



## The Effect of Market Orientation on Job Attitudes of Employees in Sports Stores

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### ARTICLE INFO

#### Article type:

Original article

#### Article history:

Received: 18 December 2022

Received in revised form: 10  
February 2023

Accepted: 16 February 2023

Publish online: 16 February  
2023

#### Keywords:

Job Attitude  
Market Orientation  
Role Conflict  
Sports Stores  
Turnover Intention

### ABSTRACT

The purpose of this study was to investigate the effect of market orientation on the job attitudes of employees in sports stores in Mazandaran, IRAN. This research was a descriptive-correlational and applied study. The statistical population consisted of all employees in Nike, Adidas, Reebok, Puma, and Majid sports store. Based on Structural Equation Modeling (SEM), the research sample included 200 subjects. Standard questionnaires were used for data collection. Linear regression and structural equation modeling (SEM) with Spss18 and Lisrel version 8.3 software have been used to investigate the research hypotheses. According to the research findings, market orientation affects employees' attitudes toward the sports stores and market orientation explains 69 percent of the variance of job attitudes. Moreover, market orientation components were effective on job satisfaction, organizational commitment, role conflict, and turnover intention. Market orientation components were also effective on job attitudes of the sports store employees. Therefore, the special attention to market orientation in promoting productivity, satisfaction and increasing commitment of employees, can be critical in achieving the goals and strategies of sports stores.

## Introduction

With the increasing competition, the transformation of local markets into global markets, the diversity of customer needs and demands, and the cultural and social diversity in different markets, the increasing need for a central market is felt. Development in different societies, extensive globalization, internationalization of companies and marketing integration, and rapid development of innovative technologies have caused business environments to change rapidly (Dehghanpouri et al., 2020). Today's business environment is heavily influenced by competition between companies, rapid changes in technology, and continuous changes in the demands and needs of customers. With the growth of innovation and creativity, today's dynamic environment has created diversity in customers

**How to Cite:** Fakhri, F., & Vafaei Moqadam, A. (2023). The Effect of Market Orientation on Job Attitudes of Employees in Sports Stores. *Journal of New Studies in Sport Management*, 4(1),688 -700. doi: 10.22103/jnssm.2023.20732.1148



(Zhang et al., 2021). Customers are increasingly putting pressure on organizations to obtain better products and services, and to competitive advantage and success in this turbulent environment, they must place customers and their demands and needs at the center of their business activities. The complexity of the market environment, the presence of many powerful competitors, as well as the continuous and continuous change of customers' tastes, and the rising, level of their expectations, have faced organizations with deep risks and challenges (Na et al., 2019). The increase in the cognitive-analytical complexities of the market will lead to the desperation of managers to respond to these changes with the help of traditional styles (Kafashpour & Siahroodi, 2009). Market orientation has been seen as the degree to which businesses are inclined to carry out the marketing concept (Kanaan-Jebna et al., 2022), with cultural and behavioural approach. With respect to behavioural approach, market orientation is viewed as a set of processes with respect to philosophy of a firm in areas of wide generation of intelligence from the market, spreading information across functional areas, and as well as a broad responsiveness to intelligence acquired (Alniacik et al., 2022). The central market is of interest because, due to the competition among producers, the right of customers to choose has increased, and therefore, the central market puts customers at the center of its attention and seeks to create superior value for them (Herman et al., 2018). It can be mentioned that the importance of market orientation within the organization is not hidden from anyone and it has a positive effect on the development of new services through the employees (Jaw et al., 2010). Factors creating market orientation are important levers to increase market orientation within an organization. A correct understanding of these factors will help the direction of market-oriented implementation. Market-oriented as a culture and behavior will not be possible without the commitment of top managers as well as all employees within the organization. Corona and Kalia emphasize that the lack of commitment of employees will be harmful to the organization and will lead to poor performance and ultimately poorer service delivery and higher costs. Therefore, the lack of commitment of employees and organizational citizenship behavior can have negative effects on market orientation (Dehghanpouri et al., 2020). In this regard, most of the current research usually seeks to identify market-oriented factors, while the interaction and relationship between these factors have been neglected. Since market-oriented plays a key role in profitability, a clear understanding of the factors that create it seems necessary and necessary to implement this concept. Morgan and Anokhin (2020) have defined market orientation as the widespread creation of awareness about the market in the organization to predict the current and future needs of customers, Slater and Narver (1994) the dissemination of this insight among all units and the widespread organizational response to it. Slater and Narver (1994) have defined market orientation from the perspective of culture, as a marketing culture that is very efficient in creating behaviors that are needed to create more value for customers and improve market orientation performance (Tiiiiiii i aa fffff ff6666). They define market orientation as consisting of three factors: 1. customer orientation, 2. competitor focus, and 3. inter-task coordination (Narver & Slater, 1990). They believe that customer orientation is an adequate understanding of their target customers to continuously create superior values for them. Customer orientation leads to improved customer service, and improving customer service performance leads to higher financial performance. So Hsieh et al. (2008) showed in their research that all three factors of customer orientation, competitor focus and inter-task coordination have a positive relationship with flexibility and relationship matching strategies. Zhou et al. (2009) showed that market orientation includes both competitor focus and customer orientation, and customer value affects the company's or organization's orientation, and service emphasis leads to customer orientation and competitor focus company. And service emphasis leads to more customer orientation and competitor focus. also state that market orientation is one of the basic concepts in the development of marketing theory and plays an important role in business profitability (Faryabi et al., 2011).

Though many studies have been conducted in the field of market orientation, two points of view are more impressive, which can be called the behavioral point of view (focusing on the characteristics of the organization such as strategy, structure, processes and activities) and the cultural point of view (a provider of a cultural structure that emphasizes on fulfilling the needs and desires of the consumers and actively trying to be superior to the competitors). The definition and measuring of market orientation can be based on the perception (attitudes), values and beliefs of managers (cultural view) or on the processes, activities and behaviors within the organization (behavioral view). Therefore,

one of the variables that could be influenced by market orientation is job attitude. Job attitude means a person's way of thinking about different aspects of his job and is considered as a kind of evaluation of morale in performing duties; this means that it shows that a person has job satisfaction or lack of job satisfaction, which includes four factors of organizational commitment, job satisfaction, role conflict, and turnover intention. Researching the attitudes of employees in different organizations has been the focus of researchers and experts in organizational behavior management and human resource management over the past few decades due to the significant results it can have on improving organizational behaviors (Enders et al., 2021). The term "attitude" refers to "a general and enduring attitude" (Y. Zhang et al., 2021). Attitude may be favorable or unfavorable manner (Sabri et al., 2020). As one of the most important concepts in social psychology, attitude has been extensively investigated in several disciplines due to its centrality in measuring human behavior, For example, research on attitude has obvious implications for sports sponsorship (Dick, 2018).

The application of attitude in organizational behavior topics is to create positive attitudes between employees about the job and the organization, and as a result, 1- to increase the level of job satisfaction in employees, 2- to increase the level of organizational commitment, 3- to increase job dependence, 4- to create organizational citizenship behavior. Also, attitude plays an important role in group performance, adapting to the work, defending one's ideas, and expressing values (Enders et al., 2021).

Along with the research carried out by Akroush and Al-Mohammad (2010) titled "improving performance by investing in internal marketing management", they examined the relationship between internal marketing and performance. They believe that internal marketing has applications for the internal aspects of the organization's performance or the performance of the internal market. They have studied this performance in two aspects. First, they examined the performance of employees, including their attitude and behavior, such as satisfaction, motivation, and commitment, and concluded that a successful marketing program should have a positive effect on the attitude and behavior of employees in these areas, and in this case, internal marketing has a direct and positive effect on employee performance. The results of the research of Martinez et al. (2011), titled "Perceptions of internal marketing in intercollegiate athletes and their impact on organizational commitment", show that the tendency of internal marketing strongly affects emotional commitment to the organization. Also, it's a perfect mediator in the relationship between job performance and emotional commitment. Yadav and Bansal (2021) concluded in a study that market orientation components reduce work pressure, role ambiguity, and role conflict in employees and increase job satisfaction and organizational commitment. Awad and Aghti (2011) have shown in their research that organizational commitment and organizational citizenship behavior play a mediating role in the relationship between internal marketing and market orientation. SOP (2021) showed that market orientation is affected by the size and variety of social networks. Bahrainzadeh et al. (2012) also showed in their research on the impact of market orientation on job attitudes that there is an obvious relationship between market orientation and job attitudes. Also, there is a significant relationship between marketing components on organizational commitment and job satisfaction, as well as between customer orientation and interdepartmental coordination with the desire to leave the service. And none of the market orientation components affect role conflict, and there is no significant relationship between competitor focus and turnover.

Furthermore, marketing for non-commercial organizations, including sports organizations, is a method and a means to communicate with people nowadays. Also, Market orientation is very important to businesses as a result of intense global competition and fluctuations in consumer needs, companies must organize their activities with a strong focus on their markets, in order to survive. Although market-oriented stores seek to respond to the known needs of their customers, there is a possibility that they may miss some opportunities for new product development due to the inability of customers to describe new needs. Competitiveness in the market depends on market orientation and improvement of job attitudes as important and strategic factors. In other words, the country's sports stores should carefully identify the characteristics and needs of customers and the performance of competitors in these markets and provide the requirements needed to compete in these markets in

their organizational system in such a way that their competitiveness is improved. Therefore, in this research, the researcher decided to seek an answer to this question: what is the effect of market orientation on job attitudes (organizational commitment, job satisfaction, role conflict, and turnover intention)?

## Methodology

This study is an applied research in terms of purpose, and correlation-descriptive research in terms of the nature of the research. The statistical population of this research includes the employees of Nike, Adidas, Reebok, Puma and Meroj sports stores in Mazandaran province. To select the research sample, several areas were randomly selected, then in each area, employees of the Mazandaran sports stores were selected through convenience sampling. Based on Cochran's sample size formula, 148 subjects were found proper for sample size, 200 questionnaires were distributed among the research sample, 151 complete and valid questionnaires were used in data analysis. The main data collection tool was a questionnaire designed based on the Likert scale. Slater and Narver (1994) market-oriented questionnaire was used to evaluate market orientation. This tool has 21 items and three dimensions including customer orientation, competitor focus and interdepartmental coordination. Also, the standard questionnaire related to job attitude includes 30 items, which mostly include four main dimensions, including organizational commitment, job satisfaction, role conflict, and turnover intention. In these instruments, a 5-point Likert scale was used to answer the questions, with the lowest score being "completely disagree" (1) and the highest score being "completely agree" (5).

To determine the validity of the form and content of the questionnaires of this research, 10 professors of Physical Education and Sports Sciences (Sport marketing specialist) were asked for their opinions, and after applying their opinions, the questionnaires were approved. Cronbach's alpha method was used to check reliability. For this purpose, a small part of the statistical population (15 people) was selected and the questionnaires were distributed to the population as a preliminary study. This value was calculated based on the data obtained from the market-oriented evaluation  $\alpha = .95$  ) cccch iiiii casss tttt tttt questionnaires have the required reliability. Descriptive statistics were used to classify and describe the findings of the statistical analysis of the research findings. In the inferential statistics section, Kolmogorov-Smirnov tests were used to determine the normality of data distribution and linear regression test using Spss18 software and structural equation modeling (SEM) with Lisrel software version 8.3 to check the causal relationship of variables.

## Results

Based on the descriptive findings of the demographic characteristics of the employees, (76%) were male and 48 (24%) were female out of a total of 200 sample employees. Also, the results show that almost 77% of the employees under investigation in this research have an age range of fewer than 40 years. The results show the distribution of the percentage of educational qualifications of the experts under investigation, which shows that 28% of the experts under investigation are high school graduates, 31.5% of the experts under investigation have an associate degree, 31% have a bachelor's degree, 9.5% have a master's degree (Table 1).

**Table 1.** Distribution of demographic characteristics of under investigation community

Variables	Gender		Age				Education			
	Male	Female	Under 30 years	30-40 years	40-50 years	Above 50 years	High school graduate	Associate Degree	Bachelor's degree	Master's degree
<b>Number</b>	152	48	81	73	25	21	56	63	62	19
<b>Percentage</b>	76	24	40.5	36.5	12.5	10.5	28	31.5	31	9.5

Kolmogorov-Smirnov test was used in this section before performing statistical tests because of the presumption of using or not using parametric tests, the results of which are shown in Table 2.

**Table 2.** Kolmogorov-Smirnov test statistics to check the normality of data distribution

Test Structure (factor)	Kolmogorov-Smirnov	
	sig.	Degrees of Freedom
Organizational Commitment	0.100	200
Job Satisfaction	0.113	200
Role conflict	0.132	200
turnover intention	0.103	200
Interdepartmental coordination	0.157	200
Competitor Focus	0.198	200
Customer orientation	0.148	200

To investigate the effect of market orientation on the job attitude of Mazandaran sports goods store employees, linear regression test was used, the results of which are shown in Table 3. Therefore: According to the obtained results ( $t=29.57$ ,  $p<0.001$ ), the effect of market orientation on the job attitude of employees in sports stores in Mazandaran province is confirmed. Also, according to the coefficient of determination ( $R^2$ ) obtained, it is concluded that market orientation explains 69% of the variance of the criterion variable (occupational attitudes).

According to the obtained results ( $t=12.97$ ,  $p<0.001$ ), the effect of customer orientation on the organizational commitment of employees in sports stores in Mazandaran province is confirmed. Also, according to the coefficient of determination ( $R^2$ ) obtained, it is concluded that customer orientation explains 30% of the variance of the criterion variable.

According to the obtained results ( $t=14.22$ ,  $p<0.001$ ), the effect of the central competitor on the organizational commitment of employees in sports stores in Mazandaran province is confirmed. Also, according to the coefficient of determination ( $R^2$ ) obtained, it is concluded that the competitor focus explains 34% of the variance of the criterion variable.

According to the obtained results ( $t=12.85$ ,  $p<0.001$ ), the effect of interdepartmental coordination on the organizational commitment of employees in sports stores in Mazandaran province is confirmed. Also, according to the coefficient of determination ( $R^2$ ) obtained, it is concluded that inter-departmental coordination explains 30% of the variance of the criterion variable.

According to the obtained results ( $t=14.37$ ,  $p<0.001$ ), the e customer orientation's effect on employees' job satisfaction at sports stores in Mazandaran province is confirmed. Also, according to the coefficient of determination ( $R^2$ ) obtained, it is concluded that customer orientation explains 34% of the variance of the criterion variable.

cc cggggggooeee eeeeeeeæ eetttt s ==,,,, , , )))) ) eee effect ff eee ctttttt ttt s ccscs nn eee job satisfaction of employees in sports stores in Mazandaran province is confirmed. Also, according to the coefficient of determination ( $R^2$ ) obtained, it is concluded that the competitor focus explains 32% of the variance of the criterion variable.

According to the obtained results ( $t=14.50$ ,  $p<0.001$ ), the effect of inter-departmental coordination on the job satisfaction of employees in sports stores in Mazandaran province is confirmed. Also, according to the coefficient of determination ( $R^2$ ) obtained, it is inferred that inter-departmental coordination explains 35% of the variance of the criterion variable.

According to the obtained results ( $t=21.26$ ,  $p<0.001$ ), the effect of customer orientation on the role conflict of employees in sports stores of Mazandaran province is confirmed. Also, according to the coefficient of determination ( $R^2$ ) obtained, it is concluded that customer orientation explains 54% of the variance of the criterion variable.

According to the obtained results ( $t=21.11$ ,  $p<0.001$ ), the effect of inter-departmental coordination on the role conflict of employees in sports stores of Mazandaran province is confirmed. Also, according to the coefficient of determination ( $R^2$ ) obtained, it is concluded that market orientation explains 54% of the variance of the criterion variable.

According to the obtained results ( $t=21.62$ ,  $p<0.001$ ), the effect of customer orientation on the tendency to conflict between the roles of employees in sports stores in Mazandaran province is confirmed. Also, according to the coefficient of determination ( $R^2$ ) obtained, it is concluded that customer orientation explains 54% of the variance of the criterion variable.

According to the obtained results ( $t=18.18$ ,  $p<0.001$ ), the effect of customer orientation on turnover intention of employees in sports stores in Mazandaran province is confirmed. Also, according to the coefficient of determination ( $R^2$ ) obtained, it is concluded that customer orientation explains 68% of the variance of the criterion variable.

According to the obtained results ( $t=20.89$ ,  $p<0.001$ ), the effect of competitor focus on turnover intention of employees in sports stores in Mazandaran province is confirmed. Also, according to the coefficient of determination ( $R^2$ ) obtained, it is concluded that the competitor focus explains 74% of the variance of the criterion variable.

According to the obtained results ( $t=16.64$ ,  $p<0.001$ ) the effect of interdepartmental coordination on turnover intention of employees in sports stores in Mazandaran province is confirmed. Also, according to the coefficient of determination ( $R^2$ ) obtained, it is concluded that inter-departmental coordination explains 65% of the variance of the criterion variable.

**Table 3.** Multivariate regression results between market oriented components and job attitude

Independent variables	Dependent variables	t	Sig	B	Beta( $\beta$ )
Market orientation $R^2 = 0.69$ E.E. $R^2=0.319$	Job attitudes	29.57	<0.001	0.833	0.835
Customer Orientation $R^2=0.308$ E.E. $R^2=0.484$	Organizational Commitment	12.974	<0.001	0.427	0.555
Competitor Orientation $R^2=0.345$ E.E. $R^2=0.471$	Organizational Commitment	14.22	<0.001	0.443	0.587
Interdepartmental coordination $R^2=0.304$ E.E. $R^2=0.485$	Organizational Commitment	12.85	<0.001	0.409	0.552
Customer Orientation $R^2=0.345$ E.E. $R^2=0.470$	Job Satisfaction	14.37	<0.001	0.459	0.588
Competitor Orientation $R^2=0.328$ E.E. $R^2=0.477$	Job Satisfaction	13.588	<0.001	0.409	0.572

Interdepartmental coordination R <sup>2</sup> =0.357 E.E. R <sup>2</sup> =0.466	Job Satisfaction	14.505	<0.001	0.478	0.597
Customer Orientation R <sup>2</sup> =0.544 E.E. R <sup>2</sup> =0.392	Role conflict	21.262	<0.001	0.545	0.738
Interdepartmental coordination R <sup>2</sup> =0.540 E.E. R <sup>2</sup> =0.394	Role conflict	21.111	<0.001	0.443	0.735
Customer Orientation R <sup>2</sup> =0.689 E.E. R <sup>2</sup> =0.210	turnover intention	18.187	<0.001	0.885	0.830
Competitor Orientation R <sup>2</sup> =0.746 E.E. R <sup>2</sup> =0.190	turnover intention	20.898	<0.001	0.683	0.863
Interdepartmental coordination R <sup>2</sup> =0.650 E.E. R <sup>2</sup> =0.222	turnover intention	16.64	<0.001	0.486	0.806

Next, in line with the fit and testing of the research model, the research model was tested. Confirmatory factor analysis investigates whether the existing data fits with the strictly limited pre-experimental structure that fulfills the similarity conditions or not. In this process, the fit is sometimes mistakenly considered to be the confirmation of a model or a hypothetical structure. But it should be known that no model is ever confirmed and can only be rejected (doesn't fit with the data) or its non-confirmation does not result (fits). Because the complete structural equation model includes both observed and unobserved variables, the model parameters must be estimated through the link between the variances and covariances of the observed variables and the model parameters as determined by the researcher, so that the degree of fit Collected data should be identified with a theoretical model (Mueller & Hancock, 2018). Now, according to the structural equations model, compared to drawing the conceptual model of action research, the hypothesis is tested (Figure 1).

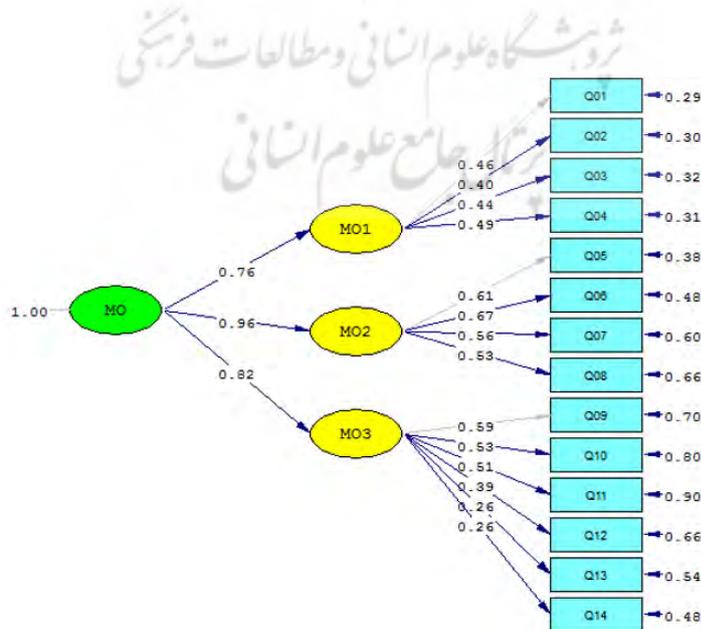


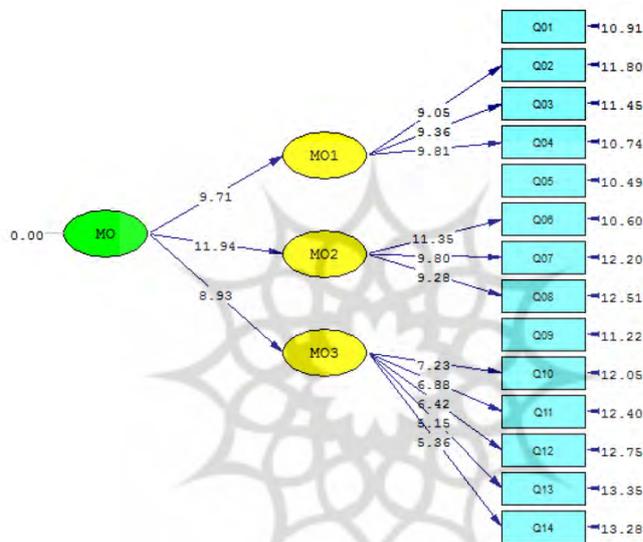
Figure 1. Validation results of the market-oriented model and job attitude

There are a wide set of criteria and fit indices that can be used to measure the entire model. The noteworthy point is that a researcher must use different criteria to judge the model because there is no single index that can be definitively judged and evaluated for the model test. Therefore, different indices have been used to measure the fit of the studied model in this research (Table 4).

**Table 4.** Evaluation of model fit

Fit index	SRMR	RMSEA	GFI	AGFI	NFI	NNFI	IFI
Recommended value	<0.05	<0.05	>0.9	>0.9	>0.9	>0.9	0 - 1
Measured value	0.023	0.006	0.94	0.94	0.96	0.96	0.95

As can be seen in Table 4, the values of all the indicators show the appropriate and acceptable fit. Therefore, based on the evaluation of model fit the conceptual model of the research, the consistency of the conceptual model with the collected data is confirmed.



**Figure 2.** t-value statistics of the validation final model of the relationship between market orientation and job attitudes

### Discussion and Conclusion

With the increasing competition, the transformation of local markets into global markets and the diversity of the needs and demands of customers and the cultural, social, etc. diversity in different markets, the need for a central market is felt more and more. The importance of market orientation within the organization is not hidden from anyone and it has a positive effect on the development of new services through the employees. Market-oriented is the focus of today's organizations because the customer has become more selective due to production surpassing demand and increased competition among producers. Therefore, this research was compiled with the aim of the market-oriented effect on job attitudes in sports stores in Mazandaran province.

The results of the Multivariate regression test showed that market orientation affects job feedback in sports stores in Mazandaran province. As expected, the significant value between these two variables was confirmed and the participants found market orientation to be influential on job attitudes. In this regard, (Al Idrus et al., 2018) concluded in a study that market-oriented components reduce work pressure, role ambiguity and role conflict in employees and increase job satisfaction and organizational commitment. Also, Bahrainizadeh et al. (2012) in their research on the impact of market orientation on job attitudes showed that there is a significant relationship between market orientation and job attitudes. This increases the need to pay attention to the market-oriented nature of

sports stores in the province so that by improving the job attitudes of employees, we can take steps to increase profitability and attract customers. Hunt believes that the concept of marketing states that to achieve success, organizations and companies must identify the needs and desires of customers and try to satisfy them effectively. This is while to implement this concept, a kind of strategy is needed, and it seems that the market-based approach can suitably do this work. Therefore, paying attention to market orientation in the direction of job attitudes can increase the performance of sports stores in Mazandaran province.

Based on results, customer-oriented affects organizational commitment. As expected, the significant value between these two variables was confirmed and the participants considered customer-centricity is influential on organizational commitment. In this regard, a study conducted by Soomro and Shah (2019) showed a positive relationship between market orientation and organizational commitment and the cooperative spirit of managers. The findings of the research showed that organizational factors, facilities and facilities, job and work abilities have a positive effect and organizational culture has a negative effect on the central market of agricultural higher education. which are consistent with the research findings. Faryabi et al. (2011) also believes that customer-centricity is a sufficient understanding of its target customers so that it continuously creates superior values for them. As a result, paying attention to customer orientation should be at the top of market-oriented affairs to increase the commitment of employees of sports stores.

Based on the results of the Multivariate regression test, the central competitor affects organizational commitment. As expected, the significant value between these two variables was confirmed and the participants considered the central competitor to be influential on organizational commitment. The findings of the present research are in line with the results of Al Idrus et al. (2018); Faryabi et al. (2011); Soomro and Shah, (2019) showed in his research that a central competitor increases organizational commitment.

Ying and Hu (2004) considered a central competitor to refer to the ability and request to identify, analyze and respond to competitors' actions. They believe that companies that develop a competitor-oriented approach will be able to effectively analyze the strengths and weaknesses of their competitors and respond to them. Therefore, by identifying the strengths and weaknesses and creating opportunities, it is possible to overcome the existing threats and increase the frequency.

Based on the results, inter-departmental coordination affects organizational commitment. As expected, the significant value between these two variables was confirmed and inter-departmental coordination is effective on organizational commitment. Customer orientation affects job satisfaction. The findings of the present research are in line with the results of Al Idrus et al. (2018); Faryabi et al. (2011), and Powpaka, (2006).

Based on the results, it affects job satisfaction. As expected, the significant value between these two variables was confirmed and the participants have considered a central competitor to be influential on job satisfaction. The findings of the present research are consistent with the results of Al Idrus et al., (2018); Faryabi et al., (2011); Powpaka, (2006). This emphasizes the fact that it is better for sports stores to do more research and study in the field of relations with their customers and to focus clearly on competitors in the next priority, which can be done by evaluating the products. Customer preference and talking with end users, representatives and distributors should be implemented.

Based on the results, inter-departmental coordination affects job satisfaction. As expected, the significant value between these two variables was confirmed and inter-departmental coordination is effective on job satisfaction. The findings of the present research are in line with the results of Faryabi et al., (2011); Herman et al., (2018); Powpaka, (2006). Therefore, it can be said that by creating coordination meetings and friendly relations between employees and managers of sports stores, it is possible to take steps toward the level of employee job satisfaction. Because the job satisfaction of the employees is very important in the success and increasing the efficiency and profitability of the stores, because the higher the job satisfaction of the employees, the more sense of responsibility and dependence increases and thus success can be increased.

According to the results, the effect of customer orientation on the job satisfaction of employees in sports department stores in Mazandaran province is confirmed. Singh and Kanaan-Jebna et al., (2022) believe that managers should be customer-centric, they should try to develop a customer-centric

culture in the following ways, for example keeping all businesses aware of major customers, product lines by Conducting marketing research, acting quickly to adjust the products to suit the needs of each customer, identify the needs of the final consumers and interact with other departments repeatedly. In addition, they consider the emphasis on customer satisfaction as vital and believe that a high level of customer satisfaction should be achieved by providing products by customary principles and high-quality after-sales services.

Based on the results, customer-oriented affects role conflict. As expected, the significant value between these two variables was confirmed and the participants have considered customer-centricity to be influential on role conflict. The findings of the present research are in line with the results of (Faryabi et al., 2011). Role conflict occurs when a person does not have enough information about the job and the work he has undertaken, which means that his work goals are not as clear and explicit as they should be, and he cannot distinguish between the goals and expectations of his work and Colleagues, the responsibilities he has assumed through this work and his role in this, establish a correct link. Therefore, the emphasis on customer-centricity can affect the role conflict of employees of sports stores. Based on the results of the linear regression test, inter-departmental coordination affects role conflict. As expected, the significant value between these two variables was confirmed and the inter-departmental coordination is effective on role conflict. The findings of the present research are in line with the results of Faryabi et al., (2011); Powpaka, (2006) studied the effect of market orientation on female service workers in Thailand and concluded that market orientation has no effect on job satisfaction and only customer orientation and inter-departmental coordination have an effect on role ambiguity and organizational commitment.

Based on the results, customer orientation affects turnover intention. As expected, the significant value between these two variables was confirmed. Customer-centricity has been considered as influencing turnover intention. The findings of the present research are in line with the results of the research of (Komulainen & Saraniemi, 2019). Ying and Hu (2004) also believe that customer-centricity is the heart of a market-centricity, and emphasizes that creating more value for customers requires a continuous understanding of the customer's value chain. Also, customer-centricity leads to improved customer service performance, improved customer service performance leads to higher financial performance, and high customer service levels lead to higher customer retention rates, which results in higher sales volume and higher market share.

Results showed that the central rival affects the turnover intention. As expected, the significant value between these two variables was confirmed and the main competitor has been considered to be influential on turnover intention. While Bahrainizadeh et al. (2012) in their research on the impact of market orientation on job attitudes, showed that there is no significant relationship between competitor orientation and turnover intention. Success in the market depends not only on identifying the needs of customers and responding to them but also on the ability to ensure that the customers' judgment of the answers is better and superior to competitors. Every sports store, regardless of whether it is the market leader or the one seeking superiority or concentration, must have a competitive marketing policy. A policy that can strengthen the position of sports stores in front of competitors. Also, sports stores should always adapt their policy to the constantly changing conditions of the competitive environment.

Based on the results, inter-departmental coordination affects turnover intention. As expected, the significant value between these two variables was confirmed. Inter-departmental coordination is effective on turnover intention. According to Stallworth, leaving the service entails a lot of costs for organizations, because most organizations spend a lot of investments in the areas of selection, training, growth and development of human resources to achieve efficient and effective human resources. . Therefore, the coordination between departments and human groups in sports stores can affect turnover intention.

Also, in this regard, the researcher's structural model is a suitable and acceptable fit for the conceptual model of the market-oriented research and on the job attitudes of the employees of the sporting goods store in Mazandaran province. Therefore, based on the appropriate fit of the conceptual model of the research, the consistency of the conceptual model with the collected data is confirmed. These results are in line with the research results of Bahrainizadeh et al., (2012). Bahrainizadeh et al. (2012) in their research on the impact of market orientation on job attitudes

showed that there is a significant relationship between market orientation and job attitudes and the conceptual model of the research was also suitable. According to the above-mentioned content, it can be said that one of the effective strategies in market performance is the market-oriented strategy, which according to the researchers; this strategy consists of customer-oriented, competitor-oriented, and inter-task coordination dimensions. Each of these dimensions can have a different defining space and be looked at from different angles.

Therefore, the complexity of the environmental conditions of the market, the presence of many powerful competitors, as well as the continuous and continuous change of customers' tastes and the rising level of their expectations, have faced sports stores with deep risks and challenges. The increase in the cognitive-analytical complexity of the market will bring the desperation of managers to respond to these changes with the help of traditional styles. A market-oriented approach helps in the actual implementation of this concept. Therefore, it can be said that the market-oriented background lies in the concept of marketing. The central market is of interest because due to the competition among manufacturers, the right of customers to choose has increased, and therefore the central market places customers in the center of its attention and seeks to create superior value for them. Human resources spend a major part of their lives in an organizational environment, and it is natural that attention and awareness of the dimensions of physical, mental and social health of employees are of great importance. Investigating the attitudes of employees in different organizations, especially because of the significant results it can have on improving organizational behaviors, has been the focus of researchers and experts in organizational behavior management and human resource management for the past few decades. Competitiveness in the market depends on market orientation and improvement of job attitudes as important and strategic factors. In other words, the country's sports stores should carefully identify the characteristics and needs of customers and the performance of competitors in these markets and provide the requirements needed to compete in these markets in their organizational system in such a way as to ensure their competitiveness. Since customer-centricity has an impact on organizational commitment, and considering that customer-centricity is one of the activities required to collect and disseminate information about customers, store managers should pay attention to the impact of customer-centricity on organizational commitment, because sports stores regulate their actions and activities under the influence of competitors' actions and reactions.

In such a situation, the competitor-oriented store spends more time following the movements of competitors and important market categories and tries to find policies that can be used against them. Therefore, sports stores should train their marketers to always be ready for the brand and watch out for their possible weaknesses and not overlook the weaknesses of their competitors. Also, according to the category of inter-task coordination, they have suggested that all employees have the potential to provide value to the customer and that inter-task coordination is necessary to achieve this. Employees do not leave the organization all at once, but they gradually develop the desire to leave their jobs and after considering all the conditions and suitability of employment opportunities in other stores, they leave their jobs. Therefore, according to the findings of the research, it is suggested to pay attention to the employees leaving their jobs in sports goods stores. It is also recommended that attracting customers and paying attention to customer satisfaction should be considered in all its dimensions, especially in terms of the job attitudes of internal employees, and only attracting customers to deal with profit is possible in the short term. Therefore, to survive in the long term and get a major share of the market, the different departments of sports stores should have the necessary coordination so that they can present new methods and plans to increase commitment and satisfaction and reduce turnover intention.

### **Acknowledgment**

Thanks to all employees of the Mazandaran sports stores who supported our research.

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