

A Multi-Dimensional Measure on Organizational Performances(OP) and its proportional towards Distinctive Marketing Competencies(DMC): An Empirical Study of Automobile Sales Centres in India and Maldives

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ABSTRACT

The role of knowledge management and competencies related to marketing skills are essential for Indian and Maldivian business, because of the emerging economy and globalisation. Hence, reviewing the relationship between the diverse possibilities of marketing competencies and firms' performance is considered to be valuable, to support interest and investments in such a concept. This study aims to find the impact of marketing competencies on organisational performance in automobile sales centres. 424 respondents (327 Indian samples and 97 Maldivian samples) were randomly selected for the research after the data cleaning and editing with 71 per cent response rate. The first section of the questionnaire consists of questions related to marketing competencies (32 items) and the second section contains items related to organisational performance (10 items), and the last part includes questions about respondents' demographical differences. After the data collection, construct validity and reliability statistics were done to check the validity and reliability of the instrument using IBM SPSS AMOS 23. Structural equation modelling results for Indian samples and Maldivian findings reveals that marketing competencies like internal marketing capabilities, external marketing capabilities, built-in marketing assets and invested-in marketing assets are significantly and positively affecting the organisational performance dimensions. For the policymakers and top-level managers of the automobile sector, this study provides empirical insight into how the performance of the firm can be affected by the competencies.

Keywords: Marketing competency; Marketing resources and capabilities; Automobile Sales Centres; India; Maldives

1. INTRODUCTION

The most of the strategic management related literatures offers two broadest level of explanations. The first one is industry overview which explains the outside the business, that is business in the industry and how that business was positioned in the industry (Eysteinnsson & Gudlaugsson, 2010; Akroush & Al-Mohammad, 2010). Mobility barriers create it very difficult to adopt strategies of the successful organisations and attempt to position other organisations better in the industry. The second one explains inside the business which includes resources based view and how the company can efficiently use resources and capabilities to the wants and needs of the consumers. By resources and capabilities, many literatures mean assets which displayed in an organisations balance sheet (tangible assets) and assets which is not presented in an organisations balance sheet (intangible assets) which organisations use to consider to implement the business strategies (Alrubaiee et al., 2015). Competencies and capabilities are the subsets of intangible resources which helps organisations to exploit the further resources if these competencies and capabilities resources are rare and valuable organisations can be the source of competitive advantage. Many literatures support that marketing competencies of the employees have a significant relationship with organisational performance (Jafari & Rezaee, 2014; Eysteinnsson & Gudlaugsson, 2010;

Akroush & Al-Mohammad, 2010). In South Asia business context, the level of interest showed by the academic researchers and business on knowledge management, and competency-based frameworks are still lacking (Gope et al., 2018; Jain & Moreno, 2015). Very few studies have been conducted so far to understand the importance of knowledge management and influence of competencies in the business performance in India and Maldives. The role of knowledge management and competencies related to marketing skills are essential for Indian business, because of emerging economy and globalization. Hence, reviewing the relationship between the diverse possibilities of marketing competencies and firms' performance is considered to be valuable, to support interest and investments in such concept. The automobile industry in India and Maldives is facing considerable growth identified by intense competition which gives it a suitable area for a study to examine the influence of marketing competencies on Indian and Maldivian automobile sales centres performance within their marketing expertise (Jacob & Kattokaran, 2017). Hence this study aims to find the impact of marketing competencies on organisational performance in automobile sales centres.

2. LITERATURE REVIEW

Marketing resources deliver to expansive offers that influence the partners in any business and firms that for the most part convey these resources to pick up an upper hand in the market. These resources may incorporate unmistakable or immaterial incentives, physical or human procedures, and scholarly or social properties. Marketing resources likewise change in their immediate or roundabout commitment to upper hand (Cacciolatti and Lee, 2016; Gaur, Kumar, and Singh, 2014). For instance, "market-based" resources that effects affect the upper hand and are promptly deployable, while "marketing support" resources that fill in as help exercises and effects affect the upper hand. Market-based resources are essential components of firm performance, due to their significant part in getting market learning, creating brands, making marketing connections, and so on. Be

that as it may, Srivastava et al., (1998, 2001) named attention to issues of recognisable proof of these resources in budgetary proclamations and the absence of their immediate impacts to enhance the firm performance. In this unique circumstance, notwithstanding long periods of research crosswise over various scholarly trains, there is little writing investigating the between connections among marketing resources, upper hand and marketing performance (Zhao, Libaers and Song, 2015). The issue lies in the way that the writing once in a while takes an all-encompassing perspective and for the most part takes a fractional applied ground and constrained observational approach (Davicik and Sharma; 2016). This outstanding issue distinguishes and covers three principal research streams identified with marketing resources and performance. The primary territory is the connection of firm and additionally brand to its condition, for example, its partners. The second zone incorporates the impacts of marketing as a capacity, in which the articles banter about the part of marketing division or function in a firm and how that part influences the general organization performance (Tseng and Chiang, 2016; Wang, Dou, Zhu and Zhou, 2016). The third region is the different proof and arrangement of marketing resources and their impacts on performance. Articles around there commonly examine the issue of asset organization inside the firm and how internal strategies influence firm performance (Moller and Antilla, 1987; Akroush, 2006, de Chernatony and McDonald, 1998; Chang, 1997; Hooley et al., 2003; Fahy et al., 2000).

This paper contends that observational evaluation of marketing competencies' impact on organisational performance must acknowledge the various extents of knowledge organisations have. Moreover, such impact ought to be contemplated through knowledge assets and abilities related to marketing competencies' different extensions. While performance ought to be surveyed with every one of its measurements to give a holistic point of view of marketing competencies' impact and to underline those parts of performance most affected by marketing competencies (Akroush,

2011; 2012). A survey of the general marketing and strategic administration writing uncovers an absence of research on the conceptualization, operationalisation, and estimation of marketing competencies (Tsai and Shih, 2004; Akroush, 2006). Subsequently, this paper proposes a model tending to this specific extent of knowledge and its impact on Indian and Maldivan vehicle deals focuses performance. Beneath figure demonstrates the proposed model of this paper. As indicated by the model, marketing competencies comprise of four noteworthy segments, for example, worked in marketing assets, put resources into marketing assets, internal marketing abilities, and external marketing capacities received from Akroush and Al-Mohammad (2010). The model further recommends an immediate connection between marketing competencies' and organisational performance.

Alvarez and Barney (2017) and Nason and Wiklund (2018) recommended that the asset-based viewpoint of the firm contends that the upper hand of firms is for the most part inferable from contrasts in organisational assets and capacities. They resounded before recommendations by Lin and Wu (2014); Bai and Chang (2015); Wiig (1997); Sambasivan, Loke and Abidin Mohamed (2009) who guaranteed that successful enterprises perceive that performance relies upon the aggressive nature of knowledge-based assets and the successful utilization of these assets in operational exercises. Hussinki, Ritala, Vanhala and Kianto (2017) underlined that the upper hand of firms is, for the most part, owing to contrasts in organisational assets and abilities. When knowledge-related assets and skills are conveyed in the organization's tasks, the upper hand can be picked up, and subsequently, better performance can be accomplished. In like manner, this paper contends that the connection between marketing competencies and organisational performance can be contemplated through analyzing the relationship between marketing competencies-related assets and abilities and corporate performance (Martin and Javalgi, 2016; Mu, 2015). Expanding on the received meaning of

marketing competencies and the setting of Indian and Maldivan car deals focuses, the presence and utilization of certain marketing assets and abilities will decidedly influence Indian and Maldivan vehicle deals focuses performance.

Past research has underlined the viability of estimating all parts of performance significant to an organization's presence and success. In the different set of marketing competencies, it is foreseen that the use of marketing competencies assets and abilities will emphatically influence the general performance of the organization through decidedly influencing its market, customer, and financial performances. The presence of marketing competencies will empower the organization to perform better in its focused on markets. Worked in marketing assets, for example, the particular organization notoriety and image may prompt customers' decision regardless of levels of satisfaction, subsequently; expanding deals volume and, therefore, market share. Also, interests in building up an organization's notoriety and brand image ought to emphatically influence its aggressive position in the market, henceforth, decidedly influencing its market performance. Besides, external marketing abilities, for example, capacities of directing an exhaustive examination of the organization's external business condition (Ellis, 2006; Mavondo et al., 2005; Morgan, 2012; Krush, Sohi, Saini, 2015), capacities to process and break down data to foresee market prerequisites in front of contenders (Medina-Borja, An., and Triantis, 2006; Akroush, 2011), abilities of coordinating the organization's recognized competencies with external open doors in the marketplace (Liu et al., 2015; Pham et al., 2017; Cortez and Johnston, 2018), and capacities of distinguishing the strategic exercises that lead the organization to accomplish an upper hand in front of contenders. Every one of those capacities ought to decidedly influence the organization's situation in the market contrasting with its rivals, in this way, emphatically influencing its market performance. Then again, capacities to create and oversee coordinated marketing programs superior to anything contenders, should put the organization in

an excellent position than its rivals in the market (Akroush, 2011).

As to customer performance, many implicit marketing assets are coordinated towards making fulfilled and faithful customers. For example, market division, product quality, and customer connections are altogether worked in assets that can accomplish that. Besides, employees' unmistakable capacity to serve and handle customers' protests can expand customer satisfaction. Having set up the previously mentioned marketing assets, constant interests in growing new products, circulation channels, customer relationship, advancement, customer training, and worker improvement should include all expansion customer satisfaction and loyalty. Then again, external marketing abilities, for example, the exhaustive comprehension of the customer needs and needs, notwithstanding making, managing, and upgrading associations with the company's customers (Davcik and Sharma, 2016; Arnett and Wittmann, 2014; Camisón et al., 2016) will empower the organization of adequately interfacing with its customer base, which should improve customer satisfaction, maintenance and loyalty.

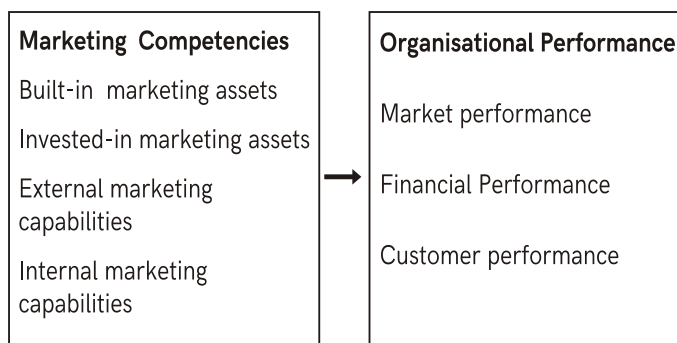


Figure 1. The Proposed Model of Marketing Competencies And Organisational Performance

Notwithstanding external marketing capacities, internal marketing abilities ought to positively affect customer performance (Kamboj and Rahman, 2015; Akroush, 2012). For example, the organization's capabilities to give, impart, cost, and disperse new quality products ought to emphatically influence

customer satisfaction, consequently improving customer loyalty. Besides, HR abilities, both as far as supervisors and employees, should enhance customer loyalty through better products and customer relationship (Alrubaiee et al., 2015; Jafari and Rezaee, 2014). At last, having recommended a connection between marketing competencies and both market and customer performance, a noteworthy performance measurement deserving of examination in this setting is financial performance (Akroush, 2011; 2012).

Financial Performance is one of the critical issues on top administration's motivation and is a unique marker of "sound" business activities. It is considered as one of the unmistakable prizes of marketing competencies in modern day organisations and is of high significance for administrators. Indian and Maldivan vehicle deals focuses are no exemption. Further, and as per past research, this paper contends that marketing competencies assets and abilities will influence organizations' financial performance as well.

3. RESEARCH METHODOLOGY

Few literatures say that marketing competencies can be quantifiable and measurable; the impact of marketing competencies on organisational performance can be statistically tested through hypothesis testing (Akroush & Al-Mohammad, 2010; Akroush, 2006; 2011; 2012). Hence this present study follows objectivism ontology approach and positivism epistemology perspective. Akroush & Al-Mohammad (2010) study proposed a theoretical framework to find the impact of marketing competencies on organisational performance, so this study followed deductive approach. This research is quantitative, the researcher used a well-structured questionnaire to collect data from respondents with the detailed consent and ethics forms. The population for this study is all marketing executives working in automobile sectors in India and Maldives. For the present study, the targeted sampling unit was south Indian automobile sales centres and automobile sales centres in Male' Maldives. All the samples were selected randomly. Totally 600 questionnaire distributed (450 Indian and 150 Maldivian) and 424 respondents (327 Indian

samples and 97 Maldivian samples) were used for the research after the data cleaning and editing with 71 percent response rate. Flowerpot approach was used to create the questionnaire, which includes three sections (Hair, Bush & Ortinau, 2008).

Research constructs were adopted from Akroush & Al-Mohammad (2010) which was developed from the various literatures (Moller & Antilla, 1987; Akroush, 2006, de Chernatony & McDonald, 1998; Chang, 1997; Hooley et al., 2003; Fahy et al., 2000; Vorhies et al., 1999). The research constructs were based on marketing competencies and organisational performance. The marketing competencies are classified into four constructs named "Built-in Marketing Assets" (accumulated and developed marketing assets over time, 8 items), "Invested-in marketing assets" (set of subsisting assets observing important investments, or new assets being invested-in, 9 items), "Internal marketing capabilities" (internal method related to delivering the value-added product and services to meet the competitive requirements, 7 items) and "External marketing capabilities" (external way of understanding external conditions of the firm such as

competitors, consumers, suppliers and distributors, 8 items). Three constructs were used to evaluate the organisational performance such as market performance (firms image, enhancement of the non-financial asset, capacity to promote new services to customers, 4 items), financial performance (enhancement of the non-financial asset, return on investment, increased market share and profit, 3 items) and customer performance (satisfaction of the customers and loyalty, attracting new customers, 3 items). The marketing competencies and organisational performance construct were asked in 5 Likert range from strongly agree (5) to strongly disagree (1). After the data collection, construct validity and reliability statistics were done to check the validity and reliability of the instrument using IBM SPSS AMOS 23.

4. DATA ANALYSIS AND INTERPRETATION

The below table shows the confirmatory factor analysis results for marketing competencies and organisational performance. The factor loading for each for marketing competencies and organisational performance items are above 0.5 and significant at 1 per cent level.

Table 1: Factor loading for each for Marketing Competencies

Constructs	Statements	Factor Loading
Marketing Competencies		
Built-in Marketing Assets	Investments in building customer service	0.7
	Investments in building customer service quality	0.757
	Investments in developing new services	0.811
	Investments in building a strong brand image or reputation for your company	0.633
	Investments in your company promotion and customer education	0.84
	Investments in improving distribution channels of services	0.733
	Investments in leveraging people skills, capabilities, and knowledge	0.727
	Investments in building technological abilities, e.g. IT	0.688
External marketing capabilities	Having superior skills, abilities, and knowledge of marketing and technical specialists	0.751
	Having superior financial and human resources and capabilities	0.76

	Capabilities of thorough understanding of the customer wants and needs	0.791
	Capabilities ability of creating, sustaining and enhancing relationships with the firm's customers, financial institutions, etc.	0.812
	Capabilities of conducting a comprehensive analysis for the company's external business environment	0.843
	Capabilities to process and analyse information to anticipate market requirements ahead of competitors	0.792
	Capabilities of matching the company's distinguished competencies with external opportunities in the marketplace	0.782
	Capabilities of identifying the strategic activities that lead the company to achieve a competitive advantage ahead of competitors	0.605
Internal Marketing capabilities	Distinctive ability to provide your customers value for money better than competitors	0.718
	Company capabilities to develop and manage integrated marketing programs better than competitors	0.785
	Company capabilities to innovate and develop new services	0.797
	Company capabilities in providing distinguished quality of services	0.859
	Having superior pricing capabilities, e.g. pricing below competitors, creativity, and flexibility in the pricing approaches	0.742
	Having distinctive marketing communications capabilities, e.g. distinctive advertising, good word-of-mouth communications	0.68
	Having distinctive distribution capabilities, e.g. the ability to open new distribution channels, concentration on specific geographic areas	0.759
Invested-in Marketing Assets	Distinctive ability to conduct strategic marketing planning	0.802
	Distinctive ability to conduct market segmentation	0.736
	Distinctive company reputation or image	0.742
	Distinctive service quality	0.769
	Distinctive technological abilities, e.g. computerizing the company's processes	0.706
	Distinctive services delivery process activities	0.802
	Distinctive knowledge in the marketplace and customers	0.767
	Distinctive ability in serving customers and handle their complaints	0.753
	Distinctive ability to develop and implement superior marketing strategies	0.898
Organisational Performance		
Customer Performance	Contribution to improving customer satisfaction	0.715
	Contribution to improving customer loyalty to our company	0.695
	Contribution to attracting new customers	0.791

Financial Performance	Contribution to return on investment compared with our competitors	0.675
	Contribution company's profitability compared with our competitors	0.711
	Contribution company's market share compared with our competitors	0.752
Market Performance	Contribution to company's financial assets, e.g. stock price	0.774
	Contribution to company's non-financial assets, e.g. customer service	0.753
	Increasing the company's ability to develop new company services	0.726
	Contribution to improve the company's image or reputation in the marketplace	0.625

The below tables concludes that composite reliability (CR) and Maximum reliability values are higher than the cut-off value (CR<0.7) for marketing competencies and organisational performance measures which prove there is a high level of internal consistency exist between samples. Average Variance Extracted (AVE) is also higher than the cut-off value (AVE<0.5) which also proves there are no convergent validity issues for both measures. Maximum Shared Variance (MSV) is less than AVE and the Square root of AVE greater than inter-construct correlations which prove there are no discriminant validity concerns for marketing competencies and organisational performance measures (Hair et al., 2010).

Table 2: Validity and Reliability measures of Marketing Competencies

Factors	CR	AVE	MSV	MaxR(H)	1	2	3	4
Invested-in Marketing Assets	0.932	0.603	0.584	0.939	0.777			
External Marketing Capabilities	0.920	0.592	0.469	0.926	0.684**	0.770		
Built-in Marketing Assets	0.905	0.546	0.380	0.913	0.614**	0.559**	0.739	
Internal Marketing Capabilities	0.907	0.585	0.584	0.914	0.764**	0.656**	0.616**	0.770

**p<0.01

Table 2 shows that all four constructs are positively significantly and moderately related to other constructs.

Table 3: Validity and Reliability measures of Organisational Performance

Factors	CR	AVE	MSV	MaxR(H)	1	2	3
Market Performance	0.812	0.521	0.491	0.82	0.722		
Financial Performance	0.756	0.509	0.491	0.76	0.701**	0.713	
Customer Performance	0.778	0.54	0.182	0.785	0.427**	0.276**	0.735

**p<0.01

Table 3 shows that all three performances constructs are positively significantly related to other constructs. Table 4 shows the model fit statistics for two measurement models, and all the values are above the cut-off ranges (Hair et al., 2010; Byrne, 2016; Barrett, 2007). Hence two measurement models have statistically fit.

Table 4: Model statistics of Measurement model

Measure	Organisational Performance	Marketing Competencies	Fit values
CMIN	158.132	1353.40	
DF	32	458	
CMIN/DF	4.942	2.955	<3 (Sometimes <5)
GFI	0.94	0.839	>.9
AGFI	0.869	0.814	>.8
CFI	0.917	0.905	>.9
SRMR	0.081	0.048	<.09
RMSEA	0.097	0.068	<0.08

5. STRUCTURAL EQUATION MODEL

Structural Equation Modelling results for Indian samples findings indicate that built-in marketing assets ($\beta=0.49$; $p<0.01$) are the strongest predictor of variations in financial performance, next in internal marketing capabilities ($\beta=0.17$; $p<0.01$), external marketing capabilities ($\beta=0.15$; $p<0.01$). Invested-in marketing assets ($\beta=0.10$; $p>0.05$) don't have a significant impact on financial performance. Invested-in marketing assets ($\beta=0.34$; $p<0.01$) are strongest predictor of variations in market performance, next in external marketing capabilities ($\beta=0.31$; $p<0.01$), built-in marketing assets ($\beta=0.30$; $p<0.01$) and internal marketing capabilities ($\beta=0.29$; $p<0.01$). External marketing capabilities ($\beta=0.25$; $p<0.01$) are strongest predictor of variations in market performance, next in built-in marketing assets ($\beta=0.21$; $p<0.01$), internal marketing capabilities ($\beta=0.20$; $p<0.01$) and invested-in marketing assets ($\beta=0.16$; $p<0.01$).

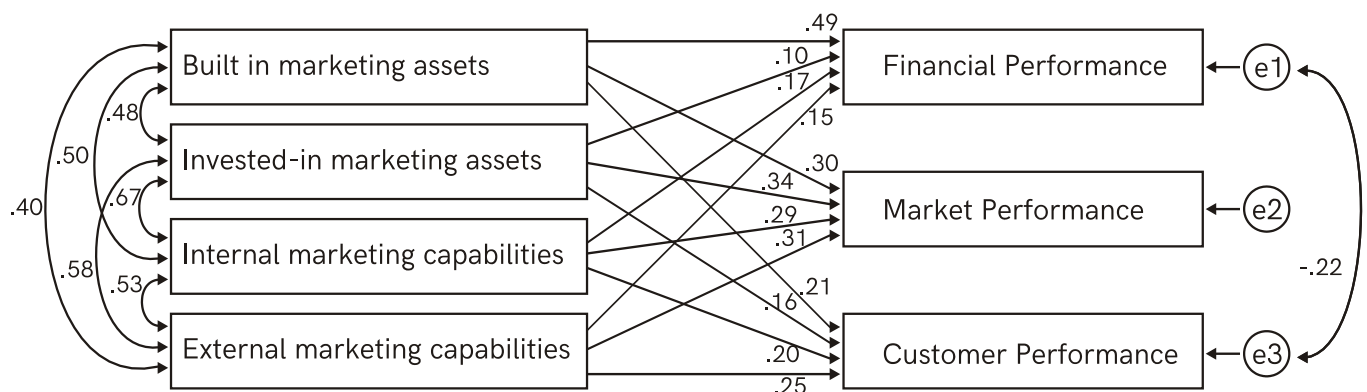


Figure 2: Structural Path Model 1 (Indian Samples)

Structural Equation Modelling results for Maldivian samples findings indicates that built-in marketing assets ($\beta=0.38$; $p<0.01$) are strongest predictor of variations in financial performance, next in invested-in marketing assets ($\beta=0.36$; $p<0.01$), external marketing capabilities ($\beta=0.22$; $p<0.01$) and internal marketing capabilities ($\beta=0.10$; $p>0.05$). Internal marketing capabilities ($\beta=0.32$; $p<0.01$) are strongest predictor of variations in

market performance, next in built-in marketing assets ($\beta=0.29$; $p<0.01$), external marketing capabilities ($\beta=0.26$; $p<0.01$) and invested-in marketing assets ($\beta=0.21$; $p<0.01$). Internal marketing capabilities ($\beta=0.25$; $p<0.01$) are strongest predictor of variations in market performance, other construct don't have significant impact on market performance (built-in marketing assets ($\beta=0.242$; $p>0.05$), external marketing capabilities ($\beta=-0.164$; $p>0.05$) and invested-in marketing assets ($\beta=0.004$; $p>0.05$)).

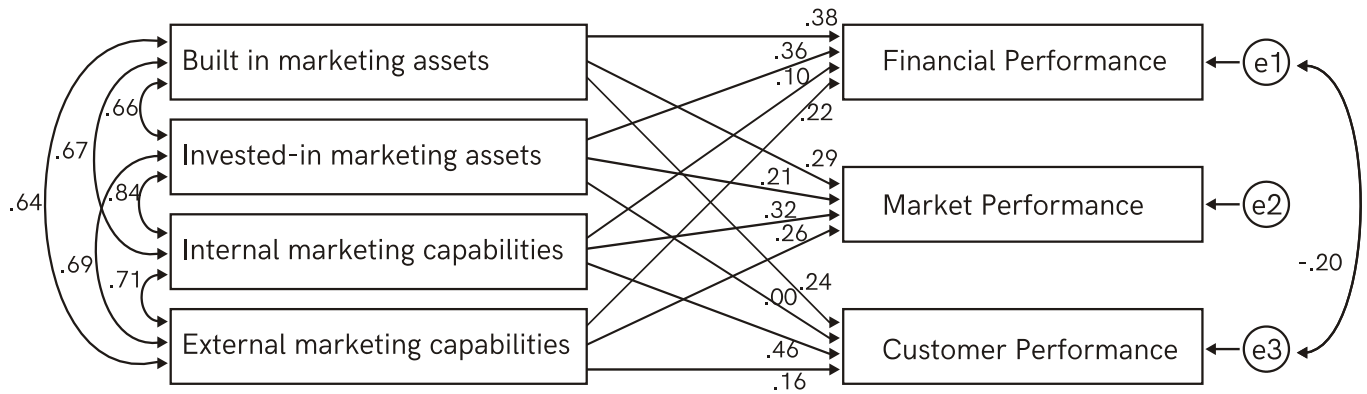


Figure 3: Structural Path Model 2 (Maldivian Samples)

The multi-group invariance analysis was done to check the difference between Indian and Maldivian samples and the link between marketing competencies and organisational performance using Amos graphics. The p-value of the chi-square difference test [Unconstrained model ($X^2=1.276$, $DF=4$) and Constrained model ($X^2=30.398$, $DF=16$)] is significant ($p=0.004$); the model differs across groups (Gaskin & Lim, 2018). The detailed results were presented in Table 5.

Table 5: Invariance Test between Indian and Maldivian samples

Path Name	Indian Sample Beta	Maldivian Sample Beta	P-Value for Difference	Comparison
Built-in Marking Assets - Financial performance	0.495**	0.379**	0.126	There is no difference.
Invested-in Marketing Assets - Financial Performance	0.101	0.355**	0.007	The positive relationship between Financial performance and Invested-in marketing assets is stronger for Maldivian.
Internal Marketing Capabilities - Financial Performance	0.167**	0.096	0.41	The positive relationship between Financial performance and Internal marketing capabilities is only significant for Indian.

External Marketing Capabilities - Financial Performance	0.154**	0.218**	0.698	There is no difference.
Built-In Marketing Assets -	0.303**	0.288**	0.247	There is no difference.
Invested-In Marketing Assets - Marketing Performance	0.341**	0.213**	0.364	There is no difference.
Internal Marketing Capabilities - Marketing Performance	0.291**	0.320**	0.206	There is no difference.
External Marketing Capabilities - Marketing Performance	0.305**	0.256**	0.502	There is no difference.
Built-In Marketing Assets - Customer Performance	0.214**	0.242	0.803	There is no difference.
Invested-In Marketing Assets - Customer Performance	0.160**	0.004	0.376	The positive relationship between Customer performance and Invested-in marketing assets is only significant for Indian.
Internal Marketing Capabilities - Customer Performance	0.197**	0.455**	0.17	There is no difference.
External Marketing Capabilities - Customer Performance	0.255**	-0.164	0.001	The positive relationship between Customer performance and External marketing capabilities is stronger for Indian.

**p<0.01

The examination of the goodness-of-fit criteria [CMIN=1.276; df=4; CMIN\df=0.319; p=0.865; GFI=0.999; AGFI=0.988; CFI=0.999; SRMR=0.001; RMSEA=0.000] shows that they well exceeded the cut-off values for the structural models (Hair et al., 2010; Byrne, 2016; Barrett, 2007).

6. MAJOR FINDINGS AND DISCUSSION

The confirmatory factor analysis has accentuated that Indian and Maldivan sales focuses broke down their marketing competencies as parts of their knowledge management. While such discoveries give specific help to the proposed definition and operationalisation of knowledge management in this paper, they ought to be clarified with regards to the Indian and Maldivan

automobile industry. As proclaimed before, Indian and Maldivan automobile industry works in an exceptionally competitive creating market. Competitive markets are generally portrayed by constant change making new openings and dangers for associations working in them. Accomplishment in such markets requires dynamic management of marketing knowledge to accomplish competitive advantage. The theoretical proposals established in the resource-based view, this paper has received the contention that marketing knowledge competencies require endless investments and improvement to accomplish persistently changing competitive advantage, thus, suggesting that marketing assets ought to be characterized into fabricated and put

resources into marketing assets (Kleinschmidt et al., 2007; Theriou & Chatzoglou, 2008; Kelliher & Reinl, 2009; Akroush & Al-Mohammad, 2010). Observational outcomes have additionally offered help for such arrangements. The Indian and Maldivian setting has given an appropriate clarification to such conclusions. Working in a developing competitive market, Indian and Maldivian automobile sales focuses appear to think that it's hard, if certainly feasible, to accomplish a maintainable competitive advantage. What's more, since that the manner in which assets are designed is the wellspring of competitive advantage Indian and Maldivian automobile sales focus discover a need to continually put resources into including and enhancing their marketing knowledge competencies to give new forms of marketing assets fit for accomplishing changeable competitive advantages.

In academic point of view, this study reveals that the marketing knowledge competencies were classified into four categories, where most of the existing literature centered only internal and few studies have addressed a different type of competencies in their studies; this study included four marketing competencies which mainly designed to measure expected marketing competencies based on capabilities and resources in Indian and Maldivian settings. This study provided detailed reliability and validity results which prove, the adopted research instrument can be used for other industries and countries.

Very few studies were done to check the relationship between marketing knowledge competencies and organisational performance in Indian and Maldivian context. Moreover, most of the studies considered organisational performance as financial performance and missed non-financial performance such as marketing performance and customer performance. This study findings evidence that marketing knowledge competencies significantly influenced marketing performance and customer performance and also the financial performance. Finally, from the managerial point of view, this study provides automobile sales centre managers with remarkable practical insight

associated with marketing knowledge competencies and how it affects business performance in Indian and Maldivian context. For the policymakers and top-level managers of automobile sector, this study provides empirical insight into how the performance of the firm can be affected by the competencies.

7. CONCLUSION

Based on the findings, Indian and Maldivian Automobile Sales centres must comprise a holistic viewpoint while dealing with their marketing competencies and resources. Adopting a competency-based perspective, promoting abilities usefulness must to apply available marketing resources and capacities in a focused way that thinks about emphatically firms' performance. Despite that having distinguishing marketing resources does not mean consistent competitive performance. Firms need to create and put resources into their present marketing resources with a specific end goal to maintain their competitive advantage. Such speculations should cover all marketing competencies the firms have, for example, HR and IT, innovation, new product development, brand reputation and image of the organization, and other components like marketing mix particularly communication and distribution channels. To have the more detailed understanding of the marketing competencies and its relative impact on firms' performance more dimensions need to be studied and related studies can be adapted to another industrial setting to get unique competencies requirements.

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