



The Role of Marketing Effectiveness in Improving Performance.

A Field Study of CPA Bank in Biskra, Algeria.

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Abstract

This study delves into the analysis of the impact of marketing activities on improving marketing performance at Bank CPA's Biskra branch. It begins with a theoretical examination of the research variables and subsequently translates them into practical applications within the bank's context. The study relied on a random sample of Bank CPA employees. Data collection was conducted through a designed questionnaire for the purposes of this study. After conducting various statistical tests, primarily using SPSS version 20, the study yielded several valuable results. These results revolved around the influence of reviewing marketing effectiveness in its different dimensions (customer philosophy, organizational integration, marketing information, strategic orientation) on the marketing activity within Bank CPA. It's worth noting a weaker influence of operational efficiency on marketing activity at the study's bank branch. The study also recommends the importance of enhancing proper scientific and practical practices for both the marketing effectiveness and marketing performance dimensions within most organizations. This can be achieved through raising awareness, training, education, and empowerment.

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- ✓ Keyword :Marketing performance, marketing activity, marketing effectiveness review, marketing review, operational efficiency

1. INTRODUCTION

It's essential to mention the economic environment surrounding banks and its impact on their operations, particularly the economic policies adopted in each country, whether advanced or developing. Reviewing marketing effectiveness is a relatively modern concept in the field of marketing, but it does not deviate from the general concept of control and, more specifically, strategic control. Marketing is no longer limited to promoting profit-oriented products, including marketing concepts; it now extends to almost all aspects of life, including ideas and beliefs. Many organizations realize that their marketing performance needs significant review and improvement, but most of these organizations do not know how to accomplish this. This is what the marketing effectiveness review aims to address.

2. Research Problem:

Based on the above, the research problem can be formulated as follows:

How does marketing effectiveness influence performance at Bank CPA, Biskra Branch?

3. Study Hypotheses:

3.1 Primary Hypothesis: Based on the research problem and its questions, we have formulated the following primary hypothesis:

Reviewing marketing effectiveness affects marketing performance at the Algerian People's Credit Bank (Bank CPA) in Biskra.

3.2 Secondary Primary Hypothesis:

Reviewing marketing effectiveness in its different dimensions affects marketing performance at the Algerian People's Credit Bank (Bank CPA) in Biskra.

The primary hypothesis includes the following sub-hypotheses:

Sub-Hypothesis 1: Customer philosophy affects marketing performance at the Algerian People's Credit Bank (Bank CPA) in Biskra.

Sub-Hypothesis 2: Organizational integration for marketing affects marketing performance at the Algerian People's Credit Bank (Bank CPA) in Biskra.

Sub-Hypothesis 3: Marketing information affects marketing performance at the Algerian People's Credit Bank (Bank CPA) in Biskra.

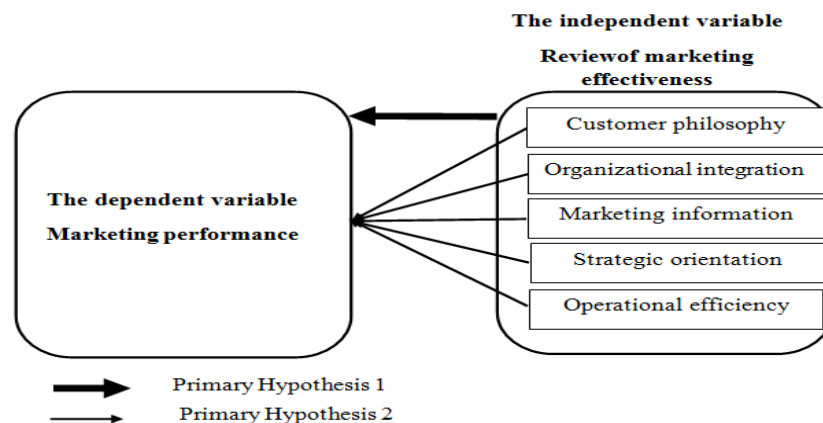
Sub-Hypothesis 4: Strategic orientation affects marketing performance at the Algerian People's Credit Bank (Bank CPA) in Biskra.

Sub-Hypothesis 5: Operational efficiency affects marketing performance at the Algerian People's Credit Bank (Bank CPA) in Biskra.

4. Study Model

To further address the study and achieve its objectives, an assumed model was adopted, consisting of two variables. The first variable is the independent variable represented by the review of marketing effectiveness, and the second variable is the dependent variable represented by marketing performance. Based on these variables, the following study model was formulated:

Figure (01): Study Model



Source: Prepared by the researcher.

5. Study Objectives:

- Define the concept of marketing review and its effectiveness.
- Examine the internal and external marketing environment of the organization and its alignment with marketing performance elements.
- Determine the importance of the relationship between marketing review effectiveness and marketing performance through the proper application of the dimensions of marketing review effectiveness.
- Assess the significance of marketing review effectiveness in improving the marketing performance of the bank.
- Deepen the correct understanding of the purpose of marketing review effectiveness and the importance of its implementation and the various elements that assist in that.
- Present and evaluate the intellectual and philosophical framework of the concept of marketing review as a modern administrative approach aimed at continuous development and improvement of organizational performance.
- Study the reality of the focus on the components of marketing review effectiveness at CPA Bank - Biskra Branch, measure its marketing performance, and make

appropriate recommendations to contribute to finding the necessary solutions to overcome any potential shortcomings and capitalize on the positives.

6. Study Significance:

It is worth noting that this study holds great significance in:

- The context of service organizations as a fundamental and controlling factor in enhancing their marketing performance.
- Emphasizing the modern concept of marketing review effectiveness as a distinctive scientific and philosophical foundation for the concepts of review and control, focusing on its objectives.
- Demonstrating the importance of marketing review as a comprehensive, systematic, and independent testing method for an organization's environment, objectives, strategies, and activities to identify problems, opportunities, and threats and determine the necessary actions to improve the organization's marketing performance.
- Enriching scientific research and academic studies in the Algerian university library in general, and in the University of Biskra in particular.

7. Marketing Performance:

Most institutions clearly focus on how to measure performance in general and marketing performance in particular. The initial interest and development of concepts for marketing performance emerged in the last century, with numerous empirical studies and theoretical concepts developed since then.

7.1 Concept of Marketing Performance:

The term "marketing performance" is used by marketing experts to describe and analyze the efficiency and effectiveness of the marketing process. This is

achieved by focusing on the alignment between the outputs of marketing activities and strategies and the desired objectives for those activities and strategies, as well as measuring marketing performance. (THABET, 2001, p. 216)

According to (AL-NAADJI, 2012, p. 11), marketing performance is defined as the organization's level of achieving its set objectives in the marketing plan, measured through two indicators:

- Sales growth.
- Market share.

In its simplest form, marketing performance represents "the intermediary between change and environmental adaptation, the development of a mechanism that enables the organization to adapt to external environmental variables to achieve its objectives" (al-ziouani, 2004, p. 111)

Marketing performance is also defined as a way for marketing professionals to describe and analyze the efficiency and effectiveness of the marketing process by aligning the outputs of activities and strategies with the desired objectives for those activities and strategies. It is measured by:

- Profitability index.
- Market share.
- Customer retention (hadi & laalaoui, 2020, p. 25)

Davis believes that marketing performance is an essential element for the success of an organization, and without it, organizations cannot evaluate their performance against competitors, let alone provide the necessary data for decision-making at various management levels. (benia & baali, 2020, p. 492)

Based on the above definitions of marketing performance, we can adopt the following definition:

Marketing performance represents the extent to which an organization can satisfy and meet the desires of its customers by offering products that align with their needs and expectations.

7.2 Measuring Marketing Performance

It involves continuous monitoring of the achievements of programs, activities, projects, or functions within the organization, recorded by the entity responsible for the smooth operation of the organization's programs (rezgui, 2019-2020, p. 99). The most common indicators for measuring marketing performance include:

7.2.1 Customer Satisfaction:

Achieving customer satisfaction leads to repeated purchasing, gaining new customers, and retaining customer loyalty to the organization's products, as well as increasing the organization's ability to develop and offer new products that exceed customer expectations.(al-kiki, 2010, p. 39)

7.2.2 Return on Investment (ROI):

ROI is an important indicator of marketing performance in terms of profitability and is used to measure the performance of the organization and its various branches in achieving profitability goals (Al-ghattamine, 1996, p. 154). ROI has several advantages, including being a common denominator that can be compared with many indicators in different aspects of the organization's operation.

7.2.3 Sales Growth:

Sales are dominant and essential performance indicators for organizations, whether in quantity or value. They represent one of the objectives of the marketing

program. There are two concepts of sales growth: sales probability, which is the maximum percentage probability of the market expected by a single company within specific industries, whether it is expected to increase or decrease, and sales predictions, which are the number of products that the organization expects to actually sell during a specific period and at a certain level of marketing activities. (al-louss, 2002, p. 40)

7.2.4 Market Share:

It is considered one of the most important indicators for any organization in general and for marketing performance in particular. Organizations are concerned with studying the impact of their market share on profits to ensure the overall use of available resources. Customers view market share as a sign of quality, its extent of acceptance and popularity, and the sustainability of its high quality. Organizations focus on analyzing market share and understanding its trends at the level of services or customers. There are several metrics for measuring market share, such as:

-Total market share for the organization, calculated using the following relationships

$$\text{MarketShare} = \frac{100 \times \text{the organization's sales within a specific time period}}{\text{the industry's sales during the same time period}}$$

- The relative market share is measured by comparing the organization's sales with the sales of the top three institutions in the same service industry, as shown in the following equation:

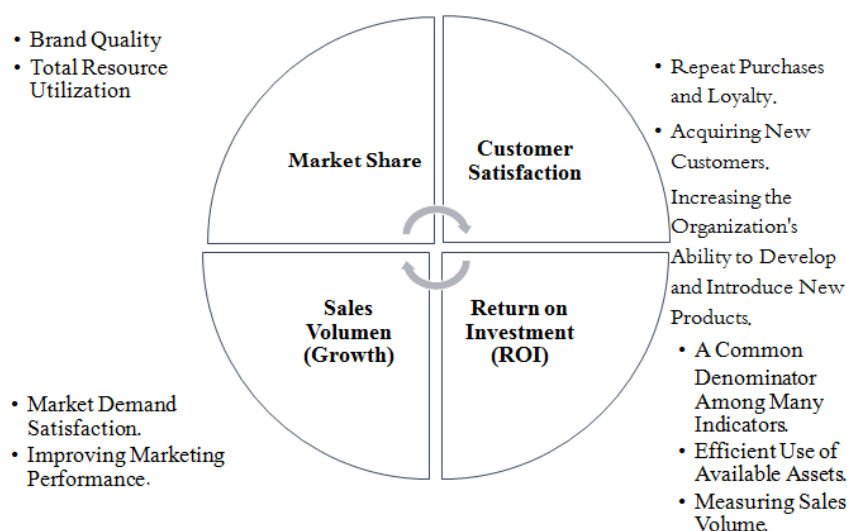
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$$= \frac{100 \times \text{the organization's sales within a specific time period}}{\text{The sales of the top three institutions in the industry during the same period}}$$

As mentioned earlier, we illustrate marketing performance indicators through the following figure:

Some organizations calculate relative market share by comparing their company's market share as a percentage of the sales of the leading organization in the industry. Research has confirmed the relationship between competitive orientation and market share, indicating that it is a good indicator of an organization's ability to compete and adjust its competitive position in the market. (chenai & mohssine, 2016, p. 670)

Figure No. (02): Marketing Performance Indicators



Source: Prepared by the researcher based on the theoretical literature of marketing performance measurement.

7.5 Dimensions of Marketing Performance

Marketing performance is considered a multi-dimensional process, with a focus on three fundamental indicators of marketing performance in marketing theoretical literature, which we summarize in this section.

Marketing performance is a multi-dimensional process that can be summarized in three dimensions(khalfi, p. 217):

Efficiency: This is the extent of success through which the organization's goals are achieved, measured by several methods, the most common being sales growth compared to competitors and market share.

Effectiveness: The ability to achieve operations and functions with the least possible cost while delivering the best possible performance and quality. It is measured using various methods, with the most common being realized profits and return on investment.

Adaptation: It is the organization's ability to positively interact with changes in the surrounding environment. It is measured through the success of the products offered by the organization in the markets and their success compared to the competitors' products, as well as the percentage of products introduced to the market during the same period.

8. Review of Marketing Effectiveness

The term "marketing effectiveness review" is characterized by the scarcity of studies addressing it and the limited definitions given to it. Here is an overview of the most important aspects that researchers have discussed regarding the review of marketing effectiveness.

8.1 Definition of Marketing Effectiveness Review:

Marketing effectiveness review is defined as: "**The organization's ability to achieve its marketing goals, control marketing costs, deepen its relationship with the target customer, and do so through real indicators that allow marketing**

managers to track, compare, evaluate, and review the marketing system. There is a need for organizational integration toward analyzing the market, planning, executing, and monitoring various marketing functions to achieve appropriate performance and long and short-term organizational plans."(bakhou, 2011-2012, p. 146)

8.2 Importance of Effective Marketing Review

The difference in experts' views on the definition of marketing effectiveness review is evidence of its importance. Its importance lies in (al-sairafi, 2009, p. 309):

- Achieving a comprehensive and wide-ranging vision internally and externally.
- Assisting in enhancing the coordination of marketing activities and updating its strategy before obsolescence breaks its success.
- Effective marketing review helps in providing the necessary proposals for drawing up future marketing plans.
- Effective marketing review enables the identification of weaknesses that the organization may be suffering from by reviewing its marketing strategy, comparing it with competitors' strategies, and analyzing the degree of consistency and internal alignment between activities and marketing functions.
- It allows for the evaluation of past and current practices of marketing activities, and the identification of expected future opportunities and threats.
- It helps identify the necessary actions to address deviations in marketing performance and is the appropriate tool for monitoring marketing opportunities and threats.

8.3 Marketing Effectiveness Objectives:

- Identifying the market, customer needs, and desires and reflecting these in the organization's interests in developing its marketing plans.

- Achieving appropriate performance and long and short-term organizational plans to reach the set objectives.
- Developing cost-effective and applicable marketing solutions through the organization's market position, financial position, and available human and financial resources.
- Seeking to solve problems through optimal utilization of available resources and capabilities.
- Providing a proposed plan for developing the organization's marketing performance and establishing a systematic approach for marketing control.
- Achieving organizational integration towards market analysis, planning, execution, and control of various marketing functions.

8.4 Dimensions of Marketing Effectiveness:

Effective marketing reflects both cost and customer efficiency and is represented in the form of grades that allow marketing managers to track, compare, and evaluate it. The dimensions of marketing effectiveness are represented through:

8.4.1 Customer Philosophy:

Management identifies market priorities, customer needs and desires, and reflects all of this in organizing the organization's interests, plans, and operations to serve the demands and needs of the target market. It also involves developing marketing plans for different market segments and reviewing the marketing system from sellers, distribution channels, competitors, customers, and the environment.

8.4.2 Organizational Integration of Marketing:

Represents different levels of integration in analyzing the market, planning, execution, and control of key marketing functions to achieve optimal performance

through conducting appropriate market research, developing products and customer needs, identifying purchases that are compatible with the market's nature and characteristics, and distribution methods to gain a larger market share compared to competitors. It also involves financial and cost accounting to determine the organization's profitability and solving problems through optimal utilization of available resources and capabilities.

8.4.3 Adequate Marketing Information:

Providing the necessary information in the appropriate quality and quantity for effective marketing implementation through market research and the most suitable studies to estimate customer needs, the nature of distribution channels, and competitors to determine actual sales and realized profits in various market segments. .(brahimi, 2023, pp. 126-130)

8.4.4 Strategic Orientation:

Strategic orientation is a specific approach by which an organization executes its plans to achieve superior performance compared to competitors. It is a specific approach that the organization applies to achieve superior and continuous performance in its operations (Gatignon & Xuereb, 1997, p. 81). Strategic orientation helps define the broad lines of the organization's strategy and is the main reason for the variation in performance levels among business organizations (Slater & Olson, 2001, p. 1062). Despite the initial use of the term "Strategic Orientation" dating back to the contributions of Miles and Snow in 1978 when they classified the strategic behaviors of organizations into prospectors, defenders, analyzers, and reactors, the first to use this term was Venkatraman in 1989 in his research published in the Journal of Management titled "Strategic Orientation of Business Organizations: Structure, Dimensions, and Measurement" as a tool for evaluating and measuring the main dimensions of strategy at the business level (djellab, 2013, p. 43).

8.4.5 Operational Efficiency:

1. Definition of Operational Efficiency:

Operational efficiency is defined as the relationship between the number of resources used and the results achieved by maximizing the outputs or reducing the quantity of inputs to reach a certain level of output. It is measured by the following ratio: Actual outputs / Maximum outputs from available resources. Operational efficiency consists of both technical efficiency and allocative efficiency. Technical efficiency is defined as the organization's ability to produce a certain level of outputs or products with the least number of resources (inputs), assuming the technological factor is constant. Allocative efficiency, on the other hand, is the way resources are optimally allocated to various alternative uses, taking into account the costs of their utilization.(djaadi & solaimanne, 2013, p. 160)

The concept of efficiency is consistent in other economic organizations, and the fundamental basis remains the optimal utilization of available resources. Differences arise in the methods of measuring efficiency, which are often considered quite complex. This complexity can be attributed to the nature of organizational activities and the challenges of defining inputs and outputs. Organizations with high efficiency can address all constraints and price fluctuations, especially in the banking market. This means measuring efficiency in terms of total costs (both technical and allocative) and profits. Achieving operational efficiency through optimal utilization of human and material resources as well as cost reduction by achieving economies of scale and scope in the product delivery process is essential for banking and financial institutions.(moulah, 2011, p. 03)

Operational efficiency also represents the optimal use of human and material resources, enabling organizations to achieve a balanced management of financial flows and transactions. To achieve this, it's essential to have an effective monitoring system in place, along with a highly organized management structure and task division at all levels within the bank. Effective management aims to strike an optimal

balance between the bank's inputs and outputs, considering financial factors and cost calculations. Furthermore, operational efficiency plays a vital role in choosing the least-cost resource combination to produce and provide the maximum financial and banking services, especially in a highly competitive market. Here, the concept of competency-based management and objectives is crucial for reaching set strategies. The efficiency of the bank is influenced by the incentive systems in place and various factors such as technological advancements, the availability of managerial skills, and wage policies.(bouabdali & amman, 2016, p. 316)

9. The Impact of Marketing Effectiveness Review on Marketing Performance

In the following, we analyze the impact of each dimension of the marketing effectiveness review on marketing performance.

9.1 The Impact of Customer Philosophy on Marketing Performance:

The organization's understanding of market priorities, customer needs, desires, and the philosophy they follow in purchasing products or providing services reflects the organization's interests, operations, and marketing plans. This focuses the organization's attention on serving customer demands, satisfying customer desires, and the target market to achieve satisfaction with performance. This also involves developing marketing plans for different market segments and reviewing the marketing system concerning sellers, distribution channels, competitors, customers, and the environment.

9.2 The Impact of Organizational Integration on Marketing Performance:

Different levels of integration in analyzing the market, planning, execution, and control of key marketing functions contribute to achieving optimal performance. This is done through appropriate market research, product development to meet customer needs, determining purchases compatible with market nature, distribution

methods to gain a larger market share, financial and cost accounting to assess the organization's profitability, and problem-solving through optimal resource utilization.

9.3 The Impact of Marketing Information on Marketing Performance

Providing necessary information, whether related to customers, competitors, the market, or the internal and external environment in terms of quality and quantity, is essential for effective marketing through market research and suitable studies. This helps in assessing customer needs, the nature of distribution channels, competitors, determining actual sales and profits in various market segments, significantly contributing to improving an organization's marketing performance, regardless of its field of activity.

9.4 The Impact of Strategic Orientation on Marketing Performance:

Since strategic orientation reflects the organization managers' awareness of their organization's environment and their responses to environmental developments and changes, the contribution of the marketing process and its performance in determining the long-term organization strategies, plans, and goals is crucial. This is done by measuring the gap between actual performance and the planned performance and working to reduce it based on available resources and considering its financial aspects and cost calculations.

9.5 The Impact of Operational Efficiency on Marketing Performance:

Performance is defined as “the foundation through which the effectiveness of individuals, groups, and organizations can be judged. It involves achieving the organization's goals or objectives” (barbar, 2008, p. 172). Also, Lois Raymaand defines performance as the result, consisting of (chouikhi, 2002-2003, p. 26) : efficiency, effectiveness, productivity, and competitiveness.

Therefore, performance focuses on two fundamental aspects: efficiency in utilizing available resources and effectiveness in achieving the set results. Optimal use of various organizational resources, whether financial, material, human resources, etc., greatly influences its performance. Selecting marketing activities and handling them from a (cost-effective) perspective, continuously implementing them, and utilizing the available resources in rapid and effective organizational development contribute to improving and enhancing the marketing performance of the organization.

10. The Impact of Marketing Effectiveness Review on Marketing Performance in the Reality of BADR Bank in Biskra.

10.1 Study Population and Sample:

The study population consists of employees of CPA Bank in Biskra. To avoid bias in selecting the study sample, a simple random sample of 31 employees was chosen, and questionnaires were distributed to all of them.

10.2 Validity of the Study Tool:

The validity of the tool refers to the ability of the questionnaire to measure the variables designed for measurement. To ensure the validity of this study's questionnaire, the following approaches were used:

- Content validity or apparent validity: It was presented to employees and professors, and apparent validity was confirmed. The content of the research tool was found to be suitable for the study's purpose.
- Criterion validity: The criterion validity coefficient was calculated by taking the square root of the "Cronbach's Alpha" coefficient. The overall validity coefficient for the research tool was 0.874, which is a very high coefficient suitable for the study's purposes. Moreover, all validity coefficients for the research axes are high and valid for the intended purpose.

Table Number (01): Reliability and Validity Coefficients

Study Axes	Number of Statements	Reliability Coefficient	Validity Coefficient
First Axis: Review of Marketing Effectiveness	19	0.852	0.923
Second Axis: Marketing Performance	12	0.693	0.832
Overall Reliability and Validity of the Questionnaire	31	0.874	0.934

Source: Prepared by the researcher based on the outputs of SPSS.V 22 program.

Based on the statistics in the previous table, it is evident that the overall reliability coefficient is very high at 0.874. The reliability coefficients for the study's axes are also high, exceeding 60%, which is the minimum acceptable level in most studies. This indicates that all the questionnaire axes have a high level of reliability. Therefore, it can be said that this tool can be relied upon in field research, which is further supported by the validity coefficient, which exceeded 93%.

10.3 Testing the Normal Distribution

In order to test whether the data follows a normal distribution or not, the Kolmogorov-Smirnov test was calculated, and the results are shown in the following table:

Table Number (02): Normal Distribution Test

The variable	Z Value	Significance Level
Marketing Effectiveness Review	1.172	0.128
Marketing Performance	0.651	0.790

The source: Prepared by the student using SPSS.V 22 software outputs.

From the table above, it can be observed that the significance level for the study variables is greater than the adopted significance level (0.05). Therefore, the

data distribution follows a normal distribution. This allows us to conduct scientific tests to confirm the validity of the hypotheses.

10.4 Hypothesis Testing

10.4.1 Testing the First Main Hypothesis

Does the review of marketing effectiveness affect the marketing performance in Bank CPA Agency in Biskra?

The results of the Analysis of Variance were used to test this hypothesis, and the following table illustrates the outcome:

Table (03): Results of Analysis of Variance to Confirm the Validity of the Model for Testing the First Main Hypothesis

Source of Variance	Sum of Squares	Degrees of Freedom	Mean Square	Calculated F-Value	Significance Level
Regression	2.093	5	0.419	3.992	0.008
Error	2.093	25	0.419		
Total	4.715	30	30		

*Statistically significant at the level ($\alpha=0.05$).

The source:: Compiled by the student based on the outputs of SPSS.V 22 software.

- Correlation coefficient $R=0.666$.
- Coefficient of determination $R^2=0.444$.
- Adjusted coefficient of determination $R^2_a=0.008$.

From the results presented in Table (08), it becomes evident that the model's validity for testing the main hypothesis is established. The calculated value of F (3.992) has a probability value (0.008), which is less than the adopted significance level ($\alpha=0.05$). This indicates a statistically significant effect of reviewing marketing

effectiveness on marketing performance in the People's Credit Bank of Algeria agency in Biskra at a significance level ($\alpha=0.05$). Additionally, it is clear from the table that the independent variable, marketing effectiveness review in its entirety, explains 66.6% of the variance in the dependent variable representing marketing performance. Based on the model's validity, we can test the main hypothesis and its various branches as shown in Table **Number** (09).

2.4.10. Testing the Second Main Hypothesis

Do the dimensions of marketing effectiveness review affect marketing performance in the People's Credit Bank of Algeria agency in Biskra?

We present the analytical table of the results of the multiple regression analysis as follows:

Table Number (04): Results of multiple regression analysis to test the impact of reviewing marketing effectiveness on marketing performance.

*Statistically significant at the ($\alpha=0.05$) level

Independent Variables	B	Standard Error	Beta	T Value	T	F Value	Correlation Coefficient R	R2
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Customer Philosophy	0.395	0.142	0.460	2.790	0.009	7.782	0.460	0.212
Organizational Integration	0.430	0.110	0.588	3.919	0.000	15.356	0.588	0.346
Marketing Information	0.301	0.118	0.429	2.557	0.016	6.541	0.429	0.184
Strategic Orientation	0.482	0.118	0.604	4.083	0.000	16.670	0.604	0.365
Operational Efficiency	0.211	0.0114	0.324	1.844	0.075	0.399	0.324	0.105
Marketing Effectiveness Review	0.596	0.140	0.621	4.266	0.000	18.196	0.621	0.386

Source: Prepared by the researcher based on the outputs of SPSS.V 22 program.

From the results shown in the table above, it becomes clear to us that there is a statistically significant effect of reviewing marketing effectiveness on marketing performance in the People's Credit Bank of Algeria, Biskra Agency, at the significance level (Alpha = 0.05). The calculated F-value was 18.196 at a significance level of (0.000), which is less than the significance level of 0.05. The calculated T-value was 4.266 at a significance level of (0.000), which is also less than the significance level of 0.05. The correlation coefficient was 0.621. Referring to the determination coefficient, which was 0.386, this indicates that 38.6% of the variations in marketing performance are due to variations in the effectiveness of marketing review. Therefore, we reject the main hypothesis and accept its alternative, which states that there is: **a statistically significant effect of reviewing marketing**

effectiveness on marketing performance in the People's Credit Bank of Algeria, Biskra Agency, at the significance level ($\alpha = 0.05$).

Sub-Hypothesis 1:

From the results shown in the table above, it becomes clear to us that there is a statistically significant effect of **customer philosophy** on marketing performance in the People's Credit Bank of Algeria, Biskra Agency, at the significance level ($\alpha = 0.05$). The calculated **F-value** was 7.782 at a significance level of (0.009), which is less than the significance level of 0.05. The calculated **T-value** was 2.790 at a significance level of (0.009), which is also less than the significance level of 0.05. The correlation coefficient was 0.460. Referring to the determination coefficient, which was 0.212, this indicates that 21.2% of the variations in marketing performance are due to variations in customer philosophy. Therefore, we reject the first partial sub-hypothesis and accept its alternative, which states that there is: **a statistically significant effect of customer philosophy on marketing performance in the People's Credit Bank of Algeria, Biskra Agency, at the significance level ($\alpha = 0.05$).**

Sub-Hypothesis 2:

From the results shown in the table above, it becomes clear to us that there is a statistically significant effect of **organizational integration** on marketing performance in the People's Credit Bank of Algeria, Biskra Agency, at the significance level ($\alpha = 0.05$). The calculated **F-value** was 15.356 at a significance level of (0.000), which is less than the significance level of 0.05. The calculated **T-value** was 3.919 at a significance level of (0.000), which is also less than the significance level of 0.05. The correlation coefficient was 0.588. Referring to the determination coefficient, which was 0.346, this indicates that 34.6% of the variations in marketing performance are due to variations in organizational

integration. Therefore, we reject the second partial sub-hypothesis and accept its alternative, which states that there is: **a statistically significant effect of organizational integration on marketing performance in the People's Credit Bank of Algeria, Biskra Agency, at the significance level (Alpha = 0.05).**

Third Sub-Hypothesis:

From the results shown in the previous table, it becomes clear to us that there is a statistically significant effect of **marketing information** on marketing performance in the People's Credit Bank of Algeria, Biskra Agency, at the significance level (Alpha = 0.05). The calculated **F-value** was 6.541 at a significance level of (0.016), which is less than the significance level of 0.05. The calculated **T-value** was 2.557 at a significance level of (0.016), which is also less than the significance level of 0.05. The correlation coefficient was 0.429. Referring to the determination coefficient, which was 0.184, this indicates that 18.4% of the variations in marketing performance are due to variations in marketing information. Therefore, we reject the third sub-hypothesis and accept its alternative, which states that there is: **a statistically significant effect of marketing information on marketing performance in the People's Credit Bank of Algeria, Biskra Agency, at the significance level (Alpha = 0.05).**

Fourth Sub-Hypothesis:

From the results shown in the previous table, it becomes clear to us that there is a statistically significant effect of **strategic orientation** on marketing performance in the People's Credit Bank of Algeria, Biskra Agency, at the significance level (Alpha = 0.05). The calculated **F-value** was 16.670 at a significance level of (0.000), which is less than the significance level of 0.05. The calculated **T-value** was 4.083 at

a significance level of (0.000), which is also less than the significance level of 0.05. The correlation coefficient was 0.604. Referring to the determination coefficient, which was 0.365, this indicates that 36.5% of the variations in marketing performance are due to variations in strategic orientation. Therefore, we reject the fourth sub-hypothesis and accept its alternative, which states that there is: **a statistically significant effect of strategic orientation on marketing performance in the People's Credit Bank of Algeria, Biskra Agency, at the significance level (Alpha = 0.05).**

Fifth Sub-Hypothesis:

From the results shown in the previous table, it becomes clear to us that there is a statistically significant effect of operational efficiency on marketing performance in the People's Credit Bank of Algeria, Biskra Agency, at the significance level (Alpha = 0.05). The calculated **F-value** was 3.399 at a significance level of (0.075), which is greater than the significance level of 0.05. The calculated **T-value** was 1.844 at a significance level of (0.075), which is also greater than the significance level of 0.05. The correlation coefficient was 0.324. Referring to the determination coefficient, which was 0.105, this indicates that 10.5% of the variations in marketing performance are due to variations in operational efficiency. Therefore, we accept the fifth sub-hypothesis and reject its alternative, which states that there is: **a statistically significant effect of operational efficiency on marketing performance in the People's Credit Bank of Algeria, Biskra Agency, at the significance level (Alpha = 0.05).**

Conclusion:

Based on what we have discussed in the theoretical and practical aspects of this study, we can see that management is closely related to human behavior with the aim of achieving excellence through the human element, which is the fundamental

pillar in any organization. Therefore, this organization strives to achieve efficiency and effectiveness in achieving its various goals through the optimal utilization of available resources. The significant challenge facing the organization is its ability to preserve its human resources, which are considered the main driver of all its operations and activities in achieving its objectives. To harness the potential and capabilities of these resources, the organization must provide an effective system for reviewing marketing effectiveness to improve and enhance marketing performance.

Regarding the most important results obtained from the study, the following are mentioned:

✓ Theoretical Results:

- Marketing performance is one of the most important topics that organizations aspire to achieve.
- Reviewing marketing effectiveness is conducted on multiple dimensions, including (customer philosophy, organizational integration, strategic orientation, operational efficiency, marketing information).
- Reviewing marketing effectiveness has an impact on marketing performance in the studied organization.

✓ Applied Results:

- Reviewing marketing effectiveness generally affects marketing performance in the studied organization.
- The dimensions of reviewing marketing effectiveness (including customer philosophy, organizational integration, marketing information, and strategic orientation) have an impact on marketing performance in the studied organization at the significance level ($\text{Alpha} = 0.05$).

- Operational efficiency does not affect marketing performance in the People's Credit Bank of Algeria, Biskra Agency, at the significance level ($\alpha = 0.05$).

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