

Udayana, Ida Bagus Nyoman; Farida, Naili; Lukitaningsih, Ambar; Tjahjono, Heru Kurnianto; Nuryakin

Article

The important role of customer bonding capability to increase marketing performance in small and medium enterprises

Cogent Business & Management

Provided in Cooperation with:

Taylor & Francis Group

Suggested Citation: Udayana, Ida Bagus Nyoman; Farida, Naili; Lukitaningsih, Ambar; Tjahjono, Heru Kurnianto; Nuryakin (2021) : The important role of customer bonding capability to increase marketing performance in small and medium enterprises, Cogent Business & Management, ISSN 2331-1975, Taylor & Francis, Abingdon, Vol. 8, Iss. 1, pp. 1-20, <https://doi.org/10.1080/23311975.2021.1932239>

This Version is available at:

<https://hdl.handle.net/10419/245042>

Standard-Nutzungsbedingungen:

Die Dokumente auf EconStor dürfen zu eigenen wissenschaftlichen Zwecken und zum Privatgebrauch gespeichert und kopiert werden.

Sie dürfen die Dokumente nicht für öffentliche oder kommerzielle Zwecke vervielfältigen, öffentlich ausstellen, öffentlich zugänglich machen, vertreiben oder anderweitig nutzen.

Sofern die Verfasser die Dokumente unter Open-Content-Lizenzen (insbesondere CC-Lizenzen) zur Verfügung gestellt haben sollten, gelten abweichend von diesen Nutzungsbedingungen die in der dort genannten Lizenz gewährten Nutzungsrechte.

Terms of use:

Documents in EconStor may be saved and copied for your personal and scholarly purposes.

You are not to copy documents for public or commercial purposes, to exhibit the documents publicly, to make them publicly available on the internet, or to distribute or otherwise use the documents in public.

If the documents have been made available under an Open Content Licence (especially Creative Commons Licences), you may exercise further usage rights as specified in the indicated licence.



<https://creativecommons.org/licenses/by/4.0/>

The important role of customer bonding capability to increase marketing performance in small and medium enterprises

Ida Bagus Nyoman Udayana, Naili Farida, Ambar Lukitaningsih, Heru Kurnianto Tjahjono & Nuryakin |

To cite this article: Ida Bagus Nyoman Udayana, Naili Farida, Ambar Lukitaningsih, Heru Kurnianto Tjahjono & Nuryakin | (2021) The important role of customer bonding capability to increase marketing performance in small and medium enterprises, Cogent Business & Management, 8:1, 1932239, DOI: [10.1080/23311975.2021.1932239](https://doi.org/10.1080/23311975.2021.1932239)

To link to this article: <https://doi.org/10.1080/23311975.2021.1932239>



© 2021 The Author(s). This open access article is distributed under a Creative Commons Attribution (CC-BY) 4.0 license.



Published online: 31 May 2021.



Submit your article to this journal [↗](#)



Article views: 1300



View related articles [↗](#)



View Crossmark data [↗](#)



Received: 7 February 2021
Accepted: 13 May 2021

*Corresponding author: Ida Bagus Nyoman Udayana, Faculty of Economics, Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia
E-mail: Ibn.udayana@yahoo.co.id

Reviewing editor:
Collins G. Ntim, University of Southampton, Southampton, England, UK

Additional information is available at the end of the article

MARKETING | RESEARCH ARTICLE

The important role of customer bonding capability to increase marketing performance in small and medium enterprises

Ida Bagus Nyoman Udayana^{1*}, Naili Farida², Ambar Lukitaningsih³, Heru Kurnianto Tjahjono⁴ and Nuryakin⁴

Abstract: The purpose of this study is to develop the concept of customer bonding capability in the small and medium enterprise. Empirical research was conducted to explain how marketing performance can be improved through customer bonding capability. Considering the number and role of small and medium businesses in Indonesia is increasing. Results revealed that customer bonding capability functions as an intervention between relational capital and marketing performance. Relationship capital, integrated marketing communication and adequate market information have a significant positive effect on customer bonding capability and marketing performance. Managerial implication: salespeople can develop networks that provide mutual benefits, developing closer family ties, developing continual cooperation with customers and sharing experiences with customers who can improve salesperson's performance. There is no dynamic interaction between researchers and respondents because this research design is cross-sectional. To generate dynamic interactions, longitudinal research data were needed to add



Ida Bagus Nyoman Udayana

ABOUT THE AUTHOR

Ida Bagus Nyoman Udayana, Lecturer in Management Sciences of the Faculty of Economics of Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia. He is also active in attending international conferences. Naili Farida is a Senior Professor in Management Sciences of the Doctoral Program of Faculty of Economics and Business of Diponegoro University, Semarang, Central Java, Indonesia. Ambar Lukitaningsih: Lecturer in a master of management of the Faculty of Economics of Universitas Sarjanawiyata Tamansiswa Yogyakarta, Indonesia. Her research interests are marketing Management, consumer behaviour. Heru Kurnianto Tjahjono, Senior Professor in Management Sciences of Faculty of Economics and Business of Muhammadiyah University Yogyakarta, Indonesia. Her research interests are human resources, strategic management. Nuryakin, Lecturer in Management Sciences of Faculty of Economics and Business of Muhammadiyah University Yogyakarta, Indonesia. Her research interests are marketing Management, strategic management. He is also active in attending international conferences.

PUBLIC INTEREST STATEMENT

In the last 4 years, the development of small and medium enterprises (SME) in Indonesia is increasing every year. This business community activity had good responses from the government. Indonesia's government provides facilities both in terms of licensing, capital and marketing. In terms of licensing, the government provides fast service, online management, and a one-day anniversary, of course, the requirements are complete. In addition, in terms of business, the Government helps provide digital marketing training, payment of Quick Response Code Indonesia Standard (QRIS), the Government subsidizes postage for customers who buy SME products within a certain period. Meanwhile, the research related to this issue is very limited. Several researchers have been studying the marketing field, especially the performance of SMEs. This study showed several factors that affect marketing performance. Marketing performance in SMEs can be improved in several ways, the ability of salespeople to bind customers, provide enough information about products, develop customer relationships and conduct an integrated marketing system.

deeper insights to sales. Research on customer bonding capability needs to be done because there is still much that is not understood. This customer bonding capability is the development of relationship marketing theory. Thus an empirical research model is needed to develop customer bonding capability.

Subjects: Network Theory; Communication Theory; Economics; Business; Management and Accounting; Marketing; Marketing Research; Marketing Communications;

Keywords: Adequate marketing information; customer bonding capability; integrated marketing communication; marketing performance; relational capital

1. Introduction

One of the determinant factors of a company's success is the company's ability to cohere customers (Milovanovic et al., 2016). The ability of employees to cohere customers can influence marketing performance improvement (Hajli & Lin, 2016). Increasing the ability to cohere customers is of substance and should not be delayed anymore. Therefore, all parties on customer networks must collaborate to achieve maximum results. Customers will feel attached to the company if the company can meet the needs and desires of customers (Dubihlela & Khosa, 2014). As customers are satisfied with the company's services, they will find it difficult to move to compete for products. Customers tend to make repeated purchases. This repurchase has a positive impact on marketing performance.

Marketing performance is an indicator of success for a profit-oriented organization. Marketing performance can increase organizational performance (Chari et al., 2014). Therefore, marketing performance must be improved. The form of marketing performance can increase company profits. Providing quality products can meet customers' needs and desires as a way to increase company profits. Besides, increasing market segmentation can improve marketing performance. In a broad sense, market segmentation can increase the number of customers. If this is the case, customers naturally increase marketing performance.

Improving marketing performance is an absolute requirement to keep a company growing unless it cannot exist (Yao et al., 2013). Small and medium business actors need to pay attention to the tastes of customers so that the company can be developed considerably. To realize this requirement, the company seeks to do many things, for example, by tracing customers who are disappointed with the use of company products. Entrepreneurs can find out parts of products that do not connect to the customers' interests. Employers can evaluate and make improvements. Companies or small and medium businesses can function as ghost shopping by sending some of their marketing staff to act and disguise themselves as buyers.

To support maximum marketing performance, it is important to strengthen relational capital. Good collaboration is also required for small and medium business actors in collaboration with company internal employees or employees, suppliers, customers and industry associations. This collaboration is mainly concerned with marketing performance. However, previous studies indicate that there is a controversy between relational capital and marketing performance. Some researchers claim that relational capital has a positive effect on marketing performance (Tayles et al., 2007; Wang et al., 2016). On the other hand, some researchers state that relational capital does not have a significant positive impact on marketing performance (Rasa, 2012; Smirnova et al., 2011).

The research problem focuses on how to analyze and overcome the contradictions of research results between relational capital and marketing performance. In this case, small and medium enterprise actors can improve their marketing tactics and strategies, so that they can attract more customers' attention. The right marketing strategy is needed to improve marketing performance. Thus, the purpose of this research is to analyze the inconsistencies of research results and social

capital along with marketing performance and propose a new concept of customer bonding capability as an independent variable.

Research Objectives are to help resolve contradicted findings related to relational capital, and marketing performance using customer bonding capability as an intervention variable; to analyze the relationship between relational capital, integrated marketing communication, and adequate marketing information, relational capital on marketing performance in the small and medium enterprises in Indonesia; to identify and analyze the factors that influence marketing performance including the small and medium entrepreneurs.

The motivation of this paper background is the lack of researchers who research marketing performance on small and medium enterprises (SME) (Sawafteh, 2020). This research is considering its very important role in helping the government and helping national economic growth in Indonesia. Thus, businesses engaged in SME, very need attention from various parties, both from the government and from academics. Academics can assist in strategies to increase the company's sales volume through mentoring, especially in the field of digital marketing. Because in general, businesses and SMEs have not been able to implement the maximum online marketing strategy. Given the knowledge and skills possessed by businesses need to be improved.

The lack and slowness of the researchers to research the concepts related to the development of marketing literature. Experts in the field of marketing do less epistemology of new concepts that can improve marketing performance (Nuryakin & Ardyan, 2018). Thus it is very important for scientists to always contribute and develop the latest concepts about marketing, especially in the field of network theory. The development of new concepts is expected to help businesses to create more effective marketing strategies following the conditions or environment of a very dynamic business. This dynamic environment needs to be anticipated, to maintain the survival of a business. Failure to anticipate the environment means the company's future is uncertain. So a company that can stay long is a company that can anticipate the business environment.

This paper seeks to contribute to the development of marketing literature, especially in the field of network theory expansion. **First**, adding a new variable: customer bonding capability. These new variables are expected to help improve marketing performance. Because during this time marketing performance is up and down and tends to decrease. Besides, new concepts or variables that can improve the performance of marketers are still very few. Thus, a strategy is needed to increase customer bonding, by paying attention to their needs and desires and providing solutions to problems faced by customers. This is important to hinder customers from switching to competitor products. **Second**, helping to develop the concepts of packaging, especially in the field of network theory. With the emergence of a new concept in the field of marketing, it is expected to help you develop network theory. **The third**, adding quality reading for conservation scientists so that it becomes a reference for further research. This paper provides a new concept and can be seen clearly through indicators of its variables. **The fourth**, paper is useful for businesses, especially small and medium enterprises. By understanding a new concept that is the ability to bind customers. By always paying attention to the needs and desires of customers and then providing solutions, the customer tends to be satisfied with the services received, from this satisfaction can lead to repurchases, repurchases loyal to the products produced by the company. **Fifth**, papers are very helpful for the government to make decisions related to its policies. For example, tax-free provision of small and medium business products (SMEs) for a certain amount of time, the provision of cheap credits and relatively long periods, tax-free value-added for SME products; empowering small and medium enterprises, by providing various training such as digital marketing.

2. Background

One of the impacts of covid-19 pandemic is that there are many terminations. Many businesses close their businesses because they can no longer afford to finance their activities/business

operations. Employees affected or employees whose termination of employment is opening a new business, to support their daily life. On the one hand, there are business closures, such as wedding Event Organizers, catering efforts for events that usually involve many people, *Gojek* becomes very minimal passengers because there are restrictions on hours of community activities.

On the other hand, many micro-businesses are generally founded by former employees who are subject to termination of employment. In this micro-enterprise, the level of sales obtained is relatively small but can absorb a lot of labour. By absorbing labour in micro-businesses, it greatly benefits all aspects, specifically can help the government concerning poverty alleviation and unemployment. Thus its role is very important in economic growth.

The growth of small and medium enterprises (SMEs) is very decisive for the Indonesian national economic growth. The small and medium-sized businesses in Indonesia determine national economic growth and give great contributions. If one country wants to minimize the amount of its unemployment, the government should encourage the growth of its SMEs. The business can absorb the number of labour, on the impact, the unemployment rate will also be reduced. Thus, it can be stated that the level of community welfare increases, and the level of prosperity of a country also increases. Concerning this, the government made simpler regulations, resulting in a growth in the number of SMEs.

The government's attention is very high to the growing number of SMEs from year to year. The government is paying more serious attention to it. Government awareness of the existence of SMEs is increasing. Many policies are taken by the Indonesian government for the advancement of SMEs. The attention is realized in various forms: cheap credit loans for businesses, bureaucratic simplification; providing incentives for low-income employees, intensifying projects that can absorb a lot of labour, tax-free in a certain time for MSMEs, free shipping. This is done in the hope that businesses are increasingly interested in developing their business so that there is faster economic growth and can improve the economic status of the community into the middle and upper-classes.

Middle and upper-class communities are the main drivers of the national economy. Although the middle class is decreasing, however, the number of the middle class is decreasing, not significant after the pandemic covid-19. The middle class is quite numerous and has enough money to spend. The movement of the middle class was slightly hampered by social restrictions. These restrictions have an impact on the pattern of community travelling to conduct economic activities such as reduced public visits to tourist attractions, culinary. The Economic activity becomes less maximal because the agreement of businesses becomes reduced. The next impact is that the sales volume decreases. To overcome this, the Government of Indonesia issued several regulations that can help grow and grow small and medium-sized businesses.

The Indonesian government issued many types of regulations to generate small and medium enterprises. The regulations include tax exemption for businesses whose sales volume does not reach a certain level; the provision of soft loans with very little interest with lag or interest-free time lag within a certain period; free shipping for a certain period for small and medium-sized micro-enterprises; systematic and structured development for small businesses and medium. Thus, the government needs to reform the regulation in the field of small and medium enterprises

System changes have been made by the government in about the growth of SMEs. Starting to encourage buying and selling transactions from cash payments to contactless, namely optimizing the standard Indonesian quick response code payment system (QRIS). This is so that there is no physical contact between the buyer and the seller. This system is done to reduce the rate of spread of covid-19. Businesses are given technical training on how to pay online. Thus businesses in addition to online marketing strategies are also given online payment techniques. To encourage the smoothness of this business, the government made policies that favour small and medium businesses.

Many policies are issued by the government, to generate national economic activity. One of them focuses on economic activities that favour lot of people. Many facilities are given to businesses, as well as in the ease of requirements, can be done in a short time and accurately. The business tax imposed is very light, business credit can be done with very little interest. Besides, the government helps the way of micro-businesses with digital marketing systems. Exemption of fines for businesses that are late to pay credit instalments. Also, the direction of economic development is focused on strengthening small businesses and providing cheap credit for small and medium enterprises. The forms of strengthening include exemption of value-added tax in a certain time, exemption of value-added tax for SME products, within a certain period; provide cheap credit and instalments that are in a long relative time; facilitate the permits for investigation.

The micro, small and medium enterprises (MSMEs) in Indonesia take an important role and determine the national economic growth. The complete understanding of the MSMEs's definition and grouping based on business capital is needed. Hereby, it will be explained the definitions of Micro, Small and Medium Enterprises, respectively. Micro enterprises are productive businesses owned by individuals that fulfill the criteria as regulated in law. Small business is a productive economy that stands alone, which is carried out by an individual that is not a subsidiary of a company or is not a branch of a company that is owned, controlled or part of, either directly or indirectly, from a medium or large business that meets the criteria of a small business as referred to in law. Meanwhile, medium-sized enterprises are productive economic enterprises that are independent, carried out by individuals or business entities that are not subsidiaries or branches of companies that are owned, controlled or become part of, either directly or indirectly, with small businesses or large businesses with the amount of net assets or annual sales as stipulated in the law (law number.8, 2008 concerning Micro, Small and. Medium Enterprises).

SMEs based on the wealth and sales proceeds according to law number 20 of 2008 article 6, the criteria for a micro business to have a maximum asset of Rp. 50,000,000 and a maximum sales of Rp. 300,000,000, excluding land and buildings. Meanwhile, the criteria for small businesses to have a minimum net worth of Rp. 50,000,000 (fifty million rupiah) and a maximum of Rp. 500,000,000 (five hundred million rupiah) excluding buildings and business premises, or having annual sales proceeds of more than Rp. 300,000,000 (three hundred million rupiah) and a maximum of Rp. 2,500,000,000 (two billion five hundred million rupiahs). Meanwhile, medium-sized businesses have a minimum net worth of Rp. 500,000,000 (five hundred million rupiah) to Rp. 10,000,000 (ten billion rupiah) excluding land and buildings for business premises. It has the result of annual sales of more than Rp. 2,500,000,000 (two billion five hundred million rupiah) and a maximum of Rp. 50,000,000 (fifty billion rupiah).

3. Theoretical literature review

3.1. Relational capability

Establishing good relations with customers is an obligation for a salesperson (Mostert et al., 2017; Udayana et al., 2019). A good relationship with customers is a valuable asset (Lee et al., 2019). A good relationship is an investment for the long-term needs, maintenance and development. It can develop relationship if the customer and the company benefit from one another. Customers who benefit from this good relationship will not easily switch to competing products (Mostert et al., 2017). For this reason, maintaining good relations with customers is crucial (Vij & Farooq, 2015). Salespeople should always pay attention to the desires and abilities to meet those needs.

3.2. Marketing performance

The success of a company can be measured by its ability to generate profits (Syam et al., 2016). Businesses are successful if the company can obtain maximum profits from an expanding market share (Veenraj & Ashok, 2014). Increased market share increases sales. Increased sales will have a direct impact on sales performance. The product quality and service quality must get maximum attention from the company resulting in maximum profits (Beuk et al., 2014; Liang et al., 2018;

Paramita et al., 2018). A good way to keep customers is by paying attention to all customers' complaints and providing solutions to their complaints so as not to switch to competing products.

3.3. Customer bonding capability

Collaborating with customers must be maintained and developed through intense attention with customers (Cartera et al., 2014; Dubihlela & Khosa, 2014; Vasić et al., 2019). The customer's maintenance is a form of paying attention to customer needs and desires, providing quality products at affordable prices and customers get these products easily (Dubihlela & Khosa, 2014). Customers do not easily switch to competing products if they feel satisfied (Poot et al., 2019). Customers are satisfied if they get the ease, practicality, and usefulness of the products they consume. Thus, companies need to learn from failure, one of which is from customers who switch to competing products, so that the company becomes more precise and faster in responding to customers' complaints.

3.4. Integrated marketing communication

Trust determines the success of marketing performance. Trust is derived from a process that requires a long time. Therefore, customers' trust must be maintained and enhanced through the creation of production values that benefit customers. Through the creation of beneficial product values, customers can get ease in using products and practicality (Dissanayake, 2012; Omneya Mohamed; Moharam & Shawky, 2012) that may add to customers' satisfaction from salespeople's genuine hospitality and services. The intelligence of a salesperson determines success in carrying out sales duties. In this way, salespeople can carry out tasks by optimizing communication tools such as telephone, email, Twitter and so forth.

Marketing communication elements is required to improve marketing performance (Sawafteh, 2020). To maintain its effectiveness, it is necessary to have clarity of targets. In addition, the level of complexity and product specifications also determine the communication strategy. An appropriate encoding strategy is needed so that consumers can understand the messages. Thus, the media and messages are required, so that consumers can respond and provide feedback. The communication pattern is usually applied to small and medium enterprises.

To reach more specific customers, a special strategy is required (Manickam & Sriram, 2013). One communication model is the hierarchical model. It makes consumers aware that there are new efficient and low-cost products. Consumers will find out more information, including its strengths and weaknesses. Intensive communication can arouse the desire of consumers to acquire the new product.

3.5. Adequate marketing information

The first purchase decision is determined by the availability of information about the price (Raju & Roy, 2000). Furthermore, customers in addition to considering prices, also look for other sources of information as a comparison. Combining and comparing from a trustworthy information center can be used as a basis for making purchasing decisions. In making a purchase decision, characteristic factors also determine the customer's decision in making a purchase. The task of salespeople is to provide complete and accurate information about the product. Therefore, the marketing manager must be able to reward the achievements achieved by the salesperson. To maintain customer satisfaction, the company must be able to provide a warranty on the product. Therefore, salespeople need to develop a strategy of providing information for visitors so that their products can compete in the market. Information required by customers and should always be available to include information about the benefits of a product, information about product prices and information about sales (González-Valiente & Pacheco, 2017).

The relationships between dependent variables and independent variables are strongly related to each other. Marketing performance can be improved if based on relational capital (Debickia et al., 2020). Marketing managers and salespeople who can bind customers can make this powerful connection. The ability to bind customers must also be supported by integrated marketing communication and the adequacy of marketing information.

4. Empirical literature review and hypotheses development

4.1. Relational capital and customer bonding capability

Consumers' tastes are always dynamic and become more advanced products (Vasić et al., 2019). Salespeople must pay attention to customers' needs and desires to such a great extent to fulfil them. Customers' tastes change in proportion with the quality of life and increased purchasing power of customers, affects the quality of the products they consume. Speed to respond to changes in customers' tastes is an important thing that must be done by salespeople (Dobrzkowski et al., 2015). Customers who get fast service will be satisfied. This customer's satisfaction can affect repeated purchases. Besides, customers voluntarily inform relatives or peers (colleagues) to do the same thing, and the process can take place at a sustainable time.

Salespeople maintain a long-term relationship with customers (Fourie & Chimusoro, 2018; Mostert et al., 2017; Vij & Farooq, 2015). This long-term relationship can run well if both parties get mutually beneficial gains. Here, improving product quality is a way of maintaining good relations with customers. Consequently, customers who get quality products and goods are available in the market where an effective way prevents them from switching to competing products and ensure their repeated purchase.

Good relationships with customers can be maintained, if both parties are mutually beneficial, both for the company and the customer. Thus, the customer's business is the key to the success of the relationship in a relatively long time. Satisfaction can occur if the salesperson or manager can understand the customer's needs. For customers to always get satisfaction, the salesperson should conduct periodic surveys on the services that have been provided. In addition to the speed factor in dealing with problems faced by customers (Debickia et al., 2020). Thus, the proposed hypothesis is formulated as follows:

H1 Increasing the company's ability to collaborate both internally and externally means increasing the ability to engage customers

4.2. Relational capital and marketing performance

The relationships with customers are crucial issues that need to be maintained (Setia et al., 2013). The success of salespeople in maintaining good relations will be considered an important achievement for the company. A good relationship is a long-term profitable investment for the company. In this state, the companies tend to win the competition in the market. Good relationships would last a long time if both parties got the benefit from each other. Consumers who got the advantages from the company tend to do repurchase. Moreover, they would spread the information to their colleagues. Consumers will not go for competing products even if they are persuaded by competitors.

The increasing competition prompts companies to be more vigilant, and it encourages them to improve quality in all lines, be it service quality, product quality, or customer information quality (Tawinunt et al., 2015). All competitions are intended to increase the company's sales because each sale is an important indicator and a benchmark for the success of an organization. Expanding the market affects the increase in sales and, as a result, the increased market share can increase sales and the number of customers. A mutually beneficial long-term relationship needs to be maintained so that customers do not easily switch to competing products. Customers who get satisfaction are not easily persuaded by competitors.

The easiest measure for success in marketing performance is increased sales. To achieve this, salespeople and marketing managers must always be responsive to changes (Li et al., 2021). The always dynamic environment must be balanced with the creation of customer values, adjustments

to the products produced by the company. This should be done in anticipation of competitors. Thus learning for salespeople is an investment for the company, not a cost. Through learning, we obtain a quality improvement of products. Quality products have an impact on customer satisfaction, satisfied customers will make repurchases, thus improving marketing performance. Based on this description, the second hypothesis is stated, as follows:

H2 Increasing customer bonding capability increases marketing performance

4.3. Integrated marketing communication and customer bonding capabilities

There is a crucial need to build a positive attitude towards customers. Success in managing customer relationships is an investment for the long-term sales (Gonzalez et al., 2014; Udayana et al., 2019). Showing a friendly attitude and providing sincere services are effective ways to successfully get new customers. A positive attitude can also be manifested in the form of eagerness to provide solutions to problems faced by customers. A friendly and sincere attitude is one of the added values that proves beneficial to customers. Salespeople need a learning orientation to keep up with the tendencies of customers' needs and wants

Salespeople's intelligence is required to deal with customers who need complete information about products, especially high-priced products and first-time customers. Therefore, customers' intelligence must be balanced by intelligent services. This intelligence pertains to information about the benefits and the practicality of products in that customers get the right products in following their needs (Dissanayake, 2012; Omneya Mohamed; Moharam & Shawky, 2012). Customers who get complete, clear and integrated information about products they buy tend to make purchases and do not switch to competing products.

Culture of control and a culture of collaboration as the basis for building integrated marketing communication (Englunda et al., 2020; Porcua et al., 2020). Always reminding each other of teamwork, helping each other over the difficulties of friends determines the success of integrated marketing communications. All policies are centralized and stakeholder-based. Therefore, salespeople must comply with all policies set by the company. Thus, collaboration is the best choice to achieve integrated marketing communication. Thus, the proposed hypothesis is formulated, as follows:

H3 Integrated marketing communication has a significant positive effect on customer bonding capability.

4.4. Adequate marketing information and customer bonding capability

The ability of salespeople to obtain information from marketing experts is obligatory (Animesh et al., 2011; Author: Li; Qianpin, 2010). References from marketing experts importantly streamline salespeople's performance. However, the information in a networked platform needs to adjust to circumstances on the ground. The use of electronic media, for example, remains effective for salespeople to carry out sales work because such media becomes more practical, effective and efficient. Thus, customers can get fast services with a high level of accuracy.

The speed to respond to customers' complaints and the high level of accuracy is a salesperson's task in a highly expected way of service. The customer wants all the problems to be resolved as soon as possible (Dobrzkowski et al., 2015). This can increase customers' satisfaction that has a long-term impact while salespeople can benefit from both the short term and the long-term effects. This customers' satisfaction lead to the provision of services and the best products for customers.

The availability of marketing information is strongly influenced by the quality of the information that can be known from the reliability of the information, relevant, current, and actual.

Besides, technological changes that are always dynamic overtime must be anticipated by the company. It became a great deal to always exist in the eyes of customers. It should be done to anticipate the changes in customer tastes (Lee et al., 2010). Thus, the proposed hypothesis is stated, as follows.

H4The more customer bonding capability increases, the more mutually beneficial marketing relationships will increase.

4.5. Integrated marketing communication and marketing performance

Customer trust is an asset that largely determines the success of marketing performance (Cheung et al., 2015; Fang et al., 2014). Trust can be obtained from a process that takes a relatively long time. If the sales force can provide a variety of quality products and quality services, the customers' confidence can increase. Product quality can be characterized by the creation of new values that benefit customers and practicality in the use of such products. The quality of customers' service is mainly concerned with a high level of service speed and accuracy. The customers' satisfaction results in loyalty (Yu et al., 2021). Loyal customers will voluntarily influence others to do the same thing, which can increase the number of customers. The increasing number of customers can increase the number of sales, which in turn can improve marketing performance.

Message consistency, quality of interaction and always involving and paying attention to the interests of stakeholder is an absolute requirement for the effectiveness of integrated marketing communication. The importance of consistency nurtures the message delivered to customers. Always interact with customers, especially the handling of complaints conducted by customers, and always be responsive to complaints submitted by stakeholders. Also, the need to build and develop good relationships with stakeholders (Porcu et al., 2017). Thus, the hypothesis proposed is:

H5Increasingly integrated marketing communication increases marketing performance.

4.6. Customer bonding capability, adequate marketing information and marketing performance

An accuracy in understanding customers' needs is a strategic step for the success of a salesperson (Yamoah et al., 2016). This is not easy to do because the customers' tastes tend to be dynamic. Understanding customers' needs and desires a gateway to read the latest findings concerning the development of customers' tastes. The speed to respond to complaints and the provision of solutions to problems determine the level of customers' satisfaction (Christian Homburg & Klarmann, 2007; Garrett et al., 2008). Customers who get services quickly will, of course, feel satisfied. Maintaining customers' satisfaction is significant for salespeople so that customers do not easily switch to competing products, and they will voluntarily share their experiences.

The willingness of salespeople to share with customers is crucial to customers' satisfaction (Hajli & Lin, 2016; Kim & Min, 2015) be it sharing experiences or sharing information. Salespeople are willing to share information about the strengths and weaknesses of a product or the latest products advantages compared to competing products. This willingness determines the products profiles suitable for customers to consider (Zhu & Chang, 2015). In this case, the role of experts is to provide information about the benefits and practicalities of a product that can convince customers. Therefore, salespeople must update the latest information to keep them knowledgeable.

Tying customers can be done by giving special attention such as a special discount, special price, as well as providing flexibility in payment time (Balci et al., 2019). Thus, the need for intelligent marketing and marketing record to improve marketing information. It is also necessary to also information about price information, among others: product features, product design,

brand reputation, price discount, and credit facilities, all this is expected to improve customer purchasing decisions that can ultimately improve marketing performance (Manickam & Sriram, 2013). The proposed hypothesis is stated as follows:

H6The more customer bonding capability increases, the more marketing performance increases.

H7The more adequate marketing information increases, the more marketing performance increases.

Based on the literature above regarding interrelationship between variables in the study, we propose a research model as shown in Figure 1.

Figure 1 shows that we tested the intervening variable, namely customer bonding capability to help explain how relational capital can affect marketing performance. Also, we examine the effects of integrated marketing communication and adequate marketing information on marketing performance.

5. Research design

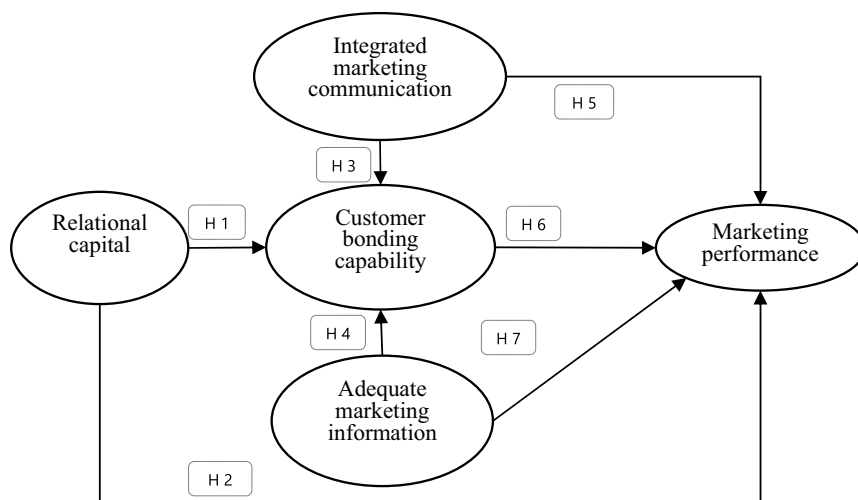
5.1. Sample frame and data collection

Data were collected from small and micro business owners located in Yogyakarta, Indonesia. The questionnaire was circulated after it had been verified by several respondents to test its validity and reliability. After the questionnaire was declared valid and reliable, then it was circulated to small and medium business owners. Samples were taken randomly and respondents were given a detailed explanation before filling out the questionnaire. Researchers distributed 300 questionnaires to small and medium business owners, but after screening and trimming the data, 260 questionnaires were eligible to be reprocessed. The data were collected from July to August 2019. Sampled respondents were at least 25 years old and had at least 5 years of work experience. The level of respondents' education ranged from elementary school to undergraduate.

5.2. Measurement

The instrument has a high level of validity of the questionnaire that can measure what should be measured (Ferdinand, 2014). Non-response testing can be undertaken to see whether the respondents who fill out questionnaires on time have similar characteristics with respondents who are late in filling out questionnaires. If the characteristic is different, it will affect the results of data

Figure 1. Research model based on the developed hypothesis.



analysis, and it will be a serious problem if the response rate is low. Non-response tests can be undertaken using an independent sample of t-test that measures average responses of respondents in the group, and respondents' late answers in the questionnaire can be compared to those filling it out on time (Imam, 2011). Significant differences between the population variance of the two samples can be viewed in terms of the value of Levene's test for the equality of variance. To get a complete explanation of the research, the researcher needs to provide an operational definition of the variable. The following shows the definitions of the research variables

The collected data is then tested at a valid and reliable level, Amos is used by the data. As for the stages of data processing: the first model test is carried out. The already qualified models set out in the AMOS analysis, both followed by hypothetical tests, take into account the value of significance.

6. Empirical results and discussion

6.1. Validity and reliability tests

Validity and reliability tests are carried out to get accurate data. The results of the confirmatory factor analysis in these research show indicators that explain the latent variables formed. This can be viewed from the value of convergent validity, index reliability, and variance extracted from the specified value limit as shown in the following Table 1,2 to Table 3,4.

6.2. Evaluation of goodness of fit model

Evaluation of the suitability of the model seeks to ensure to what extent the model is hypothesized according to the data sample. Evaluation of the suitability of the model refers to several criteria chosen as follows: Chi-square = 155,735; probability = .58; TLI = 1,003; CFI = 1,000; GFI = .947; AGFI = .930; CMIN/DF = .973; RMSEA = .000, NFI = .925. Thus, the model can be accepted. The results of the processed full model analysis data can be presented in the Figure 2.

6.3. Hypothesis testing

6.4. Testing of mediating role: customer bonding capability

The testing of the variable role of customer bonding capacity aims to fill the gap between relational capital and marketing performance and this mediating variable is measured by using

Table 1. Variable operational definition

Independent Variable	Definition	Source
Relational capital	Intangible assets of the company in establishing interactions with customer networks.	(Debickia et al., 2020; Yua & Huob, 2019)
Integrative marketing communication	the company's ability to integrate and coordinate communication channels to send clear, consistent and convincing messages regarding the company and its products.	(Englund et al., 2020; Sawafteh, 2020)
Adequate marketing information	Availability of various information needed in relation for improving customer service to satisfy customer needs and desires.	(Manickam & Sriram, 2013; Shkee & Awang, 2019)
Intervening Variable: Customer bonding capability	The ability to bind customers so that it is not easy to switch to a competitor's product.	(Balci et al., 2019; Udayana & Farida, 2021)
Dependent Variable: Marketing performance	The result of activities carried out by salespeople can be realized in the form of market coverage, sales volume, and profit.	(Borisavljevic, 2016; Homburg et al., 2012)

Table 2. Survey response summary

Total number of questionnaires	300
Number of completed and returned questionnaire	266
Unreachable SME	29
Number of SME decline participation	5
Response rate	89%

the Sobel test calculation. Sobel tests are used to assess the significance of indirect effects in structural equation models (Baron & Kenny, 1986). The results of the statistical testing of the mediating role between adaptive selling and marketing performance value of the Sobel test = 2.66, along with the value of probability (two tail) = .008. It can be said that the variable customer bonding capability plays a crucial role in bridging the gap between relational capital and marketing performance. Thus, the ability of salespeople to group potential customers is worth considering. This grouping has the potential to increase marketing performance.

6.5. Discussion

This study attempts to respond to the research problem, confirming the research gap between relational capitals and marketing performance. In bridging the gap, the concept of customer bonding capability was developed. The relational capital affects marketing performance through the intervening customer bonding capability variable. Relational capital has no direct effect on marketing performance. The role of the network, which is owned by small and medium enterprises, does not necessarily improve marketing performance. When the small and medium business actors have a wide network of marketers, it is necessary to have the ability to bind customers. The company should maintain and improve product quality, service quality, and always oriented to the needs and desires of customers is the best way to bind customers.

The ability to bind customers (customer bonding capability) has a significant impact on marketing performance compared to other marketing performance antecedents such as relational capital, integrated marketing communication, and equal marketing information. The role of customer bonding capability to improve marketing performance is crucial. It due to an increase in customer bonding capability provides an increase in marketing performance, even relational capital does not have a direct significant effect on marketing performance. Therefore, small and medium enterprises (SMEs) should position their customer bonding capability as the center of attention for the company's improvement.

The efforts made by SMEs are directed at increasing the capacity to tie up customer networks. SMEs should establish business relationships with customers to provide mutual support for the development and survival of the company. SMEs need to determine their strategy by building business trust with customers, commitment, and long-term oriented relationships. This is important to increase demand continuously in the long run, which in turn can improve marketing performance. To maintain good relationships with customers, it is very important for SMEs to always pay attention to the problems faced by customers and provide solutions.

7. Summary and conclusion

7.1. Summary

The most influential variable in marketing performance is customer bonding capability. The ability of salespeople to tie up customers is crucial because it determines the marketing performance. For marketing performance to increase, the salesperson must find out and satisfy the customers' tastes precisely as customers' tastes are dynamic and they need to keep up with the current trends (Lazzari & Slongo, 2015). The patterns of life in the era of digitalization and all-round

Table 3. Scale items with loading factors and reliabilities

	Coefficient alpha	Standardized loading
Relational capital (Maroofi et al., 2011) AVE = .53; CR = .94	.93	
I can always meet the tastes of the customers.		.728
I can always quickly respond to customers' complaints.		.750
I am always right to meet customers' needs.		.756
I always understand exactly what the customers' wants.		.655
Customer bonding capability (Phillips et al., 2010) AVE = .52; CR = .87	.92	
I can always meet the tastes of the customers.		.703
I always respond quickly to customers' complaints.		.721
I am always right in meeting customers' needs.		.680
I can always provide solutions to customers' problems.		.753
Marketing Performance (Abed & Haghghi, 2009; O'Sullivan & Abela, 2007) AVE = .53; CR = .88	.92	
I always generate a higher level of sales compared to my colleagues.		.697
I always exceed the sales targets set by the company.		.753
I can increase the company's market scope.		.684
The growth of new customers is increasingly high.		.712
Integrated marketing communication (Paschal & Eid, 2011), AVE = .52; CR = .85	.93	
I can always communicate with customers via telephone.		.731
I can always send all information via email.		.723
I always have a positive attitude towards customers.		.781
I always put forward the intelligence in serving customers.		.782
Adequate marketing information (Hajli & Lin, 2016) AVE = .55; CR = .83	.96	
I am always skilled at getting information from experts.		.772
I can always use the media to get market information.		.731
I am always willing to share information.		.680
I am always able to update knowledge.		.758

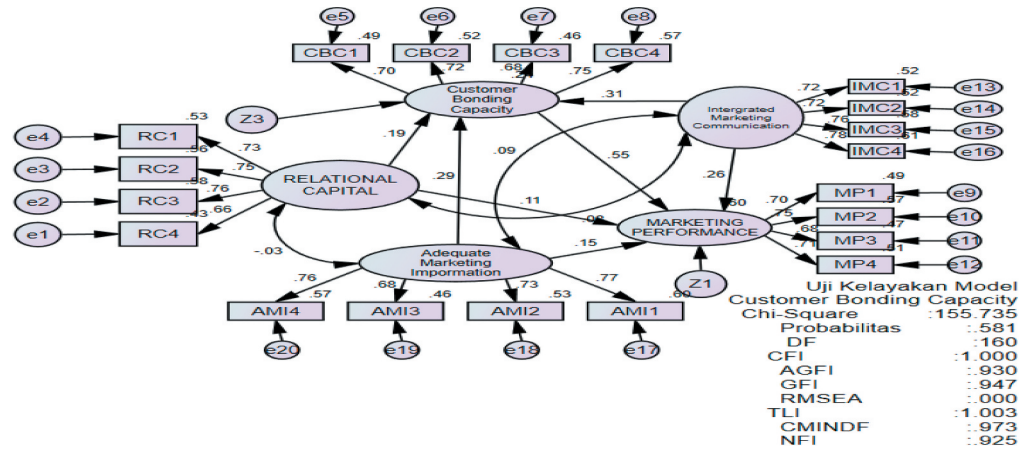
Table 4. Results of hypothesis testing

Path				β	Sig	Comment
H1	Customer bonding capability	←	Relational capital	.215	.009	Accepted
H2	Marketing performance		Relational capital	.141	.063	Rejected
H3	Customer bonding capability	←	Integrated marketing communication	.302	***	Accepted
H4	Customer bonding capability	←	Adequate marketing information	.276	***	Accepted
H5	Marketing performance	←	Integrated marketing communication	.276	***	Accepted
H6	Marketing performance	←	Customer bonding capability	.604	***	Accepted
H7	Marketing performance	←	Adequate marketing information	.150	.016	Accepted

N = 260; *p < .05; **p < .01; ***p < .001.

Figure 2. Full analysis model.

Source: The 2019 primary data analysis



automation greatly affect patterns of customers' behaviors. Thus, the ability of salespeople to understand and meet the needs accordingly is imperative for the success of marketing performance. Besides, the speed of salespeople to respond to customers' complaints determine the success of marketing performance.

The second most influential variable of marketing performance is an integrated marketing communication. Intelligence to serve customers is strongly needed. This form of Salesforce intelligence can be undertaken through telephone communication. Communicating via telephone is not only cheap but also practical and is highly effective (Abdul-Hafez et al., 2016; Jung et al., 2016). Communication in the form of messages or important images may be disseminated through email. Messages via email can be done quickly and at a low cost. Developing a positive attitude towards customers is an effective way of communication to improve marketing performance. Customers who gain the trust from their cost Salesforce maintain that confidence in the form of repurchases whereas it can increase marketing performance. Thus, the company needs to build customers' trust through transparency about the advantages and disadvantages of a product.

The clarity and accuracy of information about the product will determine the success of marketing performance. Customers who get clear and accurate information will be satisfied. These customers' satisfaction can be realized in the form of repurchase (Dikcius et al., 2019). Satisfied customers can voluntarily share quality information with other customers. The latest information and the accuracy of providing such information are essential for customers. Furthermore, practicality and ease of getting information about products that customers buy can improve marketing performance. Thus, companies need to carry out effective promotion strategies to improve marketing performance.

Email, telephone, and personal selling are promotional activities that can improve marketing performance (Chari et al., 2014). Hence, companies can do other activities to improve their marketing strategies such as building a brand image of a product, conducting product innovation, creating superior customer value for customers and making more diverse product features. All of these are aimed at satisfying customers by ensuring them not to easily switch to competing products (Homburg et al., 2012).

Relational capital, integrated marketing communication and adequate marketing information affect customer bonding capability and also affect marketing performance. In line with network theory, which states that the customer network has an important role in improving marketing performance. Besides, research conducted by Nuryakin and Ardyan (2018), stated that the power

to bind customers is key to improving marketing performance. Thus, salespeople should develop and bind customer network by fulfilling and wanting and providing solutions to problems faced by customers.

7.2. Conclusion

Relational capital, adequate marketing information and integrated marketing communication are the most influential variables that have a significant positive effect on customer bonding capability whereas integrated marketing communication, customer bonding capability, relational capital and adequate marketing information affect marketing performance. Hence, customer bonding capability is the most influential variable in marketing performance.

Salespeople need to maintain and improve communication strategies with customers. Communication strategies can be built by increasing their competence and intelligence. The ability of salespeople can be improved through short courses relevant to sales so that each salesperson in charge of product knowledge will promote more products that have a high degree of complexity to obtain information about products from customers accurately. Thus, the level of errors in predicting customers can be minimized.

7.3. Managerial implications

For salespeople, sales managers, and company owners, researchers provide several managerial implications that can be translated into policies that can benefit the company. Our results indicate that customer bonding capability is an intervening variable that fills the gap between relational capital and marketing performance. The indicators of customer bonding capability in this research include developing networks that provide mutual benefits, developing closer family ties, developing continual cooperation with customers and sharing experiences with customers who can improve sales force performance.

To implement the policy, the sales manager should coordinate with his subordinates such as the sales force. In this case, the sales force knows more about the real conditions in the field. In daily activities, salespeople deal directly with customers. Hence, the more salespeople know the conditions that occur in the field, the more complaints and criticisms can be heard directly. This is done to achieve a high level of effectiveness and efficiency that can save the costs incurred by the company.

The company should pay special attention to salespeople who excel, especially those who can cycle in new value-based customers' networks. This attention can increase the salespeople's motivation to work better. These forms of attention can include attractive incentive and overseas vacations. Furthermore, the ability of salespeople to adapt when interacting with customers must be improved. Salespeople must be able to understand customers well, for example, by using different approaches to different customers. This has to be considered because customers' characters are different from one another. That is why, extensive customers' networks, increased adaptability, and good communication quality can improve marketing performance.

7.4. Contribution

This research among others: for small and medium enterprises (small and medium enterprises/SME) can provide benefits about strategies to expand the network and bind the customer network that can improve marketing performance. For policymakers, this research can contribute to government policy in terms of SME coaching. The form of coaching from the government on SMEs can be in the form of granting cheap credits, tax exemptions at a certain time, digital marketing training, and online payments. For customers, this research directly impacts the customer obtaining a product at a very decent price. Besides, this research can increase intense competition, so that customers will get the best products at a decent price.

7.5. Limitations and future research

This research has several potential limitations for future research. First, the results of this research cannot be generalized, because the sample used is limited to small and medium enterprises salespeople from various industries working in both service industries and manufacturing industrial products. Additionally, the sales force profession requires special skills compatible with the type of products and complexity offered. Specific skills can be physical attraction, attractive personality, level of education, knowledge and product functions. Second, researchers believe that there are other variables can improve the performance of salespeople, in addition to customer bonding capability, communication quality, customer retention, quality of customer orders, such as smart work, hard work, using technology in sales and others.

Third, there is no dynamic interaction between researchers and respondents because this research design is cross-sectional. To generate dynamic interactions, longitudinal research data were needed to add deeper insights to sales. Fourth, to measure the performance of salespeople, other indicators are needed in addition to the market share growth, sales growth, exceeding the target set by the company, growth of new customers and other pertinent indicators, for example, direct involvement of the sales manager. Fifth, the accuracy test of empirical models in this research as a whole is regarded as a very good but adequate fit model. This happens because the results of values and criteria become the reference in the suitability test and the statistical test of the model relevant to the value reference so that the level of ability to explain the relationship between variables is low.

7.6. Additional analyses

To measure the influence between dependent variables on independent variables, for data processing, besides using Amos, researchers also used SPSS. This is done to convince the researcher whether this research is reliable. The data after being reworked, it turns out that the result is the same. Thus, it can be concluded that the results/processed data conclusions do not differ either using Amos or using SPSS. This can be seen from the print out SPSS, where variable relational capital and customer bonding capability. The coefficient value is 0.65, which means that the more social capital owned by salespeople, the stronger the ability of salespeople to customers bounding.

Funding

This research was organized with financial support from the government of the Republic of Indonesia through the Director General of Higher Education/National Innovative Research Agency Kementerian Riset Teknologi Dan Pendidikan Tinggi Republik Indonesia;Kementerian Riset Teknologi Dan Pendidikan Tinggi Republik Indonesia;

Author details

Ida Bagus Nyoman Udayana¹

E-mail: Ibn.udayana@yahoo.co.id

Naili Farida²

ORCID ID: <http://orcid.org/0000-0001-8532-4984>

Ambar Lukitaningsih³

Heru Kurnianto Tjahjono⁴

Nuryakin⁴

¹ Lecturer in the Faculty of Economics, Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia.

² Lecture in Department of Business Administration, Faculty of Social and Political Sciences, Diponegoro University, Semarang, Indonesia.

³ Master in Economic Science, Faculty of Economics, Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia.

⁴ Lecturer in the Faculty of Economics, Muhammadiyah University of Yogyakarta, Indonesia.

Citation information

Cite this article as: The important role of customer bonding capability to increase marketing performance in small and medium enterprises, Ida Bagus Nyoman Udayana, Naili Farida, Ambar Lukitaningsih, Heru Kurnianto Tjahjono

& Nuryakin, *Cogent Business & Management* (2021), 8: 1932239.

References

- Abdul-Hafez, B., Al-Nady, A., & Alolayyan, M. N. (2016). The role of time, communication, and cost management on project management success: An empirical study on sample of construction projects customers in Makkah City, Kingdom of Saudi Arabia. *Int. J. Services and Operations Management*, 23(1), 76–113. <https://doi.org/10.1504/IJSOM.2016.073293>
- Abed, G. M., & Haghghi, M. (2009). The effect of selling strategies on sales performance. *Business Strategy Series*, 10(5), 266–282. <https://doi.org/10.1108/17515630910989169>
- Animesh, A., Pinsonneault, A., Yang, S.-B., & Oh, W. (2011). The effect of trust belief and salesperson's expertise on consumer's ...
- Balci, G., Caliskan, A., & Yuen, K. F. (2019). Relational bonding strategies, customer satisfaction, and loyalty in the container shipping market. *International Journal of Physical Distribution & Logistics Management*, 49(8), 816–838. <https://doi.org/10.1108/IJPDLM-02-2019-0051>
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173–1182. <https://doi.org/10.1037/0022-3514.51.6.1173>
- Beuk, F., Malter, A. J., Spanjol, J., & Cocco, J. (2014). Financial incentives and salesperson time orientation

- in new product launch: A longitudinal study. *Journal of Product Innovation Management*, 31(4), 647–663. <https://doi.org/10.1111/jpim.12157>
- Borisavljevic, K. (2016). The influence of information technology on marketing performances of tourist agencies. *Economic Horizons*, 18(3), 1–5. <https://doi.org/10.5937/ekonhor1603277B>
- Cartera, R. E., Henderson, C. M., Arroniz, I., & Palmatier, R. W. (2014). Effect of salespeople's acquisition–retention trade-off on performance. *Journal of Personal Selling & Sales Management*, 34(2), 91–111. <https://doi.org/10.1080/08853134.2014.890903>
- Chari, S., Katsikeas, C. S., Balabanis, G., & Robson, M. J. (2014). Emergent marketing strategies and performance: The effects of market uncertainty and strategic feedback systems. *British Journal of Management*, 24, 145–165. <https://doi.org/10.1111/j.1467-8551.2012.00843.x>
- Cheung, C., Lee, Z. W. Y., & Chan, T. K. H. (2015). Self-disclosure in social networking sites: The role of perceived cost, perceived benefits and social influence. *Internet Research*, 25(2), 279–299. <https://doi.org/10.1108/INTR-09-2013-0192>
- Christian Homburg, M. G., & Klarmann, M. (2007). Responsiveness to customers and competitors: The role of affective and cognitive organizational systems. *Journal of Marketing*, 71, 18–38.
- Debickia, B. J., Ramirez-Solis, E. R., Baños-Monroy, V. I., & Gutiérrez-Patrón, L. M. (2020). The impact of strategic focus on relational capital: A comparative study of family and non-family firms. *Journal of Business Research*, 119, 585–598. <https://doi.org/10.1016/j.jbusres.2020.07.016>
- Dikcius, V., Kirse, S., Casas, R., & Koncanina, A. (2019). Drivers of attitudinal and behavioural loyalty in B-2-B markets. *Engineering Economics*, 30(1), 94–102. <https://doi.org/10.5755/j01.ee.30.1.20182>
- Dissanayake, D. M. N. S. W. (2012). **Integrated communications, integrated marketing communications and corporate reputation: Evidences from dell computer corporations.** *International Refereed Research Journal III*, 3(1), 26–33.
- Dobrzkowski, D. D., Hong, P. D., Hong, P. C., & Roh, J. J. (2015). Examining absorptive capacity supply chain linking responsive strategy and firm performance. *Journal of Supply Chain Management*, 51(4), 3–28. <https://doi.org/10.1111/jscm.12085>
- Dubihlela, J., & Khosa, P. M. (2014). Impact of e-CRM implementation on customer loyalty, customer retention and customer profitability for hoteliers along the vaal meander of South Africa. *Mediterranean Journal of Social Sciences*, 5(16), 175–183. DOI:10.5901/mjss.2014.v5n16p175
- Englunda, T. R., Hedrick, V. E., Duffeya, K. J., & Kraack, V. I. (2020). Evaluation of integrated marketing communication strategies used for the fruits & veggies campaign in California and Virginia. *Preventive Medicine Reports*, 18, 101062. <https://doi.org/10.1016/j.pmedr.2020.101062>
- Fang, Y., Qureshi, I., Sun, H., McCole, P., Ramsey, E., & Lim, K. H. (2014). Trust, satisfaction, and online repurchase intention: The moderating role of perceived effectiveness of e-commerce institutional mechanisms. *MIS Quarterly*, 38(2), 407–427. <https://doi.org/10.25300/MISQ/2014/38.2.04>
- Ferdinand, A. T. (2014). *Structural equation modeling in management research*. BP Undip - Undip Press.
- Fourie, C. J., & Chimusoro, O. (2018). An examination of the relationship between supply chain management practices and business performance: A case analysis of a passenger rail company. *South African Journal of Industrial Engineering*, 29(2), 141–152. <https://doi.org/10.7166/29-2-1876>
- Garrett, R. P., Covin, J. G., & Slevin, D. P. (2008). Market responsiveness, top management risk taking, and the role of strategic learning as determinants of market pioneering. *Journal of Business Research*.
- Gonzalez, G. R., Claro, D. P., & Palmatier, R. W. (2014). Synergistic effects of relationship managers' social networks on sales performance. *Journal of Marketing*, 78(1), 76–94. <https://doi.org/10.1509/jm.11.0431>
- González-Valiente, C. L., & Pacheco, J. (2017). Rethinking the information dimension of marketing. *Biblios: Journal of Librarianship and Information Science*, 66, 20–35. <https://doi.org/10.5195/biblios.2017.287>
- Hajli, N., & Lin, X. (2016). Exploring the security of information sharing on social networking sites: The role of perceived control of information. *Journal of Business Ethics*, 133(1), 111–123. <https://doi.org/10.1007/s10551-014-2346-x>
- Homburg, C., Artz, M., & Wieseke, J. (2012). Marketing performance measurement systems: Does comprehensiveness really improve performance? *Journal of Marketing*, 76(3), 56–77. <https://doi.org/10.1509/jm.09.0487>
- Imam, G. (2011). Model persamaan bertingkat konsep dan aplikasi dengan program AMOS 210. *Semarang: Badan Penerbit Universitas Diponegoro*, ISBN: 979.704.233.2.
- Jung, H. J., Kim, H., & Oh, K. W. (2016). Green leather for ethical consumers in China and Korea: Facilitating ethical consumption with value–belief–attitude logic. *Journal of Business Ethics*, 135(3), 483–502. <https://doi.org/10.1007/s10551-014-2475-2>
- Kim, B., & Min, J. (2015). The distinct roles of dedication-based and constraint-based mechanisms in social networking sites. *Internet Research*, 25(1), 30–35. <https://doi.org/10.1108/INTR-11-2013-0253>
- Lazzari, F., & Slongo, L. A. (2015). The placebo effect in marketing: The ability of country of origin to modify product performance. *Brazilian Business Review*, 12(5), 39–56. <https://doi.org/10.15728/bbr.2015.12.5.3>
- Lee, J., Gillath, O., & Miller, A. (2019). Effects of self- and partner's online disclosure on relationship intimacy and satisfaction. *PLoS One*, 14(3), 1–35. <https://doi.org/10.1371/journal.pone.0212186>
- Li, S., Jaharuddin, N. S., & Sroka, W. (2021). Influences of background factors on consumers' purchase intention in China's organic food market: Assessing moderating role of word-of-mouth (WOM). *Cogent Business & Management*, 8(1), 1–26. <https://doi.org/10.1080/23311975.2021.1876296>
- Liang, L. I., Yongyue, Z. H. U., & Chanwook, P. (2018). Leader–member exchange, sales performance, job satisfaction, and organizational commitment affect turnover intention. *Social Behavior & Personality: An International Journal*, 46(11), 1909–1922. <https://doi.org/10.2224/sbp.7125>
- Manickam, S. A., & Sriram, B. (2013). Modeling the impact of marketing information on consumer buying behavior in a matured marketing environment: An exploratory study of the middle east consumers. *Journal of Promotion Management*, 19(1), 1–16. <https://doi.org/10.1080/10496491.2012.715127>
- Maroofi, F., Sadegh, F., Sadegh, G., & Fathi, D. (2011). Adaptive selling behavior in Iran automobile sales representatives. *International Journal of Academic Research*, 3(2), 225–230. Retrieved from <https://research.uok.ac.ir/~fmaroofi/en/ViewResearchEn.aspx?ResearcherID=19480>

- Milovanovic, M. B., Primorac, D., & Geran, K. (2016). Two dimensional analysis the influence of strategi net-working on entrepreneurial and business perfor-mance among SMEs. *Duodimejska Analiza Utjecaja Umrezavanja*, 23(1), 247–255.
- Moharam, O. M., & Shawky, A. Y. (2012). Measuring the effects of personalized integrated marketing com-munication tools on the consumers' intention to purchase credit cards in the private banking sector in Egypt. *American Academic & Scholarly Research Journal*, 4(5). <https://www.semanticscholar.org/paper/Measuring-the-Effects-of-Personalized-Integrated-on-Moharam-Shawky/9565f76fd54c7aa914dc93c13955666bcf82314c>
- Mostert, P. G., Steyn, T. F. J., & Mentz, M. H. (2017). Relationship intention and customer satisfaction as predictors of South African Smes' loyalty towards a risk financier. *Journal of Global Business & Technology*, 13(1), 11–24. Retrieved from <http://search.ebscohost.com/login.aspx?direct=true&db=egs&AN=136139792&site=ehost-live>
- Nuryakin,, & Ardyan, E. (2018). SMEs' marketing perfor-mance: The mediating role of market entry capabil-ity. *Journal of Research in Marketing and Entrepreneurship*, 20(2), 122–146. <https://doi.org/10.1108/JRME-03-2016-0005>
- O'Sullivan, D., & Abela, A. V. (2007). Marketing perfor-mance measurement ability and firm performance marketing. *Journal of Marketing*, 71(2), 79–93. <https://doi.org/10.1509/jmkg.71.2.079>
- An odyssey into virtual worlds: Exploring the impacts of technological and spatial environments on intention to purchase virtual products. (2011). *MIS Quarterly*, 35, 789–810. <https://doi.org/10.2307/23042809>
- Paramita, P., Zheng, Z., Haque, M. M., Washington, S., Hyland, P., & Marchiori, M. (2018). User satisfaction with train fares: A comparative analysis in five Australian cities. *PLoS ONE*, 13(6), 1–26. <https://doi.org/10.1371/journal.pone.0199449>
- Paschal, A. U., & Eid, R. (2011). Integrating internal cus-tomer orientation, internal service quality, and cus-tomer orientation in the banking sector: An empirical study. *The Service Industries Journal*, 31(14), 2487–2505. <https://doi.org/10.1080/02642069.2010.504822>
- Phillips, M., McFadden, D. T., & Sullins, M. (2010). How effective is social networking for direct marketers? *Journal of Food Distribution Research*, 41(1), 96–100.
- Poot, A. J., Wopereis, D. M., Den Elzen, W. P. J., Gussekloo, J., Blom, J. W., & Van Bogaert, P. (2019). Changes in patient satisfaction related to their per-ceived health state during implementation of improved integrated care for older persons. *PLoS ONE*, 14(5), 1–11. <https://doi.org/10.1371/journal.pone.0216028>
- Porcu, L., Barrio-Garcia, S. D., Alcantara-Pilar, J. M., & Crespo-Almendros, E. (2017). Do adhocracy and market cultures facilitate firm-wide integrated mar-keting communication (IMC)? *International Journal of Advertising*, 36(1), 121–141. <https://doi.org/10.1080/02650487.2016.1185207>
- Porcu, L., Barrio-Garcia, S. D., Kitchen, P. J., & Tourkyd, M. (2020). The antecedent role of a collaborative vs. a controlling corporate culture on firm-wide integrated marketing communication and brand performance. *Journal of Business Research*, 119, 435–443. <https://doi.org/10.1016/j.jbusres.2019.10.049>
- Qianpin, L. (2010). Exploring the relationship between customer-related measures and shareholder value. *Publication Info: Social Behavior and Personality*, 38 (5), 647–656.
- Raju, J. S., & Roy, A. (2000). Market Information and Firm Performance. *Management Science*, 46(8), 1075–1084. <https://doi.org/10.1287/mnsc.46.8.1075.12024>
- Rasa, A. (2012). Impact of relational capital management on firm performance. *Abasyn Journal of Social Science*, 6(1).
- Sawafteh, D. (2020). The effectiveness of electronic inte-grated marketing communications on customer purchase intention of mobile service providers: The mediating role of customer trust. *Journal of Sustainable Marketing*, 1(1), 47–61. www.luminousin sights.net/journals/josm
- Shkee, A. S., & Awang, Z. (2019). The impact of marketing information system components on organizational decision making: A case of Jordanian five star hotels. *International Review of Management and Marketing*, 9(6). <https://doi.org/10.32479/irmm.8873>
- Smirnova, M., Naude, P., Hennerberg, S. C., Mouzas, S., & Kouchtch, S. P. (2011). The impact of marketi orien-tation on the development of relational capabilities and performance: The case of Russian industrial firms. *Industrial Marketing Management*, 40(4), 44–53. <https://doi.org/10.1016/j.indmarman.2010.09.009>
- Syam, N., Hess, J. D., & Yang, Y. (2016). Can sales uncer-tainty increase firm profits. *Journal of Marketing Research*, 33(2), 199–206. <https://doi.org/10.1509/jmr.13.0506>
- Tawinunt, K., Phimonstathien, T., & Fongsuwan, W. (2015). Service quality and customer relationship manage-ment affecting customer retention of longstay tra-vellers in the Thai tourism industry: A sem approach. *International Journal of Arts & Sciences*, 8(2), 459–477. Retrieved from <https://search.proquest.com/openview/ab698719082bd800a5097f82af1480ce/1?pq-origsite=gscholar&cbl=626342>
- Tayles, M., Pike, R. H., & Sofian, S. (2007). Intellectual capital, management accounting practice and cor-porate performance. *Accounting, Auditing, & Accountability Journal*, 24(4), 522–548. <https://doi.org/10.1108/09513570710762575>
- Udayana, I. B. N., & Farida, N. (2021). The role of customer networking capability effectiveness in enhancing the salespeople's performance in small and medium enterprises. *ASEAN Marketing Journal*, 12(2), 134–144. <https://doi.org/10.21002/amj.v12i2.12903>
- Udayana, I. B. N., Farida, N., & Ardyan, E. (2019). Selling relationship quality to increase salesperson perfor-mance in the pharmacy industry. *International Journal of Services and Operations Management*, 33 (2), 262–285. <https://doi.org/10.1504/IJSOM.2019.100289>
- Vasić, N., Kilibarda, M., & Kaurin, T. (2019). The influence of online shopping determinants on customer sat-isfaction in the Serbian market. *Journal of Theoretical & Applied Electronic Commerce Research*, 14(2), 70–89. <https://doi.org/10.4067/S0718-18762019000200107>
- Veenraj, P., & Ashok, J. (2014). Mpaact of shopper market-ing on purchase decisions of information technology devices for personal use by Indian consumers. *Journal of Theoretical and Applied Information Technology*, 64(3).
- Vij, S., & Farooq, R. (2015). The relationship between learning orientation and business performance: Do smaller firms gain more from learning orientation? *Journal of Knowledge Management*, 8(4). <https://doi.org/29J-2015-10-01-01>
- Wang, X., Wang, G., & Hou, W. C. (2016). Effects of emotional labor and adaptive selling behavior on job performance.

- Social Behavior and Personality*, 44(5), 801–814. <https://doi.org/10.2224/sbp.2016.44.5.801>
- Yamoah, F. A. Y., Duffy, R. P., Feame, A., & Fearne, A. (2016). Towards a framework for understanding fairtrade purchase intention in the mainstream environment of supermarkets. *Journal of Business Ethics : JBE*, 136(1), 181–197. <https://doi.org/10.1007/s10551-014-2509-9>
- Yao, Q., Yao, R., & Cai, G. (2013). How internal marketing can cultivate psychological empowerment and enhance employee performance. *Social Behavior And Personality*, 41(4), 529–538. <https://doi.org/10.2224/sbp.2013.41.4.529>
- Yu, Z., Klongthong, W., Thavorn, J., Ngamkroekjoti, C., & Gupta, M. (2021). Understanding rural Chinese consumers' behavior: A stimulus–organism–response (S-O-R) perspective on Huawei's brand loyalty in China. *Cogent Business & Management*, 8(1), 1–20. <https://doi.org/10.1080/23311975.2021.1880679>
- Yua, Y., & Huob, B. (2019). The impact of relational capital on supplier quality integration and operational performance. *Total Quality Management*, 30(11), 1282–1301. <https://doi.org/10.1080/14783363.2017.1366265>
- Zhu, D. H., & Chang, Y. P. (2015). Effects of interactions and product information on initial purchase intention in product placement in social games: The moderating role of product familiarity. *Journal of Electronic Commerce Research*, 16(1), 1–13.



© 2021 The Author(s). This open access article is distributed under a Creative Commons Attribution (CC-BY) 4.0 license.

You are free to:

Share — copy and redistribute the material in any medium or format.

Adapt — remix, transform, and build upon the material for any purpose, even commercially.

The licensor cannot revoke these freedoms as long as you follow the license terms.

Under the following terms:

Attribution — You must give appropriate credit, provide a link to the license, and indicate if changes were made.

You may do so in any reasonable manner, but not in any way that suggests the licensor endorses you or your use.

No additional restrictions

You may not apply legal terms or technological measures that legally restrict others from doing anything the license permits.



Cogent Business & Management (ISSN: 2331-1975) is published by Cogent OA, part of Taylor & Francis Group.

Publishing with Cogent OA ensures:

- Immediate, universal access to your article on publication
- High visibility and discoverability via the Cogent OA website as well as Taylor & Francis Online
- Download and citation statistics for your article
- Rapid online publication
- Input from, and dialog with, expert editors and editorial boards
- Retention of full copyright of your article
- Guaranteed legacy preservation of your article
- Discounts and waivers for authors in developing regions

Submit your manuscript to a Cogent OA journal at www.CogentOA.com

