

Analysis of the Relationship between Organizational Performance, Marketing Orientation and Learning Orientation

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Abstract

This study investigated the relationship between learning and marketing orientations and organizational performance using a survey-based methodology. Software such as SPSS 24.0 was used to process the gathered data. 390 managers from Jordan's small and medium-sized businesses (SMEs) participated in the survey. The survey items showed reliability ratings over 0.7, indicating trustworthy results, and the sample complied with the basic rules of probability sampling. Factor and correlation analyses of the variables were part of the investigation, and structural equation modeling (SEM) produced the results. The findings show that learning and marketing orientation are important factors in performance improvement and that they have a strong positive correlation with the performance of an organization. According to the report, companies may increase their productivity by encouraging a culture of lifelong learning, giving employee education top priority, encouraging staff members to be open-minded, and embracing creative ideas and endeavours. According to studies conducted from a marketing perspective, performance may be improved by keeping an eye on what rivals are doing, honing tactics to remain competitive, effectively utilizing resources to provide value to specific clients, and fostering better departmental cooperation.

Keywords: Small and Medium Enterprises, Learning Orientation, Marketing Orientation, and Performance

Introduction

Strengthening their economy and accelerating progress are the main goals for both developed and emerging countries (Budina et al., 2023). This can only be accomplished by adopting tactics to maximize job possibilities and making the most use of the resources that are now available. The expansion of small and medium-sized businesses (SMEs) through well-crafted policies continues to be a primary focus for promoting national prosperity, since they are commonly recognized as the foundation of global economic progress.

A nation's competitiveness is greatly increased, investment is encouraged, innovation is sparked, integrating technology is made easier, jobs are created, and underemployment and impoverishment are eventually reduced when SME development is funded. According to Omwawole et al., (2024), SMEs play a crucial role in promoting socioeconomic progress. Nevertheless, SMEs frequently face limitations brought on by their small size and lack of resources in the present fast-paced and cutthroat business environment. These difficulties limit their ability to adapt to changing market conditions, manage resources effectively, and develop winning strategies. Furthermore, limited access to vital information impairs their ability to make decisions and restricts their potential for advancement.

Since SMEs make up a significant portion of the business environment, several governments have included provisions in their national frameworks to promote and grow them (Boshmaf & O'Keeffe, 2022). According to data from the World Trade Organization, SMEs make up 90% of enterprises globally, between 60 and 70 percent of jobs, and 55 percent of GDP in developed nations. They account for around 95% of businesses, 20% to 75% of jobs, and 16% to 60% of GDP in the Asia-Pacific area. SMEs are hailed globally as major contributors to economic vitality along with job creation, greatly influencing global economic growth.

Although they account for 60% of jobs and 75.7% of all enterprises in Jordan, SMEs only contribute 5.5% of the country's GDP (Pulka & Gawuna, 2022). This discrepancy emphasizes how urgently the nation's SME sector needs to be strengthened. The World Bank estimates that 600 million additional jobs would be needed to meet the world's need for labour by 2030; countries may meet this goal by giving SME growth top priority.

In keeping with this global perspective, the growth of value-adding business sectors, large-scale strategic endeavours, small and medium-sized businesses and cantered around knowledge creative sectors are highlighted as important pillars of economic growth in Jordan's for a long-time vision, Vision 2050 (Pulka & Gawuna, 2022). SMEs have a key role in promoting innovation, lowering poverty, increasing economic growth, and generating employment (Surya et al., 2021).

In light of this, improving organizational competitiveness and results requires analysing the relationship between small and medium-sized enterprises and their marketing and learning orientations (as demonstrated in training activities). The purpose of this study is to investigate how Journal small and medium enterprises learning and marketing approaches relate to their performance.

Literature Review

Organizational Performance

Top executives, small business owners, and strategists are under tremendous pressure from the latest industrial revolution to identify the crucial components that help firms overcome swift changes, reforms, and challenges. It is well accepted that strategic orientation is essential to gaining a competitive advantage and achieving excellent performance within an organization (Ed-Dafali et al., 2023). The resource-based approach states that this attitude improves access to crucial resources, markets, knowledge, and state-of-the-art digital technologies, hence acting as an intangible asset that supports organizational goals.

Intangible resources and expertise encourage proactive thinking, allowing businesses to evaluate rivals' strategies and develop long-lasting competitive advantages, according to recent strategy research studies. Corporations with good teamwork, access to trustworthy information, and cutting-edge technology exhibit improved learning orientation and flexibility during emergencies (Sikder & Harvey, 2023). Due to limited financial resources, SMEs found it extremely difficult to continue operations during the COVID-19 pandemic, which caused serious setbacks for the world economy (Siuta-Tokarska, 2021; Hossain et al., 2022). Policymakers throughout the world today see innovation and strategic orientation as essential to achieving developmental goals (Al-Jayyousi et al., 2023).

Innovation-driven growth and innovation catch-up are two techniques that have been suggested to improve organizational performance (Fakhimi & Miremadi, 2022). Market, entrepreneurial, and learning orientations provide businesses access to knowledge about innovation and the power to influence public policies to their advantage (Gomes et al., 2022; Makhoulfi et al., 2021). Additionally, employing cutting-edge technology and financial incentives encourages innovation and improves organizational capacities (Cammarano et al., 2024). Essentially, gaining a competitive edge, improving performance, and conquering market obstacles all depend on strategic orientation (Correia et al., 2023). This, nevertheless, depends on legislators giving innovation top priority and disseminating the knowledge required to foster tolerance and capacity-building.

Researchers have linked a number of factors to the measuring of organizational success, including strategy (Akpa et al., 2021) and operational efficiency. Hristov et al., (2024), Al-Surmi et al., (2022) and decision-making, management, and performance supervision. Numerous studies also demonstrate a direct link between performance, and the alignment of accomplishment with an entrepreneurial emphasis (Wang et al., 2021; Yeh et al., 2021). Environmental performance, social performance, external consumer happiness, and internal worker/client contentment are the non-monetary performance factors used in the study by Monteiro et al. (2022). According to their research, non-financial variables represent financial success and are just as significant as it is (Monteiro et al., 2022). Only the companies' non-financial performance is taken into account in our study.

Marketing Orientation

According to Pavlidou & Efstathiades, (2021), marketing orientation is defined as a strategic strategy that is ingrained in an organization's culture and intended to satisfy client needs. Research has shown that it has a favorable effect on businesses, improving performance at the company and industry levels (Kovács & Szakály, (2022). The most well-known models for describing its essential characteristics are still those developed by Kohli & Jaworski (1990) and Narver and Slater (1990). In order to quantify marketing orientation, Narver and Slater (1990) developed the MKTOR scale, concentrating on its psychological assessment and identifying three essential components: competitor orientation, inter-functional coordination, and customer orientation. In order to quantify marketing orientation, Kovács & Szakály, (2022) developed the MKTOR scale, concentrating on its psychological assessment and identifying three essential components: inter-functional coordination, customer orientation, and competitor orientation.

- Understanding target markets' current and future demands is a key component of customer orientation, which enables businesses to continuously provide outstanding goods and services.
- Analysing rivals' short-term advantages and disadvantages in addition to their long-term strategies and capacities is known as competitor orientation.
- Bringing together resources between departments to deliver exceptional value to consumers is known as inter-functional collaboration (Schulze et al., 2022).
- Marketing orientation is strengthened by increased collaboration between units, organizational learning, and information sharing that is fostered by efficient collaboration between divisions.

The study by Aliakbari et al., (2025) found a correlation between firm performance and entrepreneurial marketing. Innovative marketing has the ability to improve organizational performance, especially in light of the present customer's high degree of uncertainty (AlTaweel & Al-Hawary, 2021).

Learning Orientation

Learning orientation is becoming more and more important in the study of strategic management as a means of enhancing the performance of organizations and obtaining a competitive advantage (Correia et al., 2023). Through the discovery of fresh ideas and possibilities, it boosts long-term financial performance and speeds up knowledge development inside businesses (Purnamawati et al., 2022). By revealing fresh ideas and possibilities, it helps businesses generate knowledge more quickly and improves long-term financial outcomes. Businesses that embrace learning orientation foster a culture that improves on current knowledge and values, motivating staff to combine their presumptions, frameworks, and beliefs to come up with creative solutions (Nimran et al., 2024).

Individual workers, groups, the organization, its interaction with a changing external environment, and the outcomes that staff members are expected to attain are all included in this multi-level perspective (Alshwayat et al., 2021). Systems must provide and disseminate reliable, corroborating data in order for learning orientations to flourish (Huda, 2024). According to studies, companies that prioritize this strategy develop cognitive frameworks, foster a unified corporate vision, stress learning commitment, and stimulate innovative problem-solving (Ahsan, 2025; Zavits, 2021). Since cooperative organizational learning is shared among employees to deal with the quickly changing environment and needs of consumers, organizational learning has a favorable impact on organizational non-monetary outcomes (Massimo & Nora, 2022).

Research Methodology

This study applied the model by Narver and Slater (1990) to assess marketing orientation by using 15 questions in three categories: customer orientation, inter-functional coordination, and competitor orientation.

The approach from Sinkula, Baker, and Noordewier (1997) was used to evaluate training activities that reflected learning orientation. It consisted of 14 questions arranged into three dimensions: shared vision, open-mindedness, and commitment to learning.

Four questions modified from Agarwal et al. (2003) were used to assess the performance of the organization, with an emphasis on metrics like market penetration, profit growth, and personnel and consumer satisfaction. A study model that included these elements was created, as seen in Figure 1.

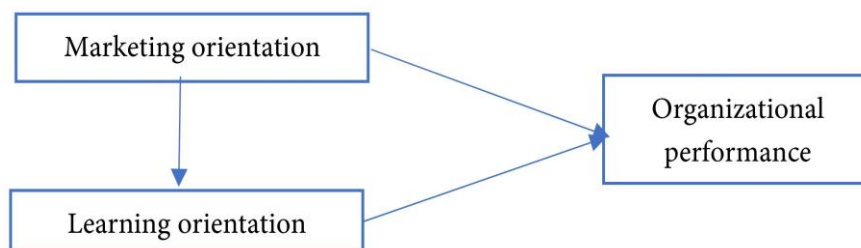


Figure 1. Research model.

Sampling

There are 76,561 SME businesses in, employing up to 199 people. The optimal sample size, with a 95% assurance level and a 5% tolerance of error, was found to be 383. Nonetheless, 390 organizations responded to the survey, and the data analysis that followed employed this sample.

Research Design and Methodology

The 33-inquire about survey were based on well-known frameworks: Schulze et al., (2022) for marketing orientation, Agarwal et al. (2003) for the performance of organizations, and Sinkula et al., (1997) for learning orientation. A 5-point Likert scale, with 1 denoting "strongly disagree" and 5 denoting "strongly agree," was used to measure the responses. Measurement items that have been established and verified worldwide were used to choose the variables. The statistical programs SPSS 24 was used to analyse the data.

Results and Discussion

Demographic Analysis

Most of the groups that were examined received their funding from domestic sources. Those with more than six years of operating experience made up the biggest percentage of the sample (65.4%). In terms of financial performance, as shown in Table 1, the majority of participants reported yearly sales above 1.0 billion MNT.

Table 1. Small and Medium Enterprises characteristics.

Factor		Frequency		Factor		Frequency	
(%)						(%)	
Investment	Foreign	8	2.1	Annual Income (mm.mnt)	<300.0	92	23.6
	Domestic	328	84.1		300.0 - 999.9	57	14.6
	Joint Venture		13.8		54 >1000.0	241	61.8
Chairman of the Board			12.3	Years of	Up to 1 year	25	6.4
	CEO	90	23.1		1 - 5 years	110	28.2
	Middle Management	86	22.1		6 - 10 years	122	31.3
Lower Management			42.6	Operations	Over 10 years	133	34.1
	1 - 9 employees		17.6		70 LLC	170	42.7
	10 - 49 employees	55	13.8		Stock company	130	32.7
Firm size	50 - 199 employees	67	16.8	Type	Cooperative	12	3.0
	More than 200	206	51.8		Others	86	21.6

Source: Study survey results.

With 64.7% of the total, the majority of research participants were from lower along with middle management levels. Industry-wise, the trade sector accounted for 33.8% of the involved firms, subsequent to manufacturing (13.6%) as well as additional service sectors (21.8%). With only 2.6% of the sample, the hotel, lodging, and food service industries were the least represented. Small firms with fewer than 50 people made up 31.4 % of all the companies involved in the research, whereas medium-sized enterprises with in excess of 51 staff members made up 68.6 percent.

Reliability Analysis

A factor loading analysis was carried out to investigate the connections between the variables. Additionally, calculations were made using reliability analyses including Cronbach's alpha, Average Variance Extracted (AVE), and Composite Reliability (CR). Table 2 provides a summary of the analysis's findings.

Table 2

Findings of the reliability analysis of the factors

N°	Variables	Measurements	Factor loading	Cronbach's α	AVE	CR	Mean
1	Learning orientation	14	0.872 - 0.939	0.902	0.836	0.939	3.903
2	Marketing orientation	15	0.874 - 0.925	0.892	0.823	0.933	3.887
3	Organizational performance	4	0.852 - 0.881	0.892	0.755	0.925	3.786

The reliability study's conclusions demonstrate that the survey questions used to assess the parameters consistently fall within a tolerable range. The internal consistency of the factors was measured using Cronbach's alpha, which ranged from 0.892 to 0.902. Above the recommended cutoff of 0.70, these numbers show a high degree of reliability across all components (Todinov, 2023).

The Composite dependability (CR) assessments, which fall beyond the least acceptable criterion of 0.70 along with range from (0.925-0.939), further corroborate the factors' good dependability (Cheung et al., 2024). Furthermore, the AVE (Average Variance Extracted) values for each latent variable range from 0.755 to 0.836, above the criterion of 0.50. This demonstrates both practical significance and discriminant validity (Cheung et al., 2024).

Correlation and Factor Analysis

To investigate statistical correlations between the variables, an examination of correlation was conducted; the results are shown in the following Table 3 shown below.

Table 3

Correlation analysis of the factors

N°	Variables	Learning orientation	Marketing orientation	Organizational performance
1	Learning orientation	1.000		
2	Marketing orientation	0.861	1.000	
3	Organizational performance	0.788	0.839	1.000

**. Correlation is significant at the 0.01 level (2-tailed).

Both learning orientation ($r = 0.788$, where $p < 0.01$) and marketing orientation ($r = 0.839$, where $p < 0.01$) are substantially and positively correlated with the performance of the organization of the examined firms, according to the correlation analysis. This implies that improvements in marketing orientation resulted in better performance, and that higher levels of learning orientation involvement are linked to better performance results.

Furthermore, there was a significant positive association ($r = 0.861$, where $p < 0.01$) between marketing and learning orientations. This suggests that businesses' marketing initiatives become more dynamic and successful as they take a more learning-focused strategy.

Structural Equation Modelling

The PLS (Partial Least Squares) analysis was used to get R-squared (R^2) values in order to evaluate the structural model and the importance of the variables. All of the hypotheses put forth were confirmed by the study, which looked at the relationships between dependent and independent variables. The results are shown in Table 4 and the regression coefficients showed statistically significant positive values.

Table 4

Results of PLS-SEM

N°	Hypothesis	Path	Standardized Coefficients Beta	Std. Error	t	Sig.	Remarks
1	H1	LO-OP	0.405	0.060	7.310	0.000	Supported
2	H2	MO-OP	0.436	0.057	7.948	0.000	Supported
3	H3	MO-LO	0.532	0.0125	8.321	0.000	Supported

Note: ***: $p < 0.001$; **: $p < 0.01$; *: $p < 0.05$, significance levels are two-tailed Variable definition: LO, Learning orientation; MO, marketing orientation; OP, Organization performance.

The Bootstrapping and PLS methods were used to assess the proposed relationships once the model's correctness and dependability were established.

The findings of the investigation confirmed all of the assumptions that were put out, as seen in Figure 2. With path coefficients of $\beta = 0.839$ and $\beta = 0.788$, respectively, the results show that learning and marketing orientation both significantly improve organizational performance. These components explain 72.1% of the variation in performance, with parameters beyond the model accounting for the remaining fraction, according to the coefficient determination, or R^2 , for organizational performance, which is 0.721.

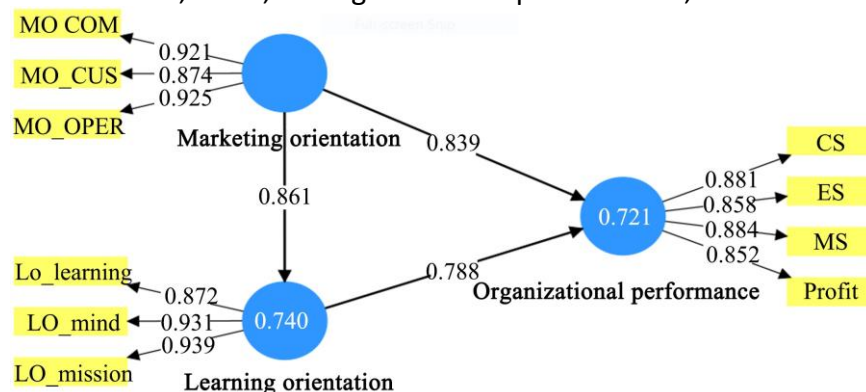


Figure 2. PLS-SEM forecasts of the research model.

Furthermore, a trajectory coefficient of $\beta = 0.861$ indicates that marketing orientation has a significant impact on learning orientation. Learning orientation's R^2 score is 0.740, meaning that the model accounts for 74.0% of its variation, with the remaining portion coming from unanalysed causes.

Conclusion

This study looked at how marketing, learning operations, and organizational performance are related. A questionnaire was used in the study to gather information from 390 small and medium-sized businesses in Jordan that were chosen at random. SEM (Structural Equation Modeling) findings, factor analyses, reliability of variables, and correlation analysis between components. Online participation in the questionnaire survey took place from January 17, 2025, to March 10, 2025. Four questions created by Agarwal et al. (2003) were used in this study to gauge organizational performance. Thirteen inquiries from Sinkula et al., (1997) were used to evaluate learning orientations, while fifteen questions from Schulze et al., (2022) were used to analyse marketing orientations.

All of the suggested theories were validated by the findings. The results of correlation analysis showed that learning orientations ($r = 0.788$, where $p < 0.01$) and marketing orientation ($r = 0.839$) were strongly positively correlated with the performance of the participating firms. Put another way, an organization's performance increases in tandem with its marketing approaches. The findings show that companies' effectiveness improves as they learn more. Additionally, there is a substantial and positive correlation between marketing orientation and learning orientation ($r = 0.861$), suggesting that as firms learn, their marketing efforts become more dynamic. The results of the study show that learning and marketing orientations have a significant relationship with the efficiency of organizations and play a key role in improving it.

The results of the study demonstrate a high positive correlation between organizational performance and learning and marketing approaches. Organizational performance will thus be enhanced by strengthening marketing focus and fostering a learning organizational culture. In our instance, we made a significant contribution to organizational growth by concentrating on the nonfinancial performance enhancements of companies and the enhanced implementation of strategic goals.

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