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An Interpretative Structural Model of Market Orientation in Textile Industry

Shiva Savabieh[1], Shahnaz Nayebzadeh[2*], Ramin Abghari[3], Seyedhasan Hataminasab[4]

1. PhD in Business Management, Department of Management, Yazd Branch, Islamic Azad University, Yazd, Iran
2. Professor, Department of Management, Yazd Branch, Islamic Azad University, Yazd, Iran
3. Associate Professor, Department of Textile Engineering, Yazd Branch, Islamic Azad University, Yazd, Iran
4. Assistant Professor, Department of Management, Yazd Branch, Islamic Azad University, Yazd, Iran

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Abstract

Given the scarcity of quantitative and qualitative research in textile marketing management, the present study aimed to identify the significant global indicators in the last decade. To this end, an interpretative structural model was developed in the textile industry using a mixed-method study. In the first phase, more than 63 articles related to the subject of marketing in the field of the textile industry were selected and reviewed via conducting a systematic literature review. In the first phase, more than 63 articles related to the subject of marketing in the field of the textile industry were selected and reviewed via a systematic literature review. In the second phase, the Interpretive Structural Modeling (ISM) method was performed to identify the relationship among these indicators by evaluating them, obtaining interaction among trends and variables, and establishing the final model. The present model indicated that the factors affecting market orientation (i.e., the components of competitive performance variables, financial performance, organizational structure, dynamics among organizational units, comprehensive quality management, tendency to learn, tendency to entrepreneurship, strategic management of human resources, innovation ability, marketing ability, information and communication capability, competition structure, and business strategy) had high driving power and dependence. The results revealed that the performance of organizations in the market depends on the improvement of these components.

Keywords: Market Orientation, Interpretive Structural Model, Textile Industry.

1. Introduction

Markets, intense competition, access to mass information, and ever-increasing power of customers, the markets need dynamic companies, production organizations, and service institutions more than before.

** Corresponding author. *E-mail address: snayebzadeh@gmail.com*

Companies that play a significant role in globalization and economics can continuously monitor the market, customers, and competitors [1]. They are also able to respond appropriately to all market players to improve the company's performance [2]. Faced with the complex and changing market environment, formulating a good marketing strategy, creating personalized brand qualities, and precisely meeting the personalized requirements of the target group is the way to the development of the current apparel enterprises [3]. Accordingly, a need has been raised to discover the best business models based on the application of marketing or market orientation concepts [4]. Market orientation is a knowledge-based resource supporting new product development processes and resulting in superior new product performance outcomes [5]. Market orientation can be useful to guide the goals, strategies and business plans and improve the possibility to achieve superior performance and a larger share of the provided market [6]. With the advent of market orientation in recent years, organizational culture has been strongly viewed as a key factor in achieving superior performance. Market orientation arguably manifests itself through the generation and dissemination of market intelligence across all business functions; Therefore, it is a key element to provide customers with superior value through the continuous development of an enhanced product, and in turn brings superior performance to the enterprises [7]. Benefits of making profits from this knowledge include: generating rich sources of ideas for growth and developing facilitative innovation in products and processes [8]; committing employees to continuously create superior value for customers [9]; developing a better comprehension of customer needs, competitive structure, and general business environment [10]; providing an appropriate situation to identify the hidden needs of customers and thus increasing the success rate of new products [11]; and enlarging the role of customers in planning and implementing market strategies [12]. Considering the effective role of market orientation in today's competitive environment, managers are required to pay close attention to marketing and its approaches. In this regard, the textile industry is among the major fields that can employ this effective concept to develop its performance. The textile industry, one of the ancient leading professions, has changed into the largest consumer of foreign clothing due to the indiscriminate import of clothes and lack of attention to customers' tastes. Textile activities are among the industries closely related to other economic measures, such as spinning, weaving, dyeing, etc. Systematic coordination should be observed among these sectors to deliver the final product (i.e., clothing) to the end consumer. In traditional sales, due to the lack of transfer of information attributed to the consumers' tastes to the production section, another challenge was reflected, leading to the society's lack of acceptance of domestic products and imports.

Given the diversity of customers' needs and tastes, the need to satisfy them, the high rate of consumption of imported goods by Iranians and their conversion to foreign clothing, manufacturers are obliged to consider their competitors and their policies in order to avoid further losses in the market of Iran. So, market orientation, relying on customer orientation, competition orientation, and coordination can be considered the missing loop in the cycle of successful marketing. As a result of examining the influential factors in the field of market orientation, the present study aimed to help business managers benefit from market knowledge to gain a competitive advantage.

2. 2. Theoretical foundations and research background

Market orientation is an organizational culture based on knowing customers, competitors, and other factors affecting the market. According to Narver and Slater [13], market orientation improves performance and represents an organizational atmosphere that effectively promotes the behaviors necessary to produce superior value [14]. The importance of marketing is in facilitating a better comprehension of the customers' needs and demands, the competitors' abilities and strategies, as well as the demands of the distribution channels. As a consequence of effective marketing, managers can allocate resources optimally based on market information and data. Market orientation is well known as one of the main concepts of marketing, conceived as an important

feature of organizational culture in companies and studied in thousands of scientific articles during these years [15]. We reviewed market orientation in the literature and found the following most comprehensive definitions.

"A company is market-oriented when all its actions, as well as strategic and operational decisions, are based on the information obtained from the market. In other words, the company takes integrated measures based on this intelligence". [16].

"Market orientation is a company's actions to understand the current and future needs of the customer, obtain knowledge about the competitors, and disseminate information among the departments and the organization's response based on this information [17].

“Market orientation is defined as a business culture that effectively and efficiently creates the necessary behaviors to offer superior value to customers. It consists of three cultural components of customer orientation, competitor orientation, and inter-task coordination as well as two decision criteria of long-term focus and profitability as its main components” [13].

Market orientation in the form of a behavioral approach [18-19-20], with an emphasis on cultural infrastructure [21-22], as a type of attitude [23-24-25-26], or as a capability [27-28-29], includes all efforts to operationalize it. A review of the numerous studies on market orientation shows that this concept, both as an organizational culture and as a set of activities and measures, is a way to improve organizational performance through customer satisfaction and continuous monitoring of market forces, including competitors.

3. **Experimental**

3.1. Materials and method

The present research was carried out based on the interpretive paradigm and followed the sequential mixed research design [30]. Initially, related literature and documents were selected, including published articles and research indexed in the web of science database as available samples. Followed by conducting a systematic review and access to articles associated with the study topic, all selected studies underwent qualitative content analysis with concerning the research topic, problem, goals, and questions. Through content analysis, as a documentary method dealing with the systematic, objective, quantitative, and generalizable review of the communicated concepts, the explicit and hidden meanings and contents of the messages were examined by the research team members [31]. Then, we coded the derived concepts and classified the similar d under the same subcategories, and subcategories were abstracted into 14 main categories using the NVIVO software.

In the quantitative phase of the research, interpretive structural modeling was employed to prioritize and measure the impact of each variable on the other variables. Interpretive Structural Modeling (ISM) can represent findings graphically [32] and consists of seven steps suitable in complex models where the number of studied dimensions and factors increases.

3.2. Design of the Experiment

In the first step, ISM prepared a list of variables related to the research problem or topic [33]. These variables were obtained by administering questionnaires, asking a panel of pundits, or reviewing the related literature.

The second step aimed to obtain the structural matrix of the internal relations among the variables mentioned in the matrix’s row and column, respectively. The two-by-two relations of the variables were specified by the following symbols represented in table 1[34].

Table 1. Conceptual relations in forming a structural matrix of the variables' internal relations

Symbol	Meaning
V	I leads to j
A	J leads to I
X	Bidirectional relationship
O	No relationship

In the third step, the target was to obtain the reachability matrix achieved by converting symbols of the structural matrix of the internal relationships among variables into zero/ one format. These rules are stated in table 2[35].

Table 2. Conversion of the conceptual relationships into numbers

Symbol	I to j	J to I
V	0	0
A	0	1
X	1	1
O	0	0

Fourth step: Having obtained the primary reachability matrix, its internal consistency was established. To adapt the accessibility matrix, this was raised to the power of k+1 (K≥1), so that a stable state was established (MK=MK+1). As a result, some factors were changed from zero to one, represented as *1. Of course, the matrix exponentiation operation should obey the Boolean rule,

which is doable with MATLAB.1=1+1 1=1*1

In the next step, the reachability and the antecedent sets were determined for each variable. The reachability set of each variable included the variables that could be reached through this variable while the antecedent set consisted of the variables that could be reached through them [36]. After determining the antecedent and reachability sets and the common factors, the level of the variable must be determined. In the first table, a highest-level variable was observed whose reachability rate and common factors were completely similar. After determining these variables, they were removed from the table, and the next table was designed with the remaining variables. In the second table, similar to the first one, the second level variable was specified, and this process continued until the levels of all variables were determined [37].

In the sixth step, the variable relationships and levels were determined and presented in the form of a model. To do this, the variables were first adjusted in terms of their level from top to bottom. Based on the obtained matrix sorted by levels, the structural model was drawn according to nodes and lines. In the final step, the model was analyzed to identify and analyze the variables' power of driving and dependence. In this analysis, the variables were divided into four categories according to their power of driving and dependence:

The first category included "autonomous variables" with weak driving power and dependence. These variables are relatively unrelated to the system and have little or weak connections with the system. "Dependent variables" were the second category with low driving power but strong dependence. The third category consisted of "relational variables" with great driving and dependence power. These variables are non-static because any change in them can affect the system, and, as a result, the system feedback can change these variables. The last category was the "independent variables" with strong driving power but weak dependence [38].

4. RESULTS AND DISCUSSION

4.1. Findings of the qualitative phase

First, all articles and publications (n=63) on market orientation in the textile sector were systematically viewed. A content analysis was then performed and NVIVO software was used to identify 14 variables related to market orientation. These variables had the highest frequency in the published articles (Table 1, Figure 3).

Table 3. Variables and their indicators based on the literature

Row	Identified variable	Related Indicators	Reference
1	Market orientation	Customer orientation/competition orientation / inter-task coordination	[39]
2	Tendency to learn	Commitment to learning/shared vision/open mindedness	[40]
3	Tendency to entrepreneurship	Risk-taking / Being active / Creativity	[41]
4	Strategic Management of Human Resources	Flexible working schedule / employees' effective communication / training and development of human resources / services compensation/ management development / careful recruitment / equal employment opportunities	[42]
5	Innovatability	Product innovation/process innovation	[43]
6	Marketing ability	Product development/target market development/pricing/distribution channel/marketing communication	[44]
7	Information and communication capabilities	Website Services/Technology Adoption	[45]
8	Organizational Structure	formality/ expertise/ focus	[46]
9	Dynamics between organizational units	Conflict/Communication	[47]
10	Total Quality Management (TQM)	Data quality/ the role of senior management/ training/ process management/ strategy	[48]
11	The structure of competition	Intensity of competition/market turbulence/technological turbulence	[49]
12	Business strategy	Cost leadership/differentiation	[50]
13	Market performance	Customer satisfaction/relative market share	[51]
14	Competitive performance	Competitive Advantage	[52]
15	Financial performance	Profit/Sales	[53]

4.2. Findings of the quantitative phase

To carry out an interpretative structural modeling, a questionnaire consisting of 14 variables was prepared in a pairwise comparison form. The respondents, including ten industry and academic experts in marketing and textile, were asked to compare factors (two by two) and specify their relationship. Later, each component was

defined as a symbol in Table 4, and a self-interaction matrix was formed to evaluate the relationship between components of the tendency to market knowledge

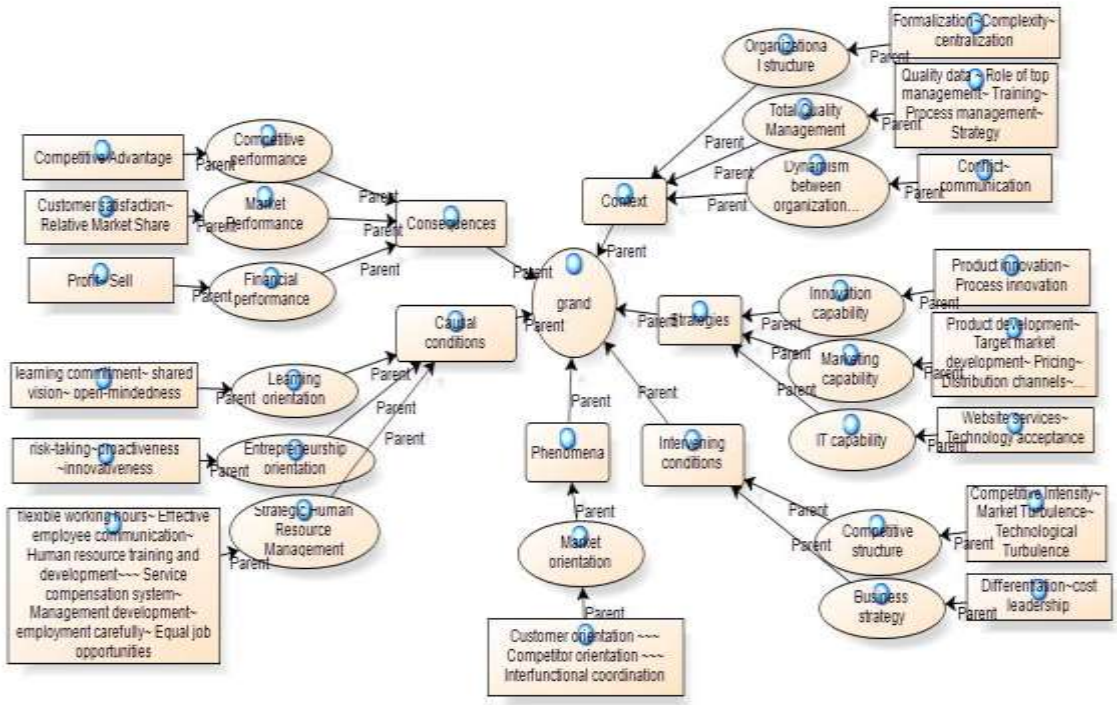

Figure 1. Components and indicators related to the market orientation of NVIVO software output (Figure number 1 is the output of the software and it is the same)

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Table 4. Symbols related to components

Row	Factor	Symbol	Row	Factor	Symbol
1	Market performance	C1	2	Competitive performance	C2
3	Financial performance	C3	4	Organizational Structure	C4
5	Dynamics among organizational units	C5	6	Total Quality Management	C6
7	Tendency to learn	C7	8	Tendency to entrepreneurship	C8
9	Strategic management of resources	C9	10	Innovatability	C10
11	Marketing ability	C11	12	Information and communication capabilities	C12
13	The structure of competition	C13	14	Business strategy	C14

Table 5. The initial reachability matrix

	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14
C1		A	A	A	A	A	O	O	A	O	O	O	A	O
C2			V	X	O	A	V	A	A	A	A	A	A	A
C3				X	O	A	O	V	O	O	O	V	V	V
C4					V	O	V	O	O	O	O	O	V	V
C5						X	A	O	O	V	O	A	O	A
C6							X	V	A	O	O	A	V	O
C7								O	O	O	O	A	V	O
C8									O	V	V	A	O	V
C9										V	V	V	V	X
C10											O	V	V	V
C11												A	A	X
C12													X	V
C13														A
C14														

Table 6. Final reachability matrix

	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14
C1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
C2	1	1	1	1	1*	1*	1	1*	0	0	0	1*	1*	1*
C3	1	1*	1	1	1*	1*	1*	1	1*	1*	1*	1	1	1
C4	1	1	1	1	1	1*	1	1*	1*	1*	1*	1*	1	1
C5	1	1*	1*	0	1	1	1*	1*	0	1	0	1*	1*	1*
C6	1	1	1	1*	1	1	1	1	0	1*	1*	1*	1	1*
C7	1*	1*	1	1*	1	1	1	1*	0	1*	1*	1*	1	1*
C8	1*	1	1*	1*	1*	0	1*	1	1*	1	1	1*	1*	1
C9	1	1	1*	1*	1*	1	1*	1*	1	1	1	1	1	1
C10	1*	1	1*	1*	1*	1*	1*	1*	1*	1	1*	1	1	1
C11	1*	1	1*	1*	1*	0	1*	1*	1*	0	1	0	1*	1
C12	1*	1	1*	1*	1	1	1	1	1*	1*	1	1	1	1
C13	1	1	1*	1*	1*	1*	1*	1*	0	0	1	1	1	1*
C14	1*	1	1*	1*	1	1*	1*	1	1	1*	1	1*	1	1

Table 7. Determination of the model levels

Level	Common set	Initial set	Reachability set	
5	1	1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , 10 , 11 , 12 , 13 , 14	1	**C1**
4	2 , 3 , 4 , 5 , 6 , 7 , 8 , 12 , 13 , 14	2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , 10 , 11 , 12 , 13 , 14	1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 12 , 13 , 14	**C2**
1	2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , 10 , 11 , 12 , 13 , 14	2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , 10 , 11 , 12 , 13 , 14	1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , 10 , 11 , 12 , 13 , 14	**C3**
1	2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , 10 , 11 , 12 , 13 , 14	2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , 10 , 11 , 12 , 13 , 14	1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , 10 , 11 , 12 , 13 , 14	**C4**
4	2 , 3 , 5 , 6 , 7 , 8 , 10 , 12 , 13 , 14	2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , 10 , 11 , 12 , 13 , 14	1 , 2 , 3 , 5 , 6 , 7 , 8 ,10 , 12 , 13 , 14	**C5**
2	2 , 3 , 4 , 5 , 6 , 7 , 10 , 12 , 13 , 14	2 , 3 , 4 , 5 , 6 , 7 , 9 , 10 , 12 , 13 , 14	1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 10 , 11 , 12 , 13 , 14	**C6**
2	2 , 3 , 4 , 5 , 6 , 7 , 8 , 10 , 11 , 12 , 13 , 14	2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , 10 , 11 , 12 , 13 , 14	1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 10 , 11 , 12 , 13 , 14	**C7**
3	2 , 3 , 4 , 5 , 7 , 8 , 9 , 10 , 11 , 12 , 13 , 14	2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , 10 , 11 , 12 , 13 , 14	1 , 2 , 3 , 4 , 5 , 7 , 8 , 9 , 10 , 11 , 12 , 13 , 14	**C8**
1	3 , 4 , 8 , 9 , 10 , 11 , 12 , 14	3 , 4 , 8 , 9 , 10 , 11 , 12 , 14	1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , 10 , 11 , 12 , 13 , 14	**C9**
1	3 , 4 , 5 , 6 , 7 , 8 , 9 , 10 , 11 , 12 , 14	3 , 4 , 5 , 6 , 7 , 8 , 9 , 10 , 11 , 12 , 14	1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , 10 , 11 , 12 , 13 , 14	**C10**
3	3 , 4 , 7 , 8 , 9 , 11 , 12 , 13 , 14	3 , 4 , 6 , 7 , 8 , 9 , 10 , 11 , 12 , 13 , 14	1 , 2 , 3 , 4 , 5 , 7 , 8 , 9 , 11 , 13 , 14	**C11**
1	2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , 10 , 12 , 13 , 14	2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , 10 , 12 , 13 , 14	1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , 10 , 11 , 12 , 13 , 14	**C12**
2	2 , 3 , 4 , 5 , 6 , 7 , 8 , 11 , 12 , 13 , 14	2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , 10 , 11 , 12 , 13 , 14	1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 11 , 12 , 13 , 14	**C13**
1	2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , 10 , 11 , 12 , 13 , 14	2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , 10 , 11 , 12 , 13 , 14	1 , 2 , 3 , 4 , 5 , 6 , 7 , 8 , 9 , 10 , 11 , 12 , 13 , 14	**C14**

Figure 2 illustrates the interpretive structural model and the reachability-dependence model according to Table 6.

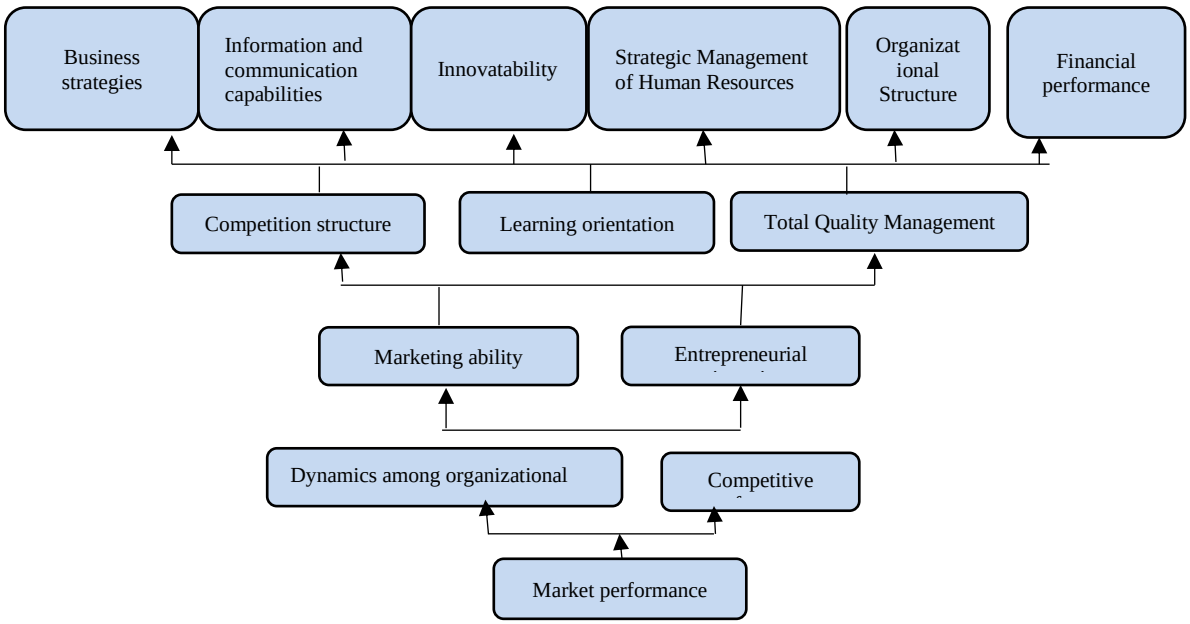

Figure 2. The structural-interpretive model of the study

Table8. The driving power- factors' dependency diagram

Linkage area of 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14							**Independent Region**						**14**
													13
													12
													11
													10
													9
													8
Dependent area							Autonomous Region						7
													6
													5
													4
1													3
													2
													1
14	13	12	11	10	9	8	7	6	5	4	3	2	1

According to the ISM, the fifth criterion or the last level (the lowest part of the graph) is related to the market performance, which has the most relevance and highest impact on the system. In other words, any change in market performance will transform the system. Therefore, when developing market orientation in organizations,

attention should be paid to their current market performance and the factors leading to the improvement of the organization's market performance. This component also affects the fourth-level components, including competitive performance and dynamics among organizational units. The third level consists of entrepreneurial orientation and marketing ability, which not only influence the components of the fourth level but also are effective on the components of the second level, including comprehensive quality management, a tendency to learn, and the structure of competition. The components of financial performance, organizational structure, strategic management of human resources, innovation capability, information-technology capability, and business strategies are placed at the first level of the graph. These are dependent on other system factors, and have less effectiveness. The influence and dependence values of the final achievement matrix were used, to draw the influence-dependence power diagram (Figure 3).

Based on the results, great driving and dependence powers were observed among the components of competitive performance, financial performance, organizational structure, dynamics among organizational units, comprehensive quality management, tendency to learn, the tendency to entrepreneurship, strategic human resource management, innovation capability, marketing capability, information and communication capability, competition structure, and business strategy variables. So, organizations must examine the status of these variables to benefit from the tendency to market knowledge. Moreover, the performance variable placed in the dependent area had a weak influence but a strong dependence on the promotion of other variables in the organization.

5.Conclusion

In today's turbulent world of rapid business changes, organizations have no choice but to continuously learn and be sensitive to all the influential factors in the internal and external environments of their organization. They also should recognize, respond, and take quick and timely actions regarding opportunities and threats. Lack of enough attention to the world of competition will not lead to any result other than losing business opportunities. Any measures taken to survive and remain durable in this competitive world require paying attention to the available experiences in that business and providing business managers and owners with the needed material, labor, informational, and technological capital. Iran's fashion and clothing industry, as one of the critical factors in the country's economy, has also faced this problem. Domestic consumers' interest in foreign clothing, clothing smuggling imports to Iran, the ban on domestic clothing abroad, and many other restrictions have put this growing industry in a state of stagnation. Thus, we attempted to provide useful information to researchers and managers by examining the concept of market orientation concerning its effect on performance. The interpretive structural model of prioritization was investigated and compared with previous models. Based on the findings, the model presented in this research is a comprehensive model with a multiple-process approach, which addresses the factors and consequences of market orientation, illuminates the relationships between its variables, and resolves the shortcomings of past research that only dealt with limited dimensions in this fieldBased on the findings, businesses are recommended to use the hierarchical view of the interpretive structural model. They should consider the significance of each component in their organization to improve their overall performance and competitive advantages. According to the first level in the obtained interpretive structural model, manufacturing textile companies capable of making innovations in their production process and products can improve their business strategies and financial performance. The reduction of formality in the organization, specialization of employees, and the reduction of concentration in decision-making will make employees express their creativity and create organizational innovation. In this regard, the availability of information and communication capabilities makes organizations aware of environmental crises, which helps them to react more appropriately using the strategic management system of human resources.

In the second level, the organizations’ tendency to learn makes them act differently and competitively in competitive conditions, such as market and technological turbulences, because the organizations’ source of

sustainable competitive advantage in the long term is learning faster than competitors. If an organization can achieve this, it will be more effective and efficient than other competing organizations. A learning organization is an organization that takes over and manages all the intellectual power, knowledge, and experience of the organization to create changes and make continuous improvements in the direction of development.

In the third level, with proper training and learning, employees can express their creativity and perform more actively in critical situations, indicating that employees are entrepreneurs. Entrepreneurship can be considered an influential factor in stimulating and encouraging the sense of competition, combining and preparing production necessities, organizing resources and using them effectively, integrating and communicating among markets, removing defects, gaps, and bottlenecks in the market and society, reducing administrative bureaucracy (reducing sitting behind the table and encouraging pragmatism, etc.), national transforming, revitalizing, and recognizing, expanding new markets, innovating and smoothening changes, and making balance in a dynamic economy.

In the fourth level, organizations with previous capabilities. such as organizational learning and entrepreneurship, not only use innovation and communication capabilities but also reduce conflicts in their organization by improving interdepartmental communication. It creates a competitive advantage and performance for them to express themselves.

In the last level, market performance indicates a company's success in providing value for its different parts, which requires possessing the previous levels. Finally, market performance makes companies achieve their business goals. Companies with acceptable performance provide value over time. However, this does not happen in companies with unfavorable performance.

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