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The Interplay between Enterprise Marketing Strategy and Relationship Performance: A Strategic Perspective

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Abstract

The success of a company depends heavily on its marketing plan and the quality of its client relationships. This research report aims to provide a deeper understanding of the critical elements that influence the performance of relations and the interaction between a company's advertising approaches. Using a thorough literature review and empirical data analysis, this study examines several areas of marketing strategy, such as current industry performance, dedication, pricing strategy, marketing via social media, and managing customer relationships. The study looks at how these strategic elements affect relationship performance indicators like client satisfaction, commitment to the brand, cooperation, and long-term profitability. By providing light on the complicated links between marketing strategy and relationship performance in the context of businesses, the research's findings add to our understanding of this topic. Administrators and professionals can build advertising techniques that enhance relationship performance with the support of the research findings, which will ultimately result in an ongoing edge in competitiveness and economic profitability.

Keywords: *Enterprise Marketing Strategy; Customer Relationship Management; Market Segmentation; Customer Satisfaction; Marketing Tactics.*

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1. INTRODUCTION

Building and keeping trustworthy relationships with clients presents organizations in a developing and consequently global world with ever-greater difficulties. Due to the emergence of novel innovations, changing consumer preferences, and strong competition, businesses are now required to use proactive marketing strategies in order to differentiate themselves from the competition and build long-lasting relationships with customers (Agha et al., 2021). Businesses are aware of how important relationships are to their success. Over the years, consumers' roles have changed significantly. Relationship performance now refers to the whole value created by conversations between a company and its consumers (Dwivedi et al., 2021).To capture the market, a strong relationship is the key to sustain in this dynamic market. Relationship performance has a significant impact on enterprises as they are constantly looking for ways to optimize their marketing efforts to maximize customer happiness, faithfulness, and, eventually, business performance (Zaman and Kusi-Sarpong, 2023). Marketing strategy affects relationship performance. It is used to maintain and build customer relationships to gain a competitive edge (Grönroos, 1991).

Developing a market strategy by analyzing the current market and using social media to attract and influence customers has a great impact on current market performance (Khan et al., 2016). Firms also believe that customer retention is more profitable than customer attraction, so designing a long-term marketing strategy that emphasizes commitment to customers is essential (Sheth and Parvatiyar, 1995).

The purpose of this research is to consider the key link amid enterprise marketing strategy and then relationship presentation in the modern business landscape. In today's increasingly competitive marketplace, organizations face the difficulty of not just gaining new customers but also constructing and upholding lasting dealings with them (Jamil et al., 2023). This research intends to explore the complicated interactions between a company's marketing strategies and its ability to develop and nurture positive relationships with its customers. By looking at various aspects of marketing strategy, such as customer relationship, commitment, current market performance, pricing strategy, and managerial Learning, this study aims to contribute to a deeper acceptance of how these elements affect the overall success of enterprises and shape relationship performance.

1.1 Research Problem

The research problem attempts to investigate the connection between relationship performance and marketing strategy in the context of an organization. It recognizes the value of establishing and maintaining an effective connection with clients, vendors, and other contributors in obtaining organizational goals (Saha and Joshi, 2024). This study intends to offer perspectives on the efficient convergence of advertising operations and relationship administration practices by examining the influence of marketing strategy on relationship performance (Wang et al., 2023).

1.2 Research Objective

To provide businesses with empirical data and useful insights in order to improve the performance of their relationships and marketing efforts.

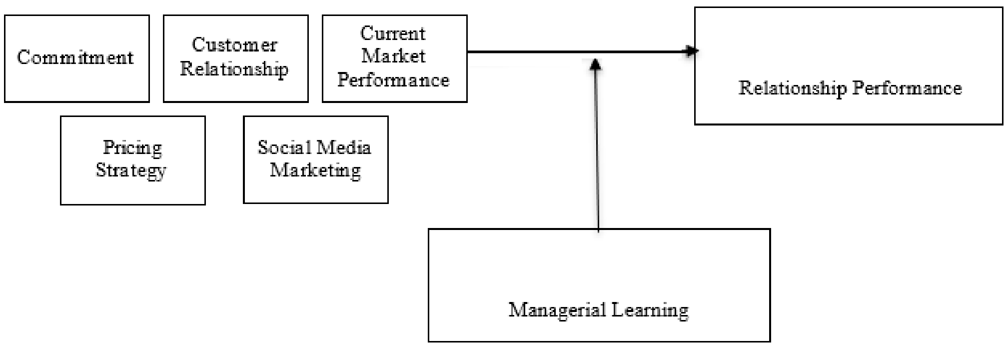
1.3 Research Questions

How do marketing strategies influence the development of customer relationship performance?
Does commitment contribute to long-term relationships with customers?

2. LITERATURE REVIEW

2.1 Theoretical Framework

Marketing Strategy



2.2 Relationship Performance

The term" Relationship performance "refers to the total value that is produced over time as a result of interactions between a company and its customers (Storbacka and Nenonen, 2011). The amount of value captured by a firm to retain its customers using the interaction to build and maintain customer relationships in order to gain maximum benefits. Strong relationships with customers may help firms understand customer needs and help them capture the market (Zaman et al., 2023). To comprehend the influence of customer relationships on firm performance, it is necessary to define how value is created to build relationships. The firm uses its resources and capabilities, like relationships, which are the most valuable resources a firm has. A well-built relationship with suppliers helps firms negotiate prices and access higher-quality inputs (Si et al., 2023). Partnerships with different organizations lead them to product development. Stakeholders provide firms with a competitive advantage over others; through this, they can acquire and access market knowledge (Alam et al., 2023). Capabilities are defined as the ability of a company to use resources effectively and efficiently to meet goals. By understanding this, we know relationship performance plays a significant role in firm performance and how marketing strategy impacts customer relationships and firm performance (Daum and Merten, 2002).

2.3 Hypothesis Development

2.3.1 Marketing Strategy and Organization Relationship Performance

An organization's relationship performance refers to its ability to maintain healthy relationships with its stakeholders, including suppliers, partners, and customers. Any business organization needs a marketing strategy as it aids in customer acquisition and retention, brand recognition building, and, ultimately, sales growth (Raees et al., 2023). A well-crafted marketing strategy positively impacts an organization's overall relationship performance. Effective marketing strategies help a company differentiate itself from competitors, identify new market opportunities, and establish a strong brand reputation, leading to increased sales and revenue, which can improve a company's profitability and financial performance (Haque et al., 2023). The linkage between strategy and performance is typically operationalized by using various measures and strategies. These studies offer workable frameworks for distinguishing strategic types and for explicit ideas of causality fuelled by (McDaniel and Kolari, 1987) idea of strategic types and (Miller and Friesen, 1986) generically evaluating their impact on various measures of performance (Luomala et al., 2015).

H1: An effective marketing strategy is positively linked with an organization's overall performance.

2.3.2 Customer Relationship and Organization Relationship Performance

Customer relationships are characterized by frequent communication, personalized attention, and a deep understanding of customer needs and preferences. Any business' success depends on how well its organizational relationships with its clients perform (Jamil et al., 2023). Organizations should consider customer attraction, gain the enduring requirement of consumers' faith, and retain existing customers in order to have long-term profitability and compete in today's business market (Kim and Kim, 2009). The most fundamental and profitable strategy for preserving and keeping customers is the CRM (Raees et al., 2023).

A positive relationship between a company and its customers can lead to increased customer loyalty, higher customer satisfaction, and improved organizational performance. When an organization has a positive reputation for customer relationships, it can strengthen its relationships with other stakeholders (Khan et al., 2023a). Similarly, poor customer relationships have a negative impact on the overall performance of an organization. Customers who are unhappy with the products or services offered by a company are more inclined to patronize rivals, which results in lost sales opportunities and lower profits. Negative customer feedback can damage a company's reputation and brand image, making it harder to attract new customers and retain existing ones (Khan et al., 2023b).

H2: The strength of customer relationships is positively linked with an organization's overall performance.

2.3.3 Marketing Performance and Organization Relationship Performance

Marketing performance involves creating and executing effective marketing strategies that reach and engage target audiences, generate leads, and drive revenue growth. A firm's marketing performance has a significant impact on its overall organizational relationship performance. Most firms find it simpler to create strategies that map out how they expect to achieve their goals than it is to actually put those strategies into action e.g., (Noble and Mokwa, 1999).In particular, According to marketing theory, managers should arrange their marketing operations differently depending on their business strategy in order to facilitate plan implementation and achieve higher performance e.g. (Slater et al., 2010)

When an organization has a strong marketing performance, it can improve its relationship performance. Effective marketing can increase brand awareness and reputation, which leads to more positive perceptions of the organization among stakeholders (Haque et al., 2023). This helps to build trust, establish credibility, and facilitate open communication with customers, suppliers, partners, and other stakeholders. A strong marketing performance helps to identify and address customer needs and preferences and helps to create a culture of innovation and collaboration within the organization.

H3: Effective marketing performance is positively linked with an organization's overall performance.

2.3.4 Social Media Marketing and Organization Relationship Performance

Social media is a platform that encourages users of the media to participate and share information in order to produce and distribute content (Steenkamp and Hyde-Clarke, 2014). These platforms have changed the focus of Internet services from one that is primarily oriented on consumption to one that is more interactive and collaborative, opening up new possibilities for interaction between businesses and the general public (Henderson and Bowley, 2010). Compared to traditional marketing strategies that only emphasize firm-consumer relationships, social media's fundamental nature as a forum for consumer interaction and influence has an immediate effect on brand communities, producing more responses and greater customer engagement (Trusov et al., 2009).

Social media marketing has become an essential part of modern marketing strategies. The relationship between social media marketing and organization relationship performance is significant (Khan et al., 2023c). Clever social media marketing helps to build trust and credibility with stakeholders. By sharing relevant and informative content, responding to inquiries and feedback promptly and respectfully, and demonstrating a commitment to transparency and authenticity, organizations create a more positive perception of their brand among stakeholders.

Social media marketing helps to foster collaboration and innovation within the organization.

H4: Clever and effective social media marketing is positively linked with organization relationship performance.

2.3.5 Commitment and Organization Relationship Performance

Commitment describes the degree to which stakeholders, such as employees, customers, suppliers, and partners, are dedicated to maintaining a relationship with an organization over time. Commitment can play a crucial role in determining an organization's relationship performance (Khan et al., 2022). When stakeholders are committed, they are more likely to invest time, resources, and effort into building and maintaining a positive and productive relationship with the organization. Commitment enhances collaboration between the organization and its stakeholders. When everyone is committed to building strong relationships, they are more likely to work together to achieve common goals and objectives, which leads to more successful outcomes. Moreover, commitment also leads to improved problem-solving (Khan et al., 2023d).

Managers are continuously looking for ways to foster commitment because the pace and scope of shifts in organizations are accelerating. This commitment translates into a competitive advantage and better work attitudes, such as job satisfaction, which boost performance (Lok and Crawford, 2001). By committing to building strong relationships, organizations can foster long-term partnerships and achieve more successful outcomes with their stakeholders.

H5: The level of commitment demonstrated by the firm and its stakeholders is positively linked with organization relationship performance.

2.3.6 Pricing Strategy and Organization Relationship Performance

The method a business uses to determine the prices for its goods or services is referred to as its pricing strategy. The effectiveness of an organization's relationships with its stakeholders, including customers, suppliers, partners, and workers, is significantly influenced by its pricing strategy. Fair pricing creates a perception of trust and honesty, leading to increased customer satisfaction and loyalty. Transparent pricing helps to avoid misunderstandings and miscommunications between the organization and its customers. Pricing decisions affect a firm's competitive relationships. If a firm consistently undercuts competitors on pricing, it may damage relationships with competitors and lead to a negative perception in the industry.

In strategy, choices are made (Weitz, 1985). By allocating the necessary funds to the development of essential competencies that result in long-term better performance, it is possible to ensure a lasting competitive advantage (Lin et al., 2014). Therefore, a fair pricing strategy helps in building collaborative relationships with competitors and other industry players.

H6: The effectiveness of an organization's pricing strategies is positively linked with its overall performance.

2.3.7 Managerial Learning and Organization Relationship Performance

Managerial Learning refers to the process by which managers acquire new knowledge, insights, and competencies that help them perform their managerial duties effectively. This requires a constant cycle of learning from experience to improve managerial performance.

Any successful and efficient manager possesses a number of competencies that allow him to operate effectively at various management levels. Therefore, the evaluation and successful use of abilities are essential for the continued existence and future development of any firm (Nijenhuis et al., 2016). A measurement-based approach in terms of performance may additionally be used, with a focus on choosing the right indicators and levels to quantify an organization's results (Guerard et al., 2013). Therefore, the development of relationships requires commitment. When managers exhibit commitment, it fosters trust and builds stronger relationships.

H7: Managerial Learning within an organization is positively linked with its overall performance.

3. METHODOLOGY

3.1 Research Approach

Research has two main approaches: deductive and inductive. In the Deductive approach, researchers produce hypotheses that are based on pre-existing theories; hypotheses are tested through empirical investigation, and new outcomes adjust hypotheses. Conversely, the inductive approach is involved in exploratory research, where new theories are formed (Fu et al., 2009). Our research is based on a deductive approach, in which we developed hypotheses based on established theories and subsequently verified them.

3.2 Data Collection

Population is a complete set of groups of individuals who are selected for the study (Fu et al., 2009). Students and the general public are considered as the population for this research. At Least thirty sample sizes are mandatory for statistical analysis (Björk and Kauppinen-Räisänen, 2014). Saunders is the one who provides the benchmark while constructing the sample size for the study. (Daum and Merten, 2002) Also recommends 150 samples, 20 for each variable. (Chu and Keh, 2006) proposes the technique to find out the 15 or more respondent sample size for every single construct. (Kline et al., 2005) further simplifies the method and states that within the construct, there should be two or more respondents per scale. In this study, there are three constructs with eight scales. For example, Customer Relationship Management (CRM), Current Market Performance (CMP), Social Media Marketing Objective (SMMO), Commitment (C), and Pricing Strategy (PS).

A total of 24 items were in the questionnaire. This indicates that the right sample size might be 20. Researchers gather data and approximate sample sizes; in this study, two methods and one indicator are used, and the study contains 150 sample sizes.

For study purposes, researchers use sampling techniques to choose a representative subset of individuals from a population for their research. There are two sampling techniques: Probability and Nonprobability Sampling. In probability sampling, there is an equal chance of selection for every individual in the sample. Five types of probability sampling techniques, according to (Noble and Mokwa, 1999): Systematic, Cluster, Stratified and Multistage techniques. In non-probability sampling techniques they don't give certainty about equal selection and may cause biases in the study. There are four ways to choose nonprobability sampling techniques: Convenience, fault finding, Quotas and Snowball sampling techniques. In this research, researchers used nonprobability and convenience sampling due to the availability and accessibility of a known population. Although potential bias is associated with convenience samplings, it is used due to restricted resources and time.

3.3 Instrument

The questionnaire is defined as '' the efficient mechanism of data gathering when researchers have precise knowledge about what is the requirement to estimate the variables of interest'' (Serkan, 2022).

The dependent variable reacts when an independent variable is changed (Sanders and Irwin, 2010). To test the Customer Relationship Management (CRM) developed by (Mehraj and Qureshi, 2016), four items and the Likert 5-point scale which was developed by (Edmondson, 2005). Current Market Performance (CMP) was developed by (Kotler et al., 2015), with three items using a Likert 5-point scale developed by (Alves et al., 2020). Social Media Marketing Objective (SMMO) developed by (Metre, 2021), with three items using a Likert 5-point scale developed by (Serkan, 2022). Commitment (C), developed by (George, 1990), with six items, was measured using a Likert 5-point scale developed by (Ponnusamy et al., 2012). Pricing Strategy (PS) developed by (Sharma and Tanwar, 2023), with four items using the Likert 5-point scale developed by (Luomala et al., 2015).

Control variables like Age, Gender, Nature of job, and Qualification are used in this study. Sample questionnaires are used as data-gathering instruments. This questionnaire was adapted from multiple research papers on the basis of relevant variables. This questionnaire is divided into two sections. The first section aims to understand the respondents' demographic characteristics, while the other section seeks to know the respondent's opinions on (EMSARP) using 5-point Likert scales, which consist of (Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree). The question is in the English language and based on an adaptive questionnaire. This survey is conducted through Google Forms.

3.4 Data Analysis

The present study used Smart PLS (3), a statistical tool to examine the data through partial least square equation modeling (PLS-SEM). The reason for choosing this analysis approach is based on the data/sample features and the moderation and mediation analysis. Similarly, this approach has gained much prominence in studies about human resource management, marketing and related fields (Phillips and Reynolds, 2009, Jamil et al., 2022). (Hair et al., 2013) suggested using PLS-SEM to predict dependent variables' effects. Likewise, (Moon and Russell, 2008) indicated that this method is suitable for predicting a group of equations simultaneously for the proposed research model and developing the relationship between variables. This study uses PLS-SEM as a verified reporting approach to conduct robust analysis in the management sciences domain. SEM is a second-generation multifaceted data investigation method that examines theoretically developed linear and additive casual relationships. It allows researchers to examine the relationships between constructs. SME is considered as the best approach to measure the direct and indirect paths because it analyzes the difficult to examine and unobservable latent constructs. SEM consists of inner and outer model analyses, which examine the relationships between independent and dependent variables and relationships between latent constructs and their observed pointers. PLS focuses on variance analysis, which could be done using SmartPLS. Therefore, this approach is selected for the present study.

4. Empirical Conclusion

Table 3: Common Bias Method

Constructs	**VIF**
Commitment (C1)	2.146
Commitment (C2)	2.759
Commitment (C3)	1.542
Commitment (C4)	2.423
Commitment (C5)	1.714
Commitment (C6)	1.954
Current Market Performance (CMP1)	1.841
Current Market Performance (CMP2)	1.777
Current Market Performance (CMP3)	1.223
Customer Relationship (CR1)	1.647
Customer Relationship (CR2)	2.108
Customer Relationship (CR3)	1.982
Customer Relationship (CR4)	1.902
Managerial Learning (ML1)	1.711

Managerial Learning (ML2)	1.925
Managerial Learning (ML3)	1.577
Pricing Strategy (PS1)	1.601
Pricing Strategy (PS2)	1.941
Pricing Strategy (PS3)	1.629
Pricing Strategy (PS4)	1.717
Relationship Performance (RP1)	1.727
Relationship Performance (RP2)	1.670
Relationship Performance (RP3)	1.857
Social Media Marketing (SMM1)	2.060
Social Media Marketing (SMM2)	2.497
Social Media Marketing (SMM3)	2.151

4.1 Common Biased Method

In this study, an examination is conducted to assess whether the data collected suffers from a common method bias; it may occur due to consistency, motivation and social desirability. To address this problem, Harman's 1-factor test was conducted by (Podsakoff and Organ, 1986). This test was applied to multiple constructs in the current research model, including Commitment (C), Current Market Performance (CMP), Customer Relationship (CR), Pricing Strategy (PS),

Relationship Performance (RP), Social Media Marketing (SMM), Managerial Learning (ML).

So, the sample that is used in this study has no significant concern with regard to common method bias (Saeed et al., 2021).

4.2 Variance Inflation Factor (VIF)

Table 3 summarizes the value of VIF. VIF serves as a conventional and perhaps crucial tool for analyzing common method bias. The VIF values of Commitment (C1), Commitment (C2), Commitment (C3), Commitment (C4), Commitment (C5) and Commitment (C6) are 2.146, 2.759, 1.542, 2.423, and 1.714. The VIF values of Current Market Performance (CMP1), Current Market Performance (CMP2) and Current Market Performance (CMP3) are 1.841, 1.777 and 1. 223. The VIF values of Customer Relationship (CR1), Customer Relationship (CR2), Customer Relationship (CR3) and Customer Relationship (CR4) are 1.647, 2.108, 1.982 and 1.902. The VIF values of Managerial Learning (ML1), Managerial Learning (ML2), and Managerial Learning (ML3) are 1.711, 1.925 and 1.577. The VIF values of Pricing Strategy (PS1), Pricing Strategy (PS2), Pricing Strategy (PS3) and Pricing Strategy (PS4) are 1.601, 1.941, 1.629, and 1.717. The VIF values of

Relationship Performance (RP1). Relationship Performance (RP2) and Relationship Performance (RP3) are 1.727, 1.670 and 1.857, respectively. The VIF values of Social Media Marketing (SMM1), Social Media Marketing (SMM2) and Social Media Marketing (SMM3) are
2.060, 2.497 and 2.151.

Table 4: Reliability analysis and convergent validity

Construct Name	Items	Outer loadings	Cronbach's Alpha	CR	AVE
Commitments	C1	0.787	0.869	0.902	0.607
	C2	0.852			
	C3	0.683			
	C4	0.827			
	C5	0.745			
	C6	0.770			
Current Market Performance	CMP1	0.856	0.730	0.849	0.652
	CMP2	0.833			
	CMP3	0.729			
Customer Relationship	CR1	0.728	0.828	0.885	0.660
	CR2	0.849			
	CR3	0.837			
	CR4	0.829			

Managerial Learning	ML1	0.856	0.796	0.880	0.710
	ML2	0.880			
	ML3	0.789			
Pricing Strategy	PS1	0.546	0.754	0.835	0.565
	PS2	0.766			
	PS3	0.842			
	PS4	0.816			
Relationship Performance	RP1	0.848	0.805	0.885	0.720
	RP2	0.834			
	RP3	0.862			
Social Media Marketing	SMM1	0.895	0.861	0.915	0.781
	SMM2	0.895			
	SMM3	0.861			
Moderating	Managerial Learning x Customer Relationship	1.000			
	Managerial Learning x Pricing Strategy	1.000			
	Managerial Learning x Commitment	1.000			
	Managerial Learning x Current Market Performance	1.000			
	Managerial Learning x Social Media Marketing	1.000			

Table 4 shows the Empirical conclusion of the reliability and validity testing of the measurement scales.

4.3 Internal consistency

The existing study has assessed the internal consistency of the construct by using Cronbach's values. Results shown in Table 4 indicate the alpha values were above the criteria of 0.70 given by (Mohda and Ishanb): C (α =0.869), CMP (α = 0.730), CR (α =0.828), ML(α = 0.796), PS(α = 0.754) ,RP (α = 0.805). And SMM (α = 0.861).

4.4 Convergent validity

Table 4 summarizes the result of composite reliability (CR) and average variance extracted (AVE). CR values were above the threshold of 0.7 (Hair et al., 2017): C(CR = 0.902), CMP(CR =0.849), CR(CR =0.885), ML (CR = 0.880), PS (CR =0.835), RP (CR = 0.885)

SMM (CR =0.915) . The AVE values were also above the threshold of 0.50 (Chin et al., 2013): C(AVE =0.607), CMP (AVE =0.652), CR (AVE = 0.660), ML (AVE =0.710), PS (AVE = 0.565), RP (AVE =0.720) and SMM (AVE =0.781). Factor Loadings were significant, and t-values were above the threshold value of 0.50 (Hair Jr et al., 2017). The values of CR > 0.7 (Hair Jr et al., 2017) and AVE > 0.5 (Chin et al., 2013) were above the threshold values and fulfilled the standard requirements for validity (Schuberth et al., 2018).

Table 5 Loadings Cross loadings

Table 5 shows that each item within the specific construct has a higher loading to their respective construct in comparison to other constructs; this is due to the difference in cross-loadings exceeding the recommended threshold of 0.1 proposed by (Storbacka and Nenonen, 2011); it confirms the presence of discriminant validity.

The heterotrait-monotrait ratio (HTMT) is the most recent degree for evaluating and calculating distinguished rationality. Table 5 represents the HTMT values of these models that lie under the suggested value of 0.9 (Riedl et al., 2010), which proves that the distinguished rationality is formed.

Table 6 Discriminant validity

	Commitment	Current Market Performance	Customer Relationship	Managerial Learning	Pricing Strategy	Relationship Performance	Social Media Marketing	Managerial Learning x Social Media Marketing	Managerial Learning x Pricing Strategy	Managerial Learning x Customer Relationship	Managerial Learning x Current Market Performance	Managerial Learning x Commitment

Commitment												
CP	0.819											
CR	0.964	0.880										
ML	0.803	0.885	0.765									
PS	0.946	1.075	1.046	0.957								
RP	0.828	0.971	0.902	0.896	1.074							
SMM	0.762	0.871	0.798	0.870	0.860	1.002						
ML x SMM	0.176	0.224	0.239	0.174	0.236	0.219	0.135					
ML x PS	0.180	0.274	0.253	0.275	0.320	0.317	0.196	0.869				
ML x CR	0.119	0.232	0.134	0.213	0.211	0.286	0.184	0.791	0.868			
ML x CMP	0.168	0.220	0.245	0.243	0.266	0.273	0.180	0.846	0.915	0.818		
MLg x C	0.126	0.208	0.176	0.169	0.192	0.250	0.175	0.747	0.820	0.841	0.764	0.712

4.5 Discriminant Validity

The Fornell-Larcker method is used to evaluate the discriminant validity, to explain the uniqueness of a construct and to represent phenomena that are not experienced by others. It was found that relationships between constructs were not higher than the square root of the variance excluded between each pair of factors (Yusuf and Busalim, 2018). Table 6 demonstrates that the square root of AVE is higher than the correlation values and suggests that the constructs are distinct and different from each other

4.6 Structural Model

The study utilizes the bootstrapping of 5,000 subsets to construct a structural model. The model and the outcomes of the hypotheses are presented in the following sections.

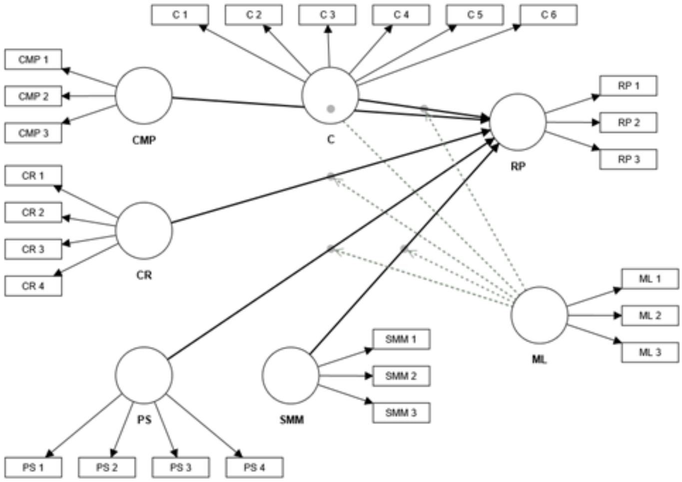


Figure 2 Structural Model

Figure 3 Measurement Model

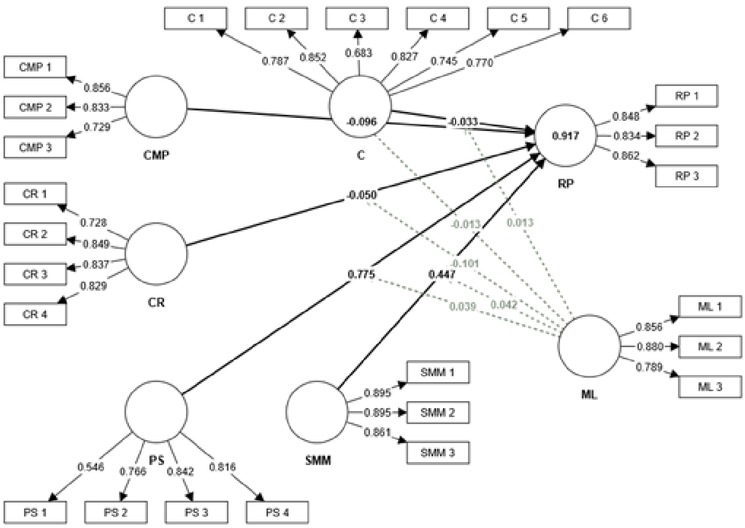


Table 7 Productivity of the Model

	R-Square	R-Square Adjusted

Relationship Performance	0.917	0.915

4.7 Predictability of the Model

The predictability of the model has been determined by this study using R square values. This indicates that the adjusted r square values are greater than 0.10, recommending that the model possess adequate analytical command.

Table 8 Hypothesis Testing

Hypothesis	Structural relation	Std. deviation (STDEV)	T-Values	P-Values	Beta	Result
H1	Commitment -> Relationship Performance	0.027	1.198	0.231	-0.033	Rejected
H2	Current Market Performance -> Relationship Performance	0.033	2.952	0.003	-0.096	Reject
H3	Customer Relationship -> Relationship Performance	0.036	1.411	0.158	-0.050	Rejected
H4	Managerial Learning -> Relationship Performance	0.031	2.022	0.043	0.447	Reject
H5	Pricing Strategy -> Relationship Performance	0.045	17.360	0.000	0.775	Accepted
H6	Social Media Marketing -> Relationship Performance	0.023	19.239	0.000	0.447	Accepted

H7	Managerial Learning x Social Media Marketing -> Relationship Performance	0.024	1.731	0.084	0.042	Rejected
	0.045	17.360	0.015	0.775	Accepted	
H6	Clever and effective social media marketing is positively linked with organization relationship performance.					
	0.023	19.239	0.000	0.447	Accepted	
H7	Managerial Learning Moderate the relationship between current market performance and Relationship Performance.	0.024	1.731	0.004	0.042	Accepted

4.8 Hypothesis Empirical Conclusion

Table 9 shows the hypothesis testing, which indicates that nine hypotheses out of twelve are found to be supportive. Commitment (H1) has a significant determinant influence on Relationship Performance with t-statistics 1.198 (p=0.231). Current Market Performance (H2) has a substantial impact on Relationship Performance with t-statistics 2.952 (p=0.003). Similarly, Customer Relationship significantly influences Relationship Performance with t-statistics 1.411 (p=0.158). Managerial Learning also substantially impacts Relationship Performance with a t-value of 2.022 (p=0.043). Pricing Strategy also significantly impacts Relationship Performance with a t-value of 17.360 (p=0.000). Social Media Marketing also considerably impacts Relationship Performance with a t-value of 19.239 (p=0.000)

Managerial Learning has significantly moderated between Social Media Marketing and Relationship Performance with a t-value of 1.731 (p=0.084). Managerial Learning significantly moderated the difference between pricing strategy and relationship performance with a t-value of 0.929 (p=0.353). Managerial Learning has dramatically moderated the relationship between customer relationship and relationship performance with a t-value of 3.024 (p=0.003). Managerial Learning has significantly moderated between Current Market Performance and Relationship Performance with a t-value 0.389 (p=0.697). Managerial Learning has significantly moderated between Commitment and Relationship Performance with t-value 0.557 (p=0.578).

5. DISCUSSION

Table 9 shows the hypothesis testing, which indicates that nine hypotheses out of twelve are found to be supportive. Commitment (H1) has a significant determinant influence on Relationship Performance with t-statistics 1.198 (p=0.231). Current Market Performance (H2) has a substantial impact on Relationship Performance with t-statistics 2.952 (p=0.003). Similarly, Customer Relationship significantly influences Relationship Performance with t-statistics 1.411 (p=0.158). Managerial Learning also substantially impacts Relationship Performance with a t-value of 2.022 (p=0.043). Pricing Strategy also significantly impacts Relationship Performance with a t-value of 17.360 (p=0.000). Social Media Marketing also considerably impacts Relationship Performance with a t-value of 19.239 (p=0.000)
Managerial Learning has significantly moderated between Social Media Marketing and Relationship Performance with a t-value of 1.731 (p=0.084). Managerial Learning significantly moderated the difference between pricing strategy and relationship performance with a t-value of 0.929 (p=0.353). Managerial Learning has dramatically moderated the relationship between customer relationship and relationship performance with a t-value of 3.024 (p=0.003). Managerial Learning has significantly moderated between Current Market Performance and Relationship Performance with a t-value 0.389 (p=0.697). Managerial Learning has significantly moderated between Commitment and Relationship Performance with t-value 0.557 (p=0.578).

5. Discussion
The current study has offered and tested twelve hypotheses, and the Empirical conclusion support six of them, while the remaining six are not supported. In the part that follows, the study discusses the findings and how they relate to earlier works of literature.

Hypotheses (H1) state that commitment positively influences relationship performance. The current study Empirical conclusion show that enterprise commitment has a significantly positive influence on relationship performance with the effect size (β=-0.033). The current Empirical conclusion have been validated with the Empirical conclusion of previous studies. Research has shown that organizational dedication has a favorable impact on performance when it comes to marketing and sales. Increased exertion and focused effort modulated this impact, suggesting that commitment Empirical conclusion in both harder and smarter labor (Bizzi, 2023). All of these studies point to the importance of commitment in improving many facets of relationship performance, whether it be organizational, inter-organizational, or related to human resources. This covers immediate effects on business performance, creativity, employee productivity, and the efficiency of relationship marketing techniques(Iles et al., 1990). It was stated that affecting, continuous, and normative responsibilities are philosophically and practically separate and that different categories of commitment have varied links to organizational behavior.Work on commitment within organizations has come under criticism for using an overly simplified commitment paradigm. It's also important to distinguish between the different aspects or goals of commitment.On the other hand, this additionally makes a greater sense when talking of business commitments. The concept of commitment is more nuanced than it initially appears to be (Iles et al., 1996).They contend that not all commitments are characterized by strong interpersonal performance. Furthermore, commitment is not considered as likely to support individual flexibility and adaptability. As a Empirical conclusion, they propose that HRM procedures could be designed to sustain or even increase subjective commitment while minimizing continuation commitment.

Hypotheses (H2) state that marketing performance is positively linked with an organization's overall performance. The current study Empirical conclusion show that customer relationship has a significantly positive influence on relationship performance with the effect size (β=-0.050).Market-based Learning has the potential to greatly improve a company's efficacy and efficiency, particularly when combined with innovation management. The increase in marketing capabilities makes this possible (Cho et al., 2023). Hypotheses (H3) state that customer relationships positively influence relationship performance. The current study Empirical conclusion show that customer relationship has a significantly positive influence on relationship performance with the effect size (β=-0.050). The current Empirical conclusion have been validated with the Empirical conclusion of previous studies.Customer-focused actions that promote positive relations with all clients are crucial for enhancing an organization's performance (Brown et al., 2002). However, customer-oriented actions have many different goals; probably the most significant one is to improve and enhance ongoing satisfaction that will, in turn, foster client loyalty. Stronger customer-focused practices are linked to overall organizational performance (Kim and Ahn, 2008). Numerous CRM elements, such as complaint handling and service timeliness, have been proven to have a major impact on customer satisfaction in the hotel sector. Customer satisfaction is essential for organizational performance. Hypotheses (H4) state that the managerial learning demonstrated by the firm and its stakeholders is not positively linked with the organization's overall performance. Studies conducted on the subject of new product development show that internal dedication, trust, cooperation, and communication from top management all have a good effect on the performance of new products but some performance indicators not changes due to static condition. This highlights the significance of dedication in cultivating fruitful cross-functional cooperation (de la Calle et al., 2023). All of this research points to a favorable correlation between better organizational relationship performance and high levels of commitment, both inside the business and with external stakeholders. Improved teamwork, creativity, employee attitudes, and overall business success are all examples of this. Therefore, one of the most important elements in attaining better organizational Empirical conclusion is the dedication of the company and its stakeholders.

Hypotheses (H5) state that an organization's pricing strategies are positively linked with its overall performance. Aligning pricing tactics with the broader strategy of the company has a significant impact on their efficacy (Rodríguez et al., 2008). Pricing is one marketing tactic that affects how well a business performs. The success of marketing plan execution acts as a mediator in the relationship between price and company performance, indicating a clear correlation between successful pricing strategies and overall business success (Gao et al., 2023). Together, these studies show that efficient pricing methods that align with organizational aims and increase consumer value greatly boost a company's overall success. This covers effects on sales performance, competitive advantage, and profitability. Hypotheses (H6) state Clever and effective social media marketing is not positively linked with organization relationship performance Clever and effective social media marketing is positively linked with organization relationship performance. An important factor in improving SMEs' sustainability performance is social media marketing. It acts as a powerful medium for communication, having a big influence on things like customer relations and service operations (Palladan et al., 2023).
Hypothesis (H7) states that managerial learning and social media marketing positively moderately influence relationship performance. The current study Empirical conclusion show that managerial Learning and social media have a notably positive impact on how effectively relationships work with the effect size (β=0.042). The current Empirical conclusion have been validated with the Empirical conclusion of previous studies. Argyris et al. (2021) argued that it is difficult for businesses to adapt, evolve, and improve themselves; managerial Learning is the acquisition of knowledge that drives behavioral changes and improves performance (Crossan and Apaydin, 2010).Studies suggest that organizational capabilities that enable businesses to benefit from the outcomes of their technological capabilities frequently impact the connection between innovations based on technology and competitive advantage (Lengnick-Hall, 1992). Therefore, businesses should improve their focus on the market and innovation (Deshpande and Zaltman, 1982).

Dutta-Bergman (2003) found that companies may increase value by merging and growing their pricing capabilities in ways that enhance their marketing procedures, which in turn improves prices and revenue. They emphasized the significance of comparable benefits in valuing resources in the quest for greater performance in particular.The findings they obtained have been verified by(Byler, 2003); he proposed that managerial relationships with consumers and suppliers provided informational advantages that improved prices. The current Empirical conclusion have been validated with the Empirical conclusion of previous studies.Managerial Learning impacts the firm's inclination to produce and use knowledge spanning all types, not simply market-based knowledge (Baker and Sinkula, 1999). It is a process that directly influences a company's capacity to question long-held beliefs concerning the marketplace and how a business needs to be structured to respond to it. Opposing this, (Farrell and Oczkowski, 2002)concluded that"in the absence of either of the two, it would be preferable for an organization to have a strong market performance."

5.1 Theoretical Implications

The outcome of this study indicates that one managerial function cannot be responsible for improving the establishment. Corporate model differentiation cannot be successfully implemented if it only applies to parts of an organization that interact with customers. Real differentiation necessitates the participation of process and manufacturing leadership and accounting, as success could rely on the company's ability to create streamlined manufacturing infrastructures that enable it to build to order and alter the fundamental presumptions underlying the firm's earnings logic, which in turn affects cost rationality. Sales and marketing cannot fix these strategic issues on their own; they need to be addressed by all firm departments.

5.2 Practical Implications.

This research poses various Practical implications to show the diversity of the potential value to capture between firm and customer relationships.

The firm must have a strategy and the right balance of customer relationships in its base. The management must understand the diversity of customer relationships and handle their customer portfolio (Storbacka and Nenonen, 2011).

Firms use social media to obtain information and utilize it by creating new products that align with customer demands, and this will enhance the chance of customer satisfaction and retention and improve the financial performance of the country (Tuten and Angermeier, 2013). Social media marketing communication can involve direct communication with customers to build a good relationship with their customers (Tarsakoo and Charoensukmongkol, 2020).

The loyalty of a customer is beneficial for both the firm and the customer. It increased the profitability of the firm, and it confirms that affective commitment plays an important role in customer relationships; they are willing to purchase and spend money on trying new products. Firms should focus on building strong customer relationships through social media marketing and pricing strategies and initiate such activities that promote positive feelings of affiliation.

5.3 Conclusion

Marketing strategies have a significant impact on how well relationships with customers are developed over time. Businesses can enhance customer relationship performance and achieve customer satisfaction by effectively implementing marketing strategies that include commitment, current market performance, pricing strategy, and social media marketing. Furthermore, building and maintaining long-term relationships with customers depends greatly on commitment, which plays a crucial role in any business. Through responsive communication, emotional connections, personalized experience and exhibiting complete commitment to fulfilling customer demands, companies can gain long-term customer trust and loyalty. Overall, the current study is developed and empirically tested through a structural model for examining the marketing strategies used by enterprises to foster relationships with their customers. Effective implementation and prioritization of marketing strategies (i.e., commitment, customer relationships, current market performance, pricing strategy, and social media marketing) will help businesses cultivate enduring relationships with customers, resulting in sustainable growth and market success.

5.4 Limitations and Future Direction

The current research has some limitations, which can be carefully taken as research opportunities. Firstly, this research has followed a cross-sectional study, and future research can be considered by relating a longitudinal survey for the advanced understanding of the enterprise marketing strategy and relationship performance.

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