

Organizational Support and its Impact on Improving Marketing Performance (An Applied Study in the General Administration of the Rafidain Bank)

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Abstract

This research aims to identify organizational support and its impact on improving marketing performance, and to achieve this, a hypothetical scheme was designed from which hypotheses emerged that stipulate correlation and impact relationships between organizational support and marketing performance, the analytical and descriptive approach was used to explore and address the research problem represented in whether organizational support has the ability to show and raise the level of marketing performance of the research sample, the questionnaire form was used in data collection, and the General Administration of Rafidain Bank was chosen collectively to apply the research, and (103) questionnaire was distributed (100) of them were retrieved the data were analyzed and conclusions were drawn through the statistical program (SPSS) and many conclusions were reached, the most important of which are (the clarity of the role played by organizational support among the bank's employees and its active role in completing the work and building their commitment and thus raising the level of overall performance of the institution and this indicates that the researched organization emphasizes the importance of profitability in its work and based on the conclusions A set of proposals were proposed, the most important of which is (the orientation of the leaders of Rafidain Bank towards attention to marketing performance through (participation in decision-making, attention to customer satisfaction, and cooperation).

Keywords: *Marketing performance, Rafidain Bank, organizational support.*

Introduction

Organizations today, in general, face productivity and service enormous intellectual, human and technical competitive challenges produced by the rapid transformations towards globalization, which in turn has intensified the competition between them, this required organizations to think about an initial drawing of an appropriate strategy for their work and determine their directions, and search in various fields for distinct work methods and capabilities that enable them to adapt to environmental changes. Therefore, the change witnessed by the competitive business environment has become an inevitable matter that cannot be avoided and that one of the most important changes facing business organizations at the present time is the emergence of new patterns of competition with advanced information technology systems, mature markets, and new forms of strategic alliances. As a result of this, organizations have increased the need for a dynamic, supportive management that is able to successfully face all the difficulties that impede the

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functioning of their work, which in turn imposed challenges on marketing and prompted this type of organization to search for new methods in dealing with rapid changes.

The First Aspect

First: the research problem

After the great transformation of the Iraqi market from a local market to an international one, and the accompanying economic, political, technological and financial changes, in addition to the lack of resources, capabilities, skills and capabilities, which is one of the most important challenges, and in order to confront these challenges, ideas began to move towards studying organizational support and its importance to the organization in defining a clear vision on how to achieve success, leadership, excellence, and achieving goals (Colakoglu et al, 2010), and the following questions arise from it:

- 1- What are the most important philosophical insights and contributions about the research variables?
- 2- What is the level of awareness, understanding and interest in the research variables?
- 3- What is the nature of the interrelationships between the research variables?

Second: Research importance

The research seeks to know the extent of benefiting from the research variables in public organizations in general and in the Rafidain Bank in particular, in a manner that helps in their development and application in the practical aspect in terms of adopting organizational support in its dimensions (organizational justice, participation in decision-making, leadership support) and enhancing the core capabilities in its dimensions (organizational learning, technology management, human capital) to show the marketing performance of employees in its dimensions (market share, customer satisfaction, profitability).

Third: Research objectives

The research aims to try to clarify the concepts of organizational support, marketing performance, and core capabilities in order to contribute to reducing the state of overlap that exists within the concepts of the study variables, distinguishing them from other concepts related to their intellectual frameworks, and determining the nature of the strategic options that can be used by the bank in facing environmental changes.

Fourth: Research hypotheses

The initial research features were formulated in the light of the objective influence relationships between the research variables within the proposed hypothetical model and to support these relationships in reaching their objectives, which were determined in the light of their paths, the researcher formulated a set of assumptions explaining these relationships in a scientific way consistent with achieving the main research objective which are considered preliminary solutions to the problem at hand, which will be analyzed, measured, and tested statistically in the subsequent chapters on the applied side, in preparation for reaching results that achieve that goal.

These solutions are not guesswork or random interpretation, but rather insights drawn from information that formed the research problem, as follows:

There is no statistical effect of organizational support X on marketing performance Y

- There is no statistically significant effect of organizational justice dimension X1 on marketing performance Y.
- There is no statistically significant effect of the X2 dimension of participation in decision-making on marketing performance Y.

- There is no statistically significant effect of the X3 leadership support dimension on the marketing performance of Y.

Fifth: Research Boundaries

1- **Human Boundaries:** It included employees of the middle administrative levels of the administrative formations in the Rafidain Bank, represented by (department managers and people's officials).

2- **Temporal Boundaries:** represented by the time taken by the researcher to prepare the theoretical side of the current research and build a scale in the light of the main research variables and its sub-dimensions with presenting it to experts and arbitrators, and making the necessary modifications so that the scale (requestionnaire) is ready to measure the variables of the current research, which are:

A. **Spatial Boundaries:** the General Administration of the Rafidain Bank.

B. **Cognitive Boundaries:** all of what was mentioned in the research methodology (the research model, its hypotheses, the importance and objectives...etc.).

C. **Research Boundaries:** represented by research variables (organizational support and its dimensions, and marketing performance and its dimensions).

Sixth: The Default Research Model

For the purpose of addressing the research problem, the researcher adopted a hypothetical model as shown in Figure (1), which shows the correlation and influence relationships between the research variables.

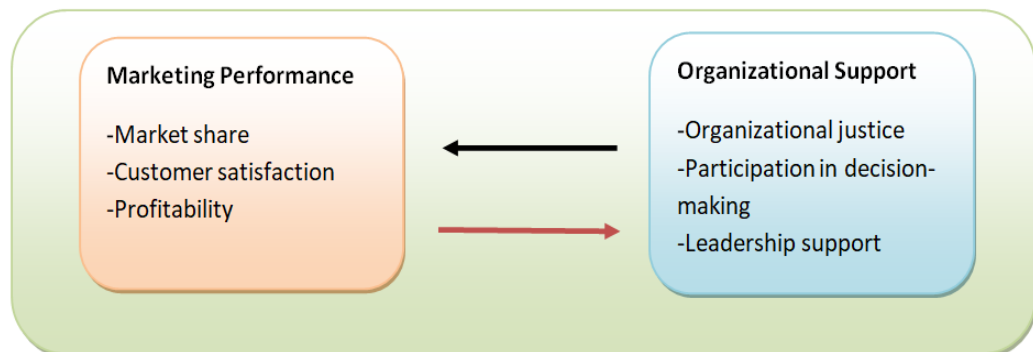


Figure 1: Correlation and influence relationships between research variables

(Prepared by the researcher)

The Second Aspect

The theoretical aspect of organizational support

Introduction

Despite the tremendous technological developments in the last years of the twenty-first century and the trend towards automation and the use of technology in institutions instead of relying on workers by which the institutions needs for the human element because it has the ability to develop, innovate, and distinguished skills to adapt to changes and face the challenges and problems facing institutions and work to improve its performance and achieve its goals efficiently and effectively (Al-Amiri, 2020: 334)

First: The Concept of Organizational Support

(Al-Kaabi, 2017: 7) defined organizational support as the willingness of the organization to provide assistance to employees or their own equipment so that they can perform their work as required, or the extent of its willingness to provide opportunities for training employees in the areas related to their work.

(Al-Hashemi and Mustafa, 2019: 151) define organizational support as the reciprocal roles performed by the organization and the individual in a manner that meets the individual's professional needs and social desires for self-realization in exchange for his additional efforts and his sense of responsibility towards the organization and its goals.

As for (Jino & Dyaram, 2019: 3), support is defined as the extent to which employees are aware of the discretionary measures taken by organizations for their development and improvement, which reflect the strong commitment of the organization towards employees.

Second: The Importance of Organizational Support

The importance of organizational support is highlighted by the fact that it contributed to the development of positive attitudes among employees in a way that enables them to perform their work efficiently, and achieve the goals of the organization, which results in long-term mutual commitments (Al-Rumaidi 22: 2019).

While (Al-Ani 2018: 322) sees that the importance of support lies in:

- 1- It is a determinant of performance, as performance is affected by the personal characteristics of individuals at work.
- 2- Increasing the realization of organized commitment, through its contribution to meeting the social and emotional needs of workers, such as appreciation, compatibility, and affiliation.
- 3- Provides a suitable environment for creative and innovative work.
- 4- It reduces negative behaviors of individuals working in the organization.
- 5- It leads to the achievement of organizational goals by increasing the efforts made by individuals.

Dimensions of organizational support:

- 1- Organizational justice: Organizational justice is an important concept in the world of business organizations because of its impact on the future of organizations. Through justice, satisfaction is achieved, performance is improved, and organizational commitment by employees' increases (Al-Nashmi and Afari, 2018: 54).
- 2- Participation in decision-making: Since decision-making is one of the primary activities of leaders, employee participation in this process inspires honesty, trust, enhances credibility, helps foster pride in employee involvement in the company, and develops good relationships between the leader and his subordinate employees (Thompson, et al. 2017, p 4-14).
- 3- Leadership support: The concept of leadership support represents the extent of support and support that the individual feels from his direct superior, and the extent to which the president supports his subordinates with guidance and direction and treats them impartially and fairly (Amer, Al-Jawfi, 271: 2021). The leaders represent the organization and deal with the procedures imposed by the organization in order to evaluate the employees and indicate the extent of their contribution to achieving the goals of the organization, as the employees consider the managers' dealings with them as an indicator of the organization's support, and therefore the leadership's support for the employees contributes to improving the quality and nature of the relationship with them (Al-Ani, 2018: 325).

Third Aspect

Marketing Performance

The term marketing performance is used by specialists in the field of marketing to describe and analyze the efficiency and effectiveness of the marketing process (Maarouf,

2018: 391) and represents marketing performance to individual and organizational activities that aim to establish social and economic division requirements, communicate with them, and present them to stakeholders.

Importance of marketing performance

Marketing performance is an important activity to indicate the success or failure of the organization in its decisions and plans, whether at the marketing level or even in the field of other functional activities (Barakani, 2017: 40-41). The importance of marketing performance is represented in the following:

- Recognizing the extent to which the organization's objectives have been achieved.
- Assists the organization in setting the standards necessary to develop its mission.
- It leads to the detection of elements with experience, knowledge and skill and placing them in important and appropriate locations

Dimensions of marketing performance

The success of the organization in the markets is measured by the extent to which it achieves strategic goals and adapts to the competitive environment (Al-Hindawi, 2022: 387). The dimensions of performance are:

Market share

Through the market share, a distinction is made between successful organizations and unsuccessful organizations (Abdul Razzaq, Jasim, 2021: 124), and sales growth in the organization can be seen through customer satisfaction about empowering resources, that is, the amount of profits that the organization reaps, which enhances its market share in the business sector (Hidayatullah et al., 2019).

Customer satisfaction

Customer satisfaction is achieved when expectations are met and the customer is aware that the organization is able to deliver as expected while realizing a low level of risk (Mahdi et al., 2022: 11).

Profitability

The main goal of the Research and Development Alliance is to increase the profits of the organization by maximizing the value of its customer base, and this value contributes to increasing customer loyalty, which in turn leads to increasing the growth of the customer base and increasing profits (Nazmi and Hassan, 2023: 6).

(Nazmi and Hassan, 2023: 6) defined profitability as the quantity or number of goods sold or services sold in the normal operations of the enterprise in a specific period. Profitability represents the net results of a large number of decisions and policies and measures the efficiency and effectiveness of the organization's management in achieving profits by using its assets efficiently and effectively (Al-Rubaie et al., 2014: 281).

Fourth Aspect

Theoretical framework for the research

This topic includes examining and testing the quality of the data and their suitability for conducting statistical analyzes through testing the normal distribution of data and testing the study measurement tool through testing the consistency between the components of the scale by means of Cronbach's alpha coefficient, and the simple effect test:

First: persistence

A stationary tool is one that works in consistent and predictable ways, and for a measure to be stable, the scores that result from its use must represent some real state of the

variable being evaluated and measured, as Cronbach's alpha coefficient is one of the most widely used measures of internal stability in practice, as the value of alpha ranges between zero and one, and zero indicates that (an unstable tool), as for the absolute one, it refers to a tool that is fully stable. If the scale is of high stability, this means that the items of the scale are fixed, and then the scale is fixed. The acceptable ratio is 0.60 and above is good (Al-Jadri, and Abu Halo, 2009: 171). Table (1) shows the test results.

Table 1: Indicators of results of consistency between the components of the scale

Research variables and dimensions	Alpha Cronbach's Coefficient	The Decision
Organizational support	0.892	Good Stability
Marketing performance	0.842	Good Stability
Total stability	0.947	Good Stability

(Source: SPSS V.25 output)

It is clear that the values of the alpha Cronbach's coefficient for the dimensions of the organizational support variable amounted to (0.892) and the dimensions of marketing performance amounted to (0.842). The value of the total stability of the search was (0.947), which are all results greater than the acceptable percentage (0.60), this indicates that the variables and dimensions enjoy an appropriate internal consistency, and these results indicate that the research scale (questionnaire) enjoyed a good level of stability.

Second: Testing the effect between the variables of the study

Inferential statistics refer to the statistics that enable us to draw conclusions from the sample data and generalize them to the study population (Zikmun et al, 2009: 413). This research aims to test the impact hypotheses that were previously determined to judge them with acceptance or rejection, as the regression analysis equation will be relied upon to estimate the parameters of the model, Regression analysis is a statistical tool that builds a statistical model in order to estimate the relationship between two variables (independent variable) and a variable (dependent) so that it produces a statistical equation that shows the causal relationship between the variables. This model is the simplest regression model and it is called the simple liner regression model, when several independent variables are more than one variable, the model is called multiple regression (Jawdah, 2008: 253-292).

Test hypotheses of influence between study variables

Testing the main (first) hypothesis between variable dimensions (organizational support X) and variable (marketing performance Y)

First: The main hypothesis test

To test the hypothesis that stated (there is no statistically significant effect between organizational supports X in marketing performance Y), the analysis will be conducted according to a simple linear regression model, and as follows, it is clear from Table (2) as the follows:

The calculated (F) value was (135.580), which is greater than the tabular (F) value of (6.84) at the level of significance (0.01). Therefore, we reject the null hypothesis, and the alternative hypothesis is accepted, which states (there is a statistically significant effect between organizational support on marketing performance), this indicates that organizational support has a clear impact on marketing performance, and through the value of the Adjusted Determination Coefficient (R^2) amounting to (0.580), it is found that organizational support explains (58.0%) of the variables that occur on marketing performance, while the rest is (42.0%) which returns to other variables that are not

included in the research model, and it is evident through the value of the marginal slope coefficient (β) of (0.625),

It is statistically significant, as the value of (t) calculated for it was (11.644), which is greater than the value of (t) tabular at the level of significance (1%), amounting to (2.36), and the value of the constant (α) was recorded in the equation (1.328), which is statistically significant, as the value of (t) calculated for it (6.226) is greater than the value of (t) tabular at the level of significance (1%), amounting to (2.36), meaning when the organizational support is equal to zero, the marketing performance will not be less than this value.

1. Testing the first sub-hypothesis:

(There is no statistically significant effect of organizational justice dimension X1 on marketing performance Y)

The analysis will be carried out according to the simple linear regression model. Table (2) shows the following:

The calculated (F) value achieved a value of (69.144), which is greater than the tabular (F) value of (6.84) at the level of significance (0.01). Therefore, we reject the null hypothesis and accept the alternative hypothesis, which states

(There is a statistically significant effect of the organizational justice dimension on marketing performance).

Through the value of the Adjusted Determination Coefficient (R^2) amounting to (0.414), it is clear that organizational justice explains (41.4%) of the variables that occur in marketing performance, while the remaining percentage is (58.6%) which returns to other variables that are not included in the research model, and it is evident through the value of the marginal slope coefficient (β) of (0.436), which is statistically significant as the value of (t) calculated for it reached (8.315) which is greater than the tabular value of (t) at a significant level (1%), amounting to (2.36), and the value of the constant (α) was recorded in the equation (2.075), and it is statistically significant, as the value of (t) calculated for it was (9.921) which is greater than the tabular (t) value at the level of significance (1%), amounting to (2.36), meaning when the organizational justice is equal to zero, the marketing performance will not be less than this value.

Test the second sub-hypothesis:

(There is no statistically significant effect of the dimension of participation in decision-making X2 on marketing performance Y)

The analysis will be carried out according to the simple linear regression model, and it is clear from Table (2) that:

The calculated (F) value achieved a value of (93.899), which is greater than the tabular (F) value of (6.84) at the level of significance (0.01). Therefore, we reject the null hypothesis and accept the alternative hypothesis, which states:

(There is a statistically significant effect of the dimension of participation in decision-making on marketing performance)

Through the value of the Adjusted Determination Coefficient (R^2) amounting to (0.489), it is clear that participation in decision-making explains (48.9%) of the variables that occur in marketing performance, while the remaining percentage is (51.1%) which returns to other variables that are not included in the research model, and it is evident through the value of the marginal slope coefficient (β) of (0.506), which is statistically significant, as the value of (t) calculated for it reached (9.690), it is greater than the tabular value of (t) at a significant level (1%), amounting to (2.36). The value of the constant (α) was recorded in the equation (1.790), and it is statistically significant, as the value of (t) calculated for it was (8.567), it is greater than the tabular value of (t) at the level of

significance (1%), amounting to (2.36), meaning when the participation in decision-making is equal to zero, the marketing performance will not be less than this value.

3- Testing the third sub-hypothesis:

(There is no statistically significant effect of the X3 leadership support dimension on marketing performance Y)

The analysis will be carried out according to the simple linear regression model, as shown in Table (2):

The calculated (F) value achieved a value of (81.098), which is greater than the tabular (F) value of (6.84) at the level of significance (0.01). Therefore, we reject the null hypothesis and accept the alternative hypothesis, which states:

(There is a statistically significant effect of the leadership support dimension on marketing performance)

Through the value of the Adjusted Determination Coefficient (R^2) amounting to (0.453), it is clear that the leadership support explains (45.3%) of the variables that occur in the marketing performance, while the remaining percentage (54.7%) is due to other variables that are not included in the research form. It is evident through the value of the marginal slope coefficient (β) amounting to (0.520), which is statistically significant, as the value of (t) calculated for it (9.005) is greater than the tabular value of (t) at the level of significance (1%), amounting to (2.36), the value of the constant (α) was recorded in the equation (1.744), and it is statistically significant, as the value of (t) calculated for it was (7.593), which is greater than the tabular value of (t) at the level of significance (1%), amounting to (2.36), which means that when the leadership support is equal to zero, the marketing performance will not be less than this value.

Table 2: Statistical indicators for analyzing the impact of organizational support dimensions on marketing performance Y

Dependable variable	Dimensions of the organizational support variable X		(R ²)	(F)	Calculated (t)	Sig.	Decision	
Marketing Performance Y	Organizational justice X1	(α)	2.075	0.414	69.144	9.921	0.000	Accept the alternative hypothesis
		(β)	0.436			8.315		
	Participate in making decisions X2	(α)	1.790	0.489	93.899	8.567	0.000	Accept the alternative hypothesis
		(β)	0.506			9.690		
	Leadership support xX3	(α)	1.744	0.453	81.098	7.593	0.000	Accept the alternative hypothesis
		(β)	0.520			9.005		
	Organizational support X	(α)	1.328	0.580	135.580	6.226	0.000	Accept the alternative hypothesis
		(β)	0.625			11.644		
Tabular (F) value = 6.84 /// Tabular (t) value = 2.36 , 1.66 /// Sample size = 99								
The number of accepted null hypotheses = 0								
Number of accepted alternative hypotheses = 4								

(Source: SPSS V output)

Fifth Aspect

Conclusions and Recommendations

Conclusions

1- The results indicated that the researched organization follows public administration in evaluating the performance of employees in a way that enhances the sense of justice, which generates a high level of empowerment for them in delving into

other work details and searching for mechanisms close to supporting and self-reinforcing employees, which enables the organization to control positive behaviors and limit the negative behaviors to its employees.

2- The results showed the keenness of the researched organization to apply the mechanisms of justice in work procedures and dealing with its employees to ensure their rights and ensure their equality in front of responsibility and duties, which generates a sense of justice among individuals on the part of the institution.

3- The administration delegates part of its authority to subordinates to unite efforts towards the obstacles imposed by the current situation that prevent the organization from achieving its goals and recovering from them quickly, but it does not take into account the suggestions made by the employee when making decisions.

4- The administration is keen to ensure that its strategy is clear and declared, and stresses the importance of employee participation when developing the strategy by paying attention to the ideas and proposals presented by them and taken seriously in implementation after discussing and appropriateness to the situation at hand. However, this participation is limited to some issues raised by the organization and it does not include other details.

5- The results showed that the researched organization paid attention to the relations of workers with each other by making the working individuals capable and responsible for their work to ensure their rights and ensure their equality in front of responsibility and duties, which generates a sense of justice among individuals in the procedures applied by the organization in a way that does not diminish ambition.

Recommendations

1- Emphasizing the importance of focusing on organizational support for the use of advanced methods in building core capabilities in the activities through which the organization can excel over its peers.

2- Relentless pursuit by using the vision through which the core capabilities can be employed towards achieving sustainable competitive advantage.

3- The need to employ organizational justice by the senior management in the researched company in order to achieve justice among the staff and harness it towards maintaining marketing performance and taking advantage of opportunities for advancement and individualization of the company's services compared to its counterpart.

4- Ensuring to generate a sense among individuals of the fairness of the procedures applied by the researched organization, which enhances the positive aspects that limit the negative practices of workers towards their work.

5- Determining the most beneficial practices in achieving a convergence of views between the organization and individuals in achieving goals and working on developing them.

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