response rate. A flowerpot approach was used to create the questionnaire, which includes 3 sections (Hair, Bush and Ortinau, 2008).

The research constructs were adopted from research by Akroush and Al-Mohammad (2010), which was developed from previous literature (Moller and Antilla, 1987; Akroush, 2006, de Chernatony and McDonald, 1998; Chang, 1997; Hooley et al., 2003; Fahy et al., 2000; Vorhies et al., 1999). The research constructs were based on marking competencies and organizational performance. The marking competencies are classified into 4 constructs: "Built-in marketing assets" (accumulated and developed marketing assets over time, 8 items), "Invested-in marketing assets" (set of subsisting assets observing important investments, or new assets being invested-in, 9 items), "Internal marketing capabilities" (internal method related to delivering the value-added product and services to meet the competitive requirements, 7 items) and "External marketing capabilities" (external way of understanding external conditions of the firm such as competitors, consumers, suppliers and distributors, 8 items). Three constructs were used to evaluate organizational performance, such as market performance (firms image, enhancement of the non-financial asset, capacity to promote new services to customers, 4 items), financial performance (enhancement of the non-financial asset, return on investment, increased market share and profit, 3 items) and customer performance (satisfaction of the customers and loyalty, attracting new customers, 3 items). The marketing competencies and organizational performance constructs were arranged in a 5-Likert range from strongly agree (5) to strongly disagree (1). Following the data collection, a construct validity and reliability test were conducted to check the validity and reliability of the instrument using IBM SPSS AMOS 23.

4. Results

Table 1 below shows the confirmatory factor analysis results for marketing competencies and organizational performance. The factor loading for each marketing competency and organizational performance items are above 0.5 and are significant at 1%.

Table 1. Factor loading for each for marketing competencies

Constructs	Code	Factor loading
Marketing Competencies		
Built-in marketing assets	Built-in1	0.7
	Built-in2	0.757
	Built-in3	0.811
	Built-in4	0.633
	Built-in5	0.84
	Built-in6	0.733
	Built-in7	0.727
	Built-in8	0.688
External marketing capabilities	Invested-in1	0.751
	Invested-in2	0.76
	Invested-in3	0.791
	Invested-in4	0.812
	Invested-in5	0.843
	Invested-in6	0.792
	Invested-in7	0.782
	Invested-in8	0.605
Internal marketing capabilities	External1	0.718
	External2	0.785
	External3	0.797
	External4	0.859
	External5	0.742
	External6	0.68
	External7	0.759
Invested-in marketing assets	Internal1	0.802
	Internal2	0.736
	Internal3	0.742
	Internal4	0.769

	Internal5	0.706
	Internal6	0.802
	Internal7	0.767
	Internal8	0.753
	Internal9	0.898
Organizational Performance		
Customer performance	Customer1	0.715
	Customer2	0.695
	Customer3	0.791
Financial Performance	Financial1	0.675
	Financial2	0.711
	Financial3	0.752
Market performance	Market1	0.774
	Market2	0.753
	Market3	0.726
	Market4	0.625

Table 2 below concludes that the composite reliability (CR) and maximum reliability values are higher than the cut-off value (CR<0.7) for marketing competencies and organizational performance. This means that there is a high level of internal consistency between the samples. The Average Variance Extracted (AVE) is also higher than the cut-off value (AVE<0.5) which shows that there are no convergent validity issues for both measures. The Maximum Shared Variance (MSV) is less than the AVE and the square root of the AVE is greater than inter-construct correlations. This means that there are no discriminant validity concerns for the marketing competency and organizational performance measures (Hair et al., 2010).

Table 2. Validity and Reliability measures of Marketing Competencies

Factors	CR	AVE	MSV	MaxR(H)	1	2	3	4
Invested-in marketing assets	0.932	0.603	0.584	0.939	0.777			
External marketing capabilities	0.920	0.592	0.469	0.926	0.684**	0.770		
Built-in marketing assets	0.905	0.546	0.380	0.913	0.614**	0.559**	0.739	
Internal marketing capabilities	0.907	0.585	0.584	0.914	0.764**	0.656**	0.616**	0.770

**p<0.01

Table 2 shows that all 4 constructs are positively, significantly and moderately related to the other constructs.

Table 3. Validity and Reliability Measures of Organizational Performance

Factors	CR	AVE	MSV	MaxR(H)	1	2	3
Market performance	0.812	0.521	0.491	0.82	0.722		
Financial performance	0.756	0.509	0.491	0.76	0.701**	0.713	
Customer performance	0.778	0.54	0.182	0.785	0.427**	0.276**	0.735

**p<0.01

Table 3 shows that all 3 performance constructs are positively and significantly related to the other constructs. Table 4 shows that the model is fit for 2 of the measurement models, and all of the values are above the cut-off ranges (Hair et al., 2010; Byrne, 2016; Barrett, 2007). Hence, 2 of the measurement models are statistically fit.

Table 4. Model Statistics of the Measurement Model

Measure	Organizational performance	Marketing Competencies	Fit values
CMIN	158.132	1353.40	
DF	32	458	
CMIN/DF	4.942	2.955	<3 (Sometimes <5)
GFI	0.94	0.839	>.9
AGFI	0.869	0.814	>.8
CFI	0.917	0.905	>.9
SRMR	0.081	0.048	<.09
RMSEA	0.097	0.068	<0.08

The structural equation modelling results for the Indian sample indicates that the built-in marking assets (β=0.49; p<0.01) are the strongest predictor of variations in financial performance, followed by internal marketing (β=0.17; p<0.01), and external marketing (β=0.15; p<0.01). Invested-in marketing assets (β=0.10; p>0.05) do not have a significant impact on financial performance whilst invested-in marketing assets (β=0.34; p<0.01) are the strongest predictor of variations in market performance, followed by external marking (β=0.31; p<0.01), built-in marketing assets (β=0.30; p<0.01) and internal marketing capabilities (β=0.29; p<0.01). External marking capabilities (β=0.25; p<0.01) are the strongest predictor of variations in market performance, followed by built-in marketing assets (β=0.21; p<0.01), internal marketing capabilities (β=0.20; p<0.01) and invested-in marketing assets (β=0.16; p<0.01).

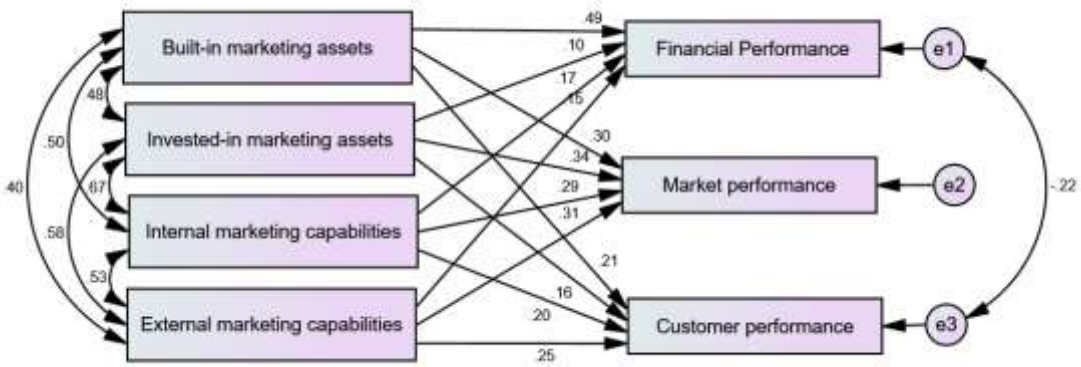


Figure 2. Structural Path Model 1 (Indian Samples)

The structural equation modelling results for the Maldivian samples indicates that built-in marking assets (β=0.38; p<0.01) are the strongest predictor of variations in financial performance, followed by invested-in marketing assets (β=0.36; p<0.01), external marketing capabilities (β=0.22; p<0.01) and internal marketing capabilities (β=0.10; p>0.05). Internal marketing capabilities (β=0.32; p<0.01) are the strongest predictor of variations in market performance, followed by built-in marketing assets (β=0.29; p<0.01), external marketing capabilities (β=0.26; p<0.01) and invested-in marketing assets (β=0.21; p<0.01). Internal marketing capabilities (β=0.25; p<0.01) are the strongest predictor of variations in market performance, while other constructs do not have a significant impact on market performance (built-in marketing assets (β=0.242; p>0.05), external marketing capabilities (β=-0.164; p>0.05) and invested-in marketing assets (β=0.004; p>0.05)).

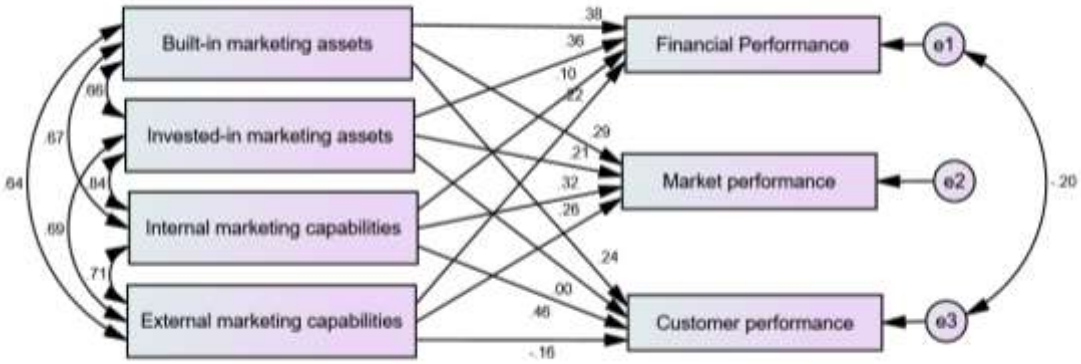


Figure 3. Structural path model 2 (Maldivian Samples)

The multi-group invariance analysis was conducted to determine the difference between the Indian and Maldivan samples and the link between marketing competencies and organizational performance using Amos graphics. The p-value of the chi-square difference test [Unconstrained model (X2=1.276, DF=4) and constrained model (X2=30.398, DF=16)] is significant (p=0.004), meaning the model differs across the groups (Gaskin and Lim, 2018). The detailed results are presented in Table 5.

Table 5: Invariance Test Between the Indian and Maldivan Samples

Path Name	Indian Sample Beta	Maldivan Sample Beta	P-Value for Difference	Comparison
Built-in marking assets → Financial performance	0.495**	0.379**	0.126	There is no difference.
Invested-in marketing assets → Financial performance	0.101	0.355**	0.007	The positive relationship between Financial performance and Invested-in marketing assets is stronger for Maldivan.
Internal marketing capabilities → Financial performance	0.167**	0.096	0.41	The positive relationship between Financial performance and Internal marketing capabilities is only significant for Indian.
External marketing capabilities → Financial performance	0.154**	0.218**	0.698	There is no difference.
Built-in marking assets → Marketing performance	0.303**	0.288**	0.247	There is no difference.
Invested-in marketing assets → Marketing performance	0.341**	0.213**	0.364	There is no difference.
Internal marketing capabilities → Marketing performance	0.291**	0.320**	0.206	There is no difference.
External marketing capabilities → Marketing performance	0.305**	0.256**	0.502	There is no difference.
Built-in marking assets → Customer performance	0.214**	0.242	0.803	There is no difference.
Invested-in marketing assets → Customer performance	0.160**	0.004	0.376	The positive relationship between Customer performance and Invested-in marketing assets is only significant for Indian.
Internal marketing capabilities → Customer performance	0.197**	0.455**	0.17	There is no difference.
External marketing capabilities → Customer performance	0.255**	-0.164	0.001	The positive relationship between Customer performance and External marketing capabilities is stronger for Indian.

**p<0.01

The examination of the goodness-of-fit criteria [CMIN=1.276; df=4; CMIN\df=0.319; p=0.865; GFI=0.999; AGFI=0.988; CFI=0.999; SRMR=0.001; RMSEA=0.000] well exceed the cut-off values for the structural models (Hair et al., 2010; Byrne, 2016; Barrett, 2007).

5. Discussion

The confirmatory factor analysis shows that Indian and Maldivan businesses break down their marketing competencies as part of their knowledge management procedures. While such discoveries give specific help to the proposed definition and operationalization of knowledge management in this paper, they ought to be clarified with regards to the Indian and Maldivan automobile industry. As mentioned previously, the Indian and Maldivan automobile industry works in an exceptionally competitive market. Competitive markets are generally portrayed by constant change, making it hard for new businesses to break into the marketplace. To be successful in such markets requires dynamic management of marketing knowledge to achieve a sustainable competitive advantage. This paper suggests that marketing knowledge competencies require endless investment and improvement (Kleinschmidt et al., 2007; Theriou and Chatzoglou, 2008; Kelliher and Reinl, 2009; Akroush and Al-Mohammad, 2010). Working in a developing and competitive market, Indian and Maldivan automobile businesses appear to find it difficult to achieve a maintainable competitive advantage. Therefore, those businesses must continually allocate resources to enhance their marketing knowledge competencies.

This study contributes to the 'Natural-Resource-Based View' (Hart, 1995; Hart and Dowell, 2011) in some ways. This study aims to fill the gap in the literature on market knowledge and performance (marketing assets and capabilities). Further, a critical contribution of this study is the generalization of the 'Sources of Competitive Advantage and Superior Performance' framework (Day 1994) in the automobile industry in the Maldives and India. Lastly, from a methodological viewpoint, this research has used non-financial and financial performance to determine the effect of knowledge management (marketing assets and capabilities) on performance. From an academic point of view, this study shows that marketing knowledge competencies are classified into 4 categories, whereas most of the existing literature only concentrates on internal factors and some studies have addressed only marginal types of competencies. This study examines 4 marketing competencies that are designed to measure the expected marketing competencies based on capabilities and resources in the Indian and Maldivian setting. This study provides detailed reliability and validity results which prove that the adopted research instrument can be used for other industries and countries.

In addition, very few studies have been conducted to examine the relationship between marketing knowledge competencies and organizational performance in the Indian and Maldivian context. Moreover, most of the previous studies have considered organizational performance in terms of financial performance and do not examine non-financial performance, such us marketing performance and customer performance. This study presents evidence that marketing knowledge competencies have a significant influence on marketing performance and customer performance, as well as financial performance. Finally, from a managerial point of view, this study provides automobile sales center managers with practical insight into marketing knowledge competencies and the affect they have on business performance in the Indian and Maldivian context. For policymakers and top-level managers within the automobile sector, this study provides empirical insight into how the performance of a firm can be improved using those competencies.

6. Conclusion

Based on the findings, Indian and Maldivian automobile sale centers must employ a holistic approach while assessing with their marketing competencies and resources. In adopting a competency-based perspective, businesses must promote the abilities that can be applied to available marketing resources and capacities in a focused way that emphatically impacts firm performance. However, distinguishing marketing resources does not mean consistent competitive performance. Firms need to allocate resources into their

current marketing resources with a specific end goal, to maintain their competitive advantage. Such speculations should cover all marketing competencies of the firm, for example, HR and IT, innovation, new product development, brand reputation and firm image, as well as other components such as marketing, in particular communication and distribution channels. To have the more detailed understanding of the marketing competencies and its relative impact on firm performance, more dimensions need to be studied and future research may be adapted to another sector to ascertain its' unique competency requirements.

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