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Facultad Experimental de Ciencias
Departamento de Ciencias Humanas
Maracaibo - Venezuela

Development of marketing capabilities in electronic commerce and effectiveness

Vajiheh Babahkan

Payamenoor University, Karaj Iran

Vbabakhan.7@mail.ac.ru

Abstract

The aim of the study is to investigate development of marketing capabilities in electronic commerce and effectiveness to enhance the performance of financial and credit institutions. This study is a descriptive by method and is a correlational-survey. As a result, there is a positive correlation between branch performance and marketing capabilities. Besides, the component of high public relations (communication) has the lowest average score. In conclusion, banks can increase their public relations in a variety of ways in order to convey important messages to its customers.

Keywords: Market Volatility, Competition Intensity, Decentralization.

Desarrollo de capacidades de marketing en comercio electrónico y efectividad

Resumen

El objetivo del estudio es investigar el desarrollo de las capacidades de marketing en el comercio electrónico y la eficacia para mejorar el desempeño de las instituciones financieras y de crédito. Este estudio es descriptivo por método y es una encuesta correlacional. Como resultado, existe una correlación positiva entre el rendimiento de la sucursal y las capacidades de marketing. Además, el componente de alta relaciones públicas (comunicación) tiene la puntuación media más baja. En conclusión, los bancos pueden aumentar sus relaciones públicas de diversas maneras para transmitir mensajes importantes a sus clientes.

Palabras clave: Volatilidad del mercado, Intensidad de la competencia, Descentralización.

1. INTRODUCTION

In the context of the sustainable development of countries, attention to the growth of organizations is one of the policies of all managers. Today, the banking industry is one of the most important industries in the world, so that banks in the developed countries operate as pioneers, professional advisors and experts to increase corporate finance and collect and exchange information for their customers and they are one of the economic drivers of each country. There are several components in modern banking that affect the process of equipping the monetary resources of banks and financial institutions. It is important to identify and determine the extent of the impact and type of relationship between these components with the success of banks in equipping monetary resources. Today, the conditions of financial institutions and banks are not equal, and the components that affect the supply of monetary resources may be different even for each branch of a banking group. This has led to a tight competition between them. The concept of performance is defined by efficiency and effectiveness, and they can be considered as two important dimensions of performance. That is, internal causes (efficiency) and external causes (effectiveness) should be considered for specific parts of the performance. Hence, performance is a function of the efficiency and effectiveness of activities. Petrochemical industries need to use leading indicators to achieve better performance.

Lagging indicators only state historical events, while leading indicators provide conditions for the performance development. The success or failure of the petrochemicals cannot be conceived as far from the performance of managers. The bank can be successful when there are qualified managers, diverse tools, and facilities and potentials for the success of the bank. The factors that lead to the success of the banks include the use of information technology, marketing, and customer orientation in its true sense and to avoid the apparent expression of these slogans. Bank managers should be able to identify new market opportunities, and in order to achieve this end, experts and specialist professionals should be incorporated in banks. Banks can have a permanent relationship with customers and the market, and make changes to society by well-qualified managers and well-educated human resources. In the last two decades, market orientation has been the main source of marketing literature (Bagheri, 2012; Muslim, 2019). Capabilities are usually provided as an element that brings both institutional assets and beneficial asset deployments. In addition, capabilities affect organizational issues and actions that are not tradable or imitated. With regard to marketing literature, market-oriented facilities lead to efficient use of market-based assets. These are usually associated with marketing tasks and include elements of individual marketing mixes as well as marketing processes. Therefore, marketing capability can be considered as an organizational competence that supports the measurement of the market and customer orientation.

Sekran (2007) regards marketing capabilities as an important source to increase competitive advantage. Market volatility refers to

changes in the amount of customer combination and their preferences, and is a major contributor to the volatile and unpredictable external environment. Business units which are operating in a volatile marketplace are confronted by rapid changes in customer needs, preferences, and unpredictable requirements and expectations. As a result, due to the evolving needs and expectations of customers, they need a customer base, and the central market place in petrochemical companies is important in order to track changes in the customer environment and manage uncertainty in demand. Customer orientation means to understand the demands of customers and create a continuous superior value for them. Value is possible for customers through the increase in expected benefits and cost reductions. Competitor orientation focuses on in-depth assessments of the selected competitors. In this type of strategic orientation, the business unit focuses on the competitor's goals, strategies, activities, suggestions, resources and capabilities, as well as the dissemination of information gained from this evaluation. Decentralization refers to the extent the decision-making power delegation in the organization and the participation of the organization in decision-making by members of the organization. It is necessary to delegate the decision making authority to managers and staff at the lower levels of the organization, that is, those who are in direct contact with the customer, according to predefined criteria of the bank. Power delegation will increase decentralization of the bank. Decentralization improvement in the organization, especially geographically dispersed organizations and their core services in different areas and markets, will increase the speed of service provision and, as a result, increase customer satisfaction.

The competition intensity refers to the ability and willingness of competitors to change the marketing decision processes in order to gain a competitive advantage. Competition has led to financial services companies to consider their market share and preservation in their priorities. In the growing, competition situation, customers have plenty of options and can use a wide range of competitors. Therefore, the market share of banks is at increased risk to lose its customers. Therefore, in order to maintain the competitive ability and increase performance, the company will be able to create and provide superior value to customers through competition intensity. This requires a systematic process of acquiring, analysis, and dissemination of information that involves the explicit and hidden needs of customers. The trend toward innovation is an approach that promotes new ideas, and reflects the desire of the bank to change through the adoption and implementation of new technologies, resources, skills, and administrative systems. However, a widespread definition of innovation not only includes product or service innovation, but also innovation in service delivery processes and technology and administrative processes that can help to reduce costs and operational efficiency significantly. Innovation offers significant benefits, such as maintaining or increasing market share compared to competitors. The exploitation of these opportunities is particularly important in volatile markets. Banks can enhance competitive advantage through the adoption of innovative behavior. Innovative banks gain better performance than competitors through the modification of existing services or introducing new services to the market, which offers superior customer benefits. Therefore, this study examines the impact of marketing capabilities on the performance of bank institutions with an emphasis on competitive dynamics.

However, one of the vaguest and unclear aspects is the answer to the question: does a market-oriented position lead to competitive advantage and better performance for a company? Despite the intense competition that dominates the world's economy today, provision of more services to customers is no longer an added value, but it is an indispensable process. The goal of all service providers, including banks, is to provide appropriate services in order to meet customer satisfaction. Since financial service providers, and in particular banks, operate in an environment with non-differentiated products, the value of customers in banking institutions that provide banking services is vital, and some failure in customer satisfaction can lead to irreparable damage in this turbulent competition. Since a customer is capital in this view, banks try to use widespread plans to maintain and attract customers. As discussed in the above topics, performance in the banks is very important and should be considered by managers of banks. The success or failure of the bank cannot be discounted without the performance of managers. It is clear that the bank can have more maneuverability in the field of economics and development plans, which has a positive and significant performance over its competitors in the banking system. Today, we live in a competitive world, and this requires that banks should provide modern services to increase their economic power and positive performance to customers.

Perhaps globalization is the most striking phenomenon of banking in the present era. Banks and financial institutions used to attract financial resources through bank operations, but today, banks, trade in a global scale. On the other hand, with the ever increasing

development of technology and industrialization of the countries, significant changes were made in attracting financial resources of banks, so that the bank can succeed, with its competent managers, its diverse tools and its potential and potential in line with the whole success of organization. Bank managers need to be able to identify new market opportunities. Figure 1-1 shows the general view of the assumed dependencies in this research, which includes the relationships between environmental factors (market volatility, competition intensity), structural elements of organizations (decentralization), strategic goals (customer orientation, competitor orientation, and innovation), marketing capabilities and branch's performance. The conceptual framework of this research is based on the research flow emerging in strategic marketing and management, which illustrates the complementary direction of the market through various strategic goals and better performance. In addition, the essential role of marketing capabilities is considered as an effective mechanism that facilitates the link between strategic goals and performance.

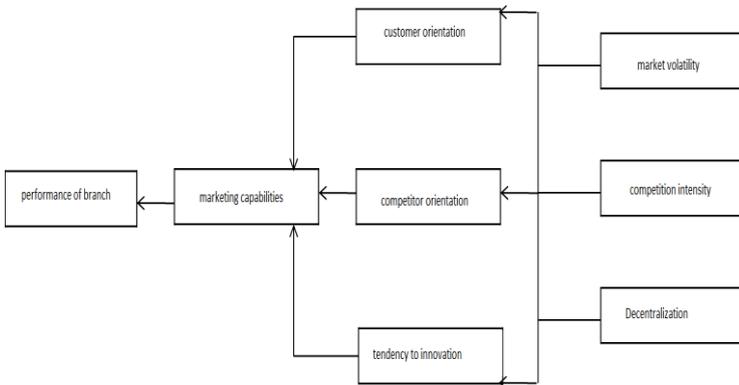


Figure 1-1 conceptual model of research

2. METHODOLOGY

This study is a descriptive by method and is a correlational-survey. The statistical population of this research includes branches of public banks of Mazandaran province, which head of offices of different branches of public banks are the respondents of the survey. In the present study, the sample size is obtained using the limited statistical society formula and the questionnaires are distributed among them by simple random sampling.

$$n = \frac{N \times Z_{\frac{\alpha}{2}}^2 \times s^2}{\epsilon^2 (N - 1) + Z_{\frac{\alpha}{2}}^2 \times s^2}$$

$$n = \frac{420 \times (1.96)^2 \times (0.55^2)}{(0.05)^2 (420 - 1) + (1.96)^2 (0.55)^2} = 220$$

In this equation, N is the society size, Z is the standard normal probability, the error level, s² is the sample variance (s), and the intended accuracy of the researcher. The distribution of the questionnaires was performed in the Melli Bank with 149 branches, Sepah Bank with 65 branches, Maskan Bank with 51 branches, Keshavarzi Bank with 94 branches and Refah Bank with 61 branches and the respondents of this research includes 420 heads of branch, which through the above formula, the sample size was 220. In this research, a field study (through a questionnaire) is used for data collection. Field research is a non-experimental scientific study whose purpose is to discover relationships and interactions between different variables in real social structures and organizations. In general, any large or small scientific study that follows the relationships in a systemic way, tests the hypotheses and is non-experimental and is performed in real life situations, such as local communities, factories, organizations and institutions, is considered a field study. The main tool in this research is a questionnaire that is used to measure components (market volatility, competition intensity, decentralization, customer orientation, and competitor orientation, tendency to innovation, marketing capabilities, and branch performance).

The standard questionnaire that was provided by is used to measure the above components. In this questionnaire, market volatility

consists 3 questions, competition intensity consists 2 questions, decentralization contains 4 questions, customer orientation has 4 questions, the main competitor has 10 questions, the tendency to innovation consists 4 questions, marketing capabilities include 7 questions and the company's performance has 4 questions. The questionnaire used in this research has been used previously by researchers, so there are reports of their reliability. One of the designers of this scale, calculated the reliability coefficient of all components, Which for the market volatility component ($\alpha = 0.75$), competition intensity ($\alpha = 0.70$), decentralization ($\alpha = 0.78$), customer orientation ($\alpha = 0.84$), competitor orientation ($\alpha = 0.92$), tendency to innovation ($\alpha = 0.88$), marketing capabilities ($\alpha = 0.91$), branch performance ($\alpha = 0.86$), above values were obtained. Since the coefficients of reliability in most cases are higher than 0.7, it can be concluded that the questionnaire has the necessary research validation. In addition, in the present study, Cronbach's alpha was calculated for the entire questionnaire as 0.86. Therefore, since this value is higher than 0.7, so the research questionnaire has a good reliability. The Cronbach alpha tables are shown in the appendix. Structural Equation Method was used with Liserl 2/8 software to analyze the research hypotheses. This method allows for testing the validity of the research hypotheses and indicates the significance of the obtained coefficients. The results of inferential methods based on the causal model of research are presented in this section, so that first the initial model research is presented and then the hypothesis of the research is examined.

3. RESULTS

In this section, the causal model is investigated to test the hypotheses of the research. According to structural equation modeling, the research model is fitted with LISREL 8.2 software and the results are presented in the following sections. In this model, the relations between variables are only considered and the path coefficients for the relationships are obtained.

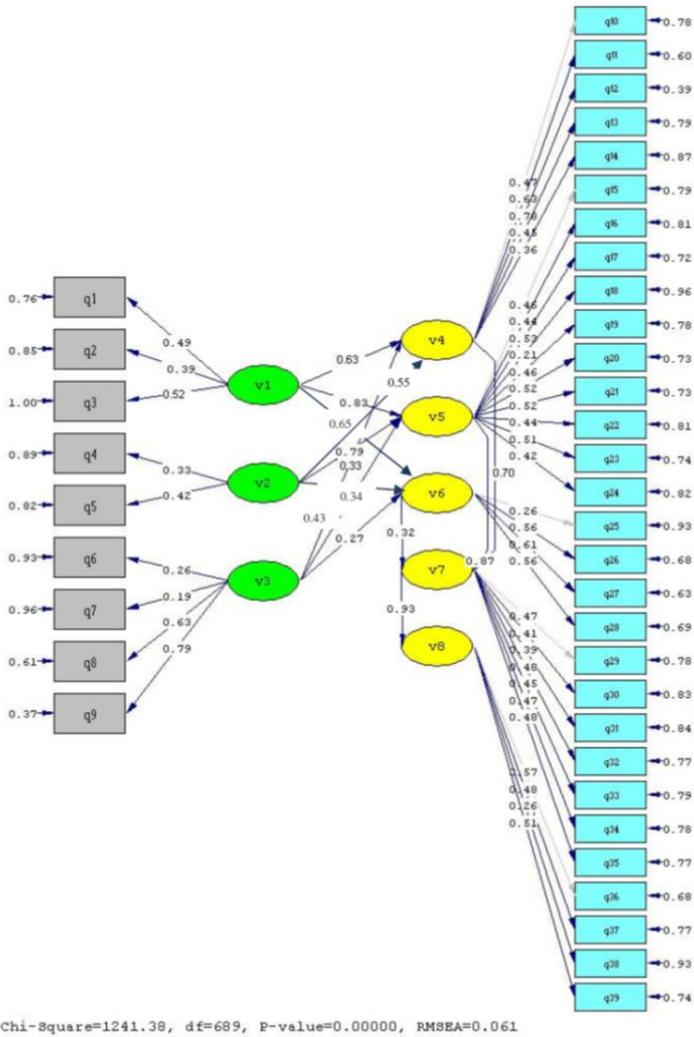


Figure 1: Standard research model

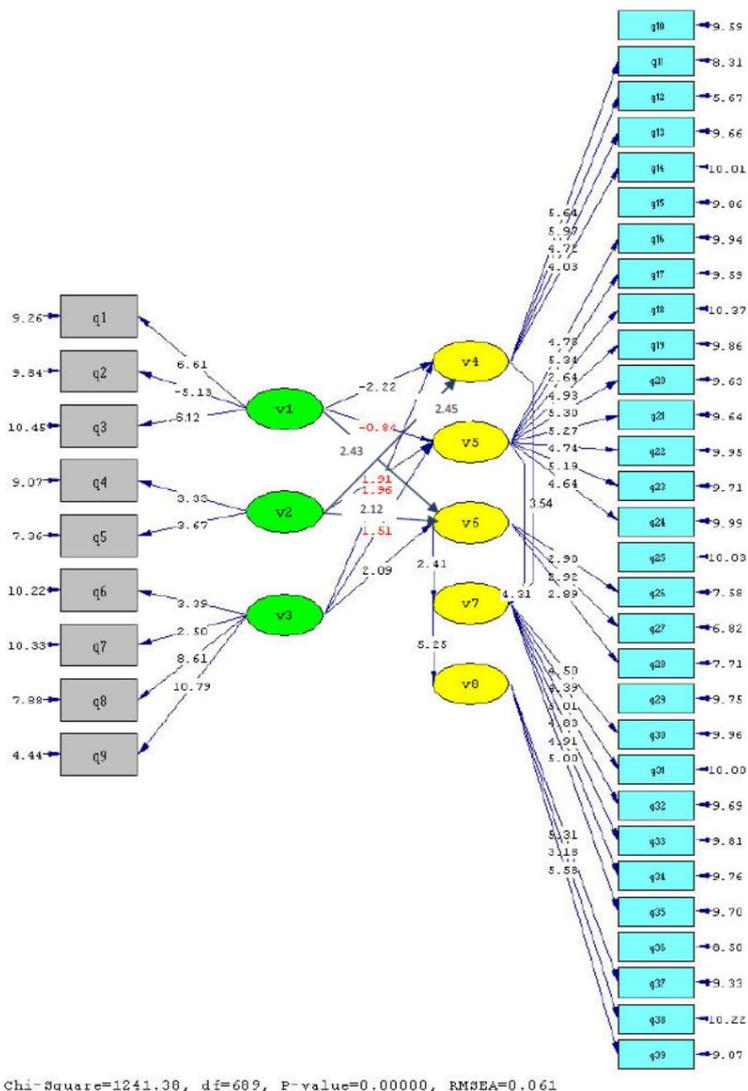


Figure 2: Final model of research with T statistics for paths

According to Chart (15-4), t statistics are shown for independent and dependent variables. If the calculated t-value is greater than 1.96 and smaller than -1.96, it indicates the existence of a relationship. And if it is placed in the interval [-1.96, 1.96] it indicates the absence of a relationship.

According to the research model test, the fitting indexes of the model were extracted and presented according to Table 2:

Table 2- Model fitness indexes

CFI	NNFI	NFI	AGFI	GFI	RMSEA	χ^2/df	w2
> 0.9	> 0.9	> 0.9	> 0.9	> 0.9	< 0.1	< 3	Acceptable range
95/0	94/0	93/0	95/0	98/0	061/0	80/1	Result

The results of the estimation in the LISREL report indicate that fitness indicators are appropriate. Model fitness indexes are presented in Table 2. According to the obtained results and their comparison with the acceptable range, it can be admitted that all the model's fitness indices are in an acceptable range and therefore the model is confirmed. The results of testing the research hypotheses based on the structural equation model are shown in Table 3.

Table 3- Results of research hypothesis test

Test results	T statistic	Standard coefficient	Hypotheses
Accepted	22/2-	63/0	H 1-1) Market volatility has a significant relationship with customer orientation.
Rejected	84/0-	83/0	H 1-2) Market volatility has a significant relationship with competitor orientation
Accepted	43/2	65/0	H 1-3) Market volatility has a significant relationship with a tendency to innovation.
Accepted	45/2	55/0	H 2-1) The competition intensity has a significant relationship with customer-orientation.
Rejected	91/1	79/0	H 2-2) The competition intensity has a significant relationship with the competitor orientation
Accepted	12/2	34/0	H 2-3) The competition intensity has a significant relationship with the tendency to innovation.
Rejected	96/1	43/0	H3-1) decentralization has a significant relationship with costumer orientation
Rejected	51/1	33/0	H 3-2) Decentralization has a significant relationship with the competitor orientation.
Accepted	09/2	27/0	H 3-3) Decentralization has a significant relationship with tendency to innovation.
Accepted	54/3	70/0	H 4) Customer orientation has a significant relationship with marketing capabilities.
Accepted	31/4	87/0	H 5) competitor orientation has a significant relationship with marketing capabilities.
Accepted	41/2	32/0	H 6) The tendency to innovation has a significant relationship with marketing capabilities.
Accepted	25/5	93/0	H 7) The marketing capabilities have a significant relationship with the company.

3.1. Results of descriptive statistics

According to the description and analysis of collected data, we can say: The average score of market volatility is 3.5887 with a standard deviation of 5745.0 and the average is more than the expected average (3). Therefore, the measured variable is appropriate from the respondents’ perspective. Moreover, the lowest score for market volatility is 2 and the highest score is 5. In addition, according to the descriptive statistics of

each market volatility structures in Appendix 2, it is observed that the preferences of customers to the product / service has the lowest average score and the search for new services by customers have the highest average score. The average score for decentralization is 3,125 with a standard deviation of 7,141, and the average value is more than the expected average (3). Therefore, the measured variable is appropriate from the respondents' perspective. Moreover, the lowest score for decentralization is 1.75 and the maximum score is 5. According to the results of descriptive statistics, the independence managers is in middle low level and the decision-making structure has the lowest average score at the company level.

The average score for customer orientation is 3.5363 with a standard deviation of 0.5988 and the average is more than the expected average (3). Therefore, the measured variable is appropriate from the respondents' perspective. Moreover, the lowest score for customer orientation is 1.6 and the maximum score is 5. According to the descriptive statistics, customer satisfaction measure has the lowest average score. The average score for competitor orientation is 3.7345 with a standard deviation of 0.4924 and the average is more than the expected average (3). Therefore, the measured variable is appropriate from the respondents' perspective. Moreover, the lowest score for competitor orientation is 1.8 and the maximum score is 4.90. According to the descriptive statistics, a quick response to competitors' activities has the lowest average score. The average score for the tendency to innovation is 3.7636 with a standard deviation of 0.6292 and the average is more than the expected average (3). Therefore, the measured variable is appropriate from the respondents' perspective. Moreover, the lowest score for the

tendency to innovation is 1.75 and the maximum score is 5. According to the descriptive statistics, innovation in project management has the lowest average score. The average score for competition intensity is 3.7114 with a standard deviation of 0.7180 and the average is more than the expected average (3). Therefore, the measured variable is appropriate from the respondents' perspective. Moreover, the lowest score for competition intensity is 1.5 and the maximum score is 5. According to the descriptive statistics, new competitive move has the lowest average score.

The average score for marketing capabilities is 3.8117 with a standard deviation of 0.4818 and the average is more than the expected average (3). Therefore, the measured variable is appropriate from the respondents' perspective. Moreover, the lowest score for marketing capabilities is 2.29 and the maximum score is 5. According to the descriptive statistics, the flexibility of the advertising budget has the lowest average score. The average score for branch performance is 3.8864 with a standard deviation of 0.6097 and the average is more than the expected average (3). Therefore, the measured variable is appropriate from the respondents' perspective. Moreover, the lowest score for marketing capabilities is 1.75 and the maximum score is 5. According to the descriptive statistics, understanding customer needs and market share have the lowest average scores.

3.2. Inferential statistics

According to the results of the structural equation model, we can conclude that: The analytical areas in this study indicated that market

volatility has a positive relationship with customer orientation. In this research, the market volatility variable has a positive and significant effect on customer orientation by 0.63 directly. It means that about 40% of customer orientation changes can be explained by market volatility. Empirical research also confirms this point, so that in a Rahimi (2006) study, it was also confirmed that there is a positive and significant correlation between market volatility and customer orientation. The analytical areas in this study indicated that market volatility does not have a positive relationship with competitor orientation. However, in a Rezvani & Toghraei (2011) study, the results showed a positive and significant relationship between market volatility and competitor orientation. The analytical areas in this study indicated that market volatility has a positive relationship with a tendency to innovation. In this research, the market volatility variable has a positive and significant effect on the customer orientation by 0.65 directly. It means that about 42% of the tendency to innovation changes can be explained by market volatility. Empirical research also confirms this point, so that in a Rahnvard (2008) study, it was also confirmed that there is a positive and significant correlation between market volatility and tendency to innovation.

The analytical areas in this study indicated that market volatility has a positive relationship with a tendency to innovation. In this research, the market volatility variable has a positive and significant effect on the customer orientation by 0.65 directly. It means that about 42% of tendency to innovation changes can be explained by market volatility. Empirical research also confirms this point, so that in a Riazat (2002) study, it was also confirmed that there is a positive and significant correlation between market volatility and tendency to innovation. The analytical areas in this

study indicated that the competition intensity has a positive relationship with customer orientation. In this research, the competition intensity variable has a positive and significant effect on the customer orientation by 0.55 directly. It means that about 30% of customer orientation changes can be explained by competition intensity. Empirical research also confirms this point, so that in a Saedi & Yazdani (2009) study, it was also confirmed that there is a positive and significant correlation between competition intensity and customer orientation. The analytical areas in this study indicated that competition intensity does not have a positive relationship with competitor orientation. However, in a Sharifzadeh & Opouri (2004) study, the results showed a positive and significant relationship between competition intensity and competitor orientation.

The analytical areas in this study indicated that the competition intensity has a positive relationship with a tendency to innovation. In this research, the market volatility variable has a positive and significant effect on the customer orientation by 0.34 directly. It means that about 11% of tendency to innovation changes can be explained by competition intensity. Empirical research also confirms this point, so that in a Salehi et al. (2011) study, it was also confirmed that there is a positive and significant correlation between competition intensity and tendency to innovation. The analytical areas in this study indicated that decentralization does not have a positive relationship with competitor orientation. However, in a Saqafi & Safarzadeh (2011) study, the results showed a positive and significant relationship between decentralization and competitor orientation. The analytical areas in this study indicated that decentralization has a positive relationship with a tendency to innovation. In this research, the market

volatility variable has a positive and significant effect on the customer orientation by 0.27 directly. It means that about 7% of tendency to innovation changes can be explained by decentralization. Empirical research also confirms this point, so that in a Chirani & Pakpour (2010) study, it was also confirmed that there is a positive and significant correlation between decentralization and tendency to innovation.

The analytical areas in this study indicated that customer orientation has a positive relationship with marketing capabilities. In this research, the customer orientation variable has a positive and significant effect on the by marketing capabilities 0.7 directly. It means that about 49% of customer orientation changes can be explained by marketing capabilities. Empirical research also confirms this point, so that in a Rezaei & Azem (2012) study, it was also confirmed that there is a positive and significant correlation between marketing capabilities and customer orientation. The analytical areas in this study indicated that competitor orientation has a positive relationship with marketing capabilities. In this research, the competitor orientation variable has a positive and significant effect on the by marketing capabilities 0.87 directly. It means that about 75% of marketing capabilities changes can be explained by competitor orientation. Empirical research also confirms this point, so that in a Chaharsoghi et al. (2008) study, it was also confirmed that there is a positive and significant correlation between marketing capabilities and competitor orientation.

The analytical areas in this study indicated that the tendency to innovation has a positive relationship with marketing capabilities. In this research, the tendency to innovation variable has a positive and significant

effect on the by marketing capabilities 0.32 directly. It means that about 10% of marketing capabilities changes can be explained by the tendency to innovation. Empirical research also confirms this point, so that in a Sekran (2007) study, it was also confirmed that there is a positive and significant correlation between marketing capabilities and tendency to innovation. The analytical areas in this study indicated that marketing capabilities have a positive relationship with branch performance. In this research, the marketing capabilities variable has a positive and significant effect on the by branch performance 0.93 directly. It means that about 86% of branch performance changes can be explained by marketing capabilities. Empirical research also confirms this point, so that in a Sekran (2007) study, it was also confirmed that there is a positive and significant correlation between marketing capabilities and branch performance.

3.3. Research suggestions

According to the results of the data analysis, the recommendations of this research are presented in two sections.

3.4. Suggestions based on research findings

According to the literature of the research and the findings of this research, some suggestions are presented below: An investigation of the causal model of research indicates that there is a positive correlation

between market volatility and customer orientation. The component of customer preferences to services has the lowest score. Banks can increase customers' preferences to services by following ways: Technological factors: These factors facilitate the activities to transfer and provide services. In addition to the facilities, we should look at the intangible facilities. Financial facilities: These factors have a financial impact on customers. Among them are variables such as earnings, short-term, medium-term and long-term deposits, low interest rates on loans, fees, facilities payment with proper conditions, profit payment for the remaining money, and loan repayment schedules. Behavioral and attitudinal factors: Among these factors, one can notice the customer's personality, how to talk and deal with customer, literacy, employee humility and the attitude of the individual towards the company. Moreover, the attitude of people about the company's name and reputation and the guidance provided by the staff of Banks, are in this category.

Physical factors are factors that have an indirect impact on the formation of services, such as appearance, interior view, number of branches, opening hours, location suitability. An investigation of the causal model of research indicates that there is a positive correlation between market volatility and tendency to innovation. The component of customer preferences to services has the lowest score. Banks can increase customers' preferences to services by above ways. An investigation of the causal model of research indicates that there is a positive correlation between competition intensity and customer orientation. A new competitive move has the lowest average score. Companies can compete using tactics such as price competition, advertising campaigns, and the introduction of new services or increased service levels. They also have to

provide distinct services. Distinction in the competition field creates impermeable layers against competitive tools. It is a distinction that gives rise to preference and attachment. An investigation of the causal model of research indicates that there is a positive correlation between competition intensity and tendency to innovation. A new competitive move has the lowest average score. An investigation of the causal model of research indicates that there is a positive correlation between decentralization and tendency to innovation. The decision-making at the company level (decentralized decision) has the lowest average score. Therefore, senior management of the company should increase decentralized decision making to increase the level of admission of individuals. An investigation of the causal model of research indicates that there is a positive correlation between customer orientation and marketing capabilities. The customer satisfaction component has the lowest average score. Customer satisfaction is a key factor in determining the success of the organization in relation to customers. Companies can measure their customer satisfaction in a large number of ways. The methods of measuring customer satisfaction can be divided into two categories:

Measures that measure customer satisfaction indirectly through indicators that correlate with customer satisfaction reliably. Of course, the accuracy of these models is uncertain. Theoretical Methods: This method measures their satisfaction by evaluating customer opinions directly. The validation of these methods is far more than objective methods. An investigation of the causal model of research indicates that there is a positive correlation between competitor orientation and marketing

capabilities. The response component to competitors threatening activities has the lowest average score.

4. CONCLUSION

Thus, industries must have a different power of confrontation with competitors' activities such as: A prominent, distinctive and unique presence in the field of dedicated petrochemical industries and investments, taking into account the existing capabilities of competitors and the market vacuum, through the use of the mechanism for the establishment of effective and appropriate institutions and the creation of a specialized financial institution, attempts to attract part of foreign capital through the transformation of the threat posed by global and regional economic and investment opportunities. 8. An investigation of the causal model of research indicates that there is a positive correlation between the tendency to innovation and marketing capabilities. The component of innovation in the programs has the lowest average score. Innovations in banks are introduced in different dimensions: 1 - Innovation in structure 2 - Innovation in services 3 - Innovation in the attitude.

During the process of innovation, the roles and responsibilities of the organization's members change, and the organization achieves a flexible structure that is necessary for change and flexibility. Innovation in services: a new idea or service at Alvand Petrochemical Company can take place suddenly or in a time interval. But the most important point is the degree of adaptation of the idea or service to the existing technology and considering the extent of future service development, so that the service

life is increased by the needs of the customers. Innovation in the attitude: We need to start innovation from ourselves before introducing a new idea or service. Moreover, Banks can introduce innovation in their programs through understanding the concept of the idea; evaluation and introduction of new ideas; research and development; commercialization of ideas. An investigation of the causal model of research indicates that there is a positive correlation between branch performance and marketing capabilities. The component of high public relations (communication) has the lowest average score. Banks can increase their public relations in a variety of ways in order to convey important messages to their customers, such as:

- The company must have an audience-focused and focused audience.
- Investigate and understand the needs of customers.
- Understand the features and characteristics of the audience.
- Continuous research to update information and decisions.
- Continuous increase of communication channels with audiences

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