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# Enhancing Marketing Performance: Leveraging Selling Orientation and Competitive Network Design for Optimizing Insurance Sales in the Halal Industry

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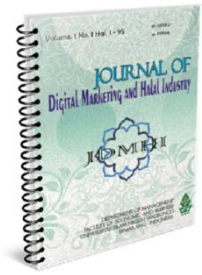


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ABSTRACT

This study addresses a critical gap in marketing research by investigating the roles of selling orientation, sales training effectiveness, and design-network competition capability in enhancing marketing performance within the Indonesian insurance industry. The core issue lies in understanding how these factors interact to improve adaptability and responsiveness to dynamic market conditions, a challenge faced by the insurance sector. The objectives of this study are to assess the impact of these variables on marketing performance, particularly focusing on the mediating role of design-network competition capability. A quantitative research design was employed, with data collected from 274 insurance salespeople using a purposive sampling method and a structured questionnaire survey across major cities in Indonesia. Partial Least Squares Structural Equation Modelling (PLS-SEM) was applied to analyze the causal relationships between the variables. The key findings suggest that design-network competition capability significantly mediates the relationship between sales training, selling orientation, and marketing performance. This highlights the strategic importance of developing design-network competition capability within sales teams to enhance their market adaptability and responsiveness. The study concludes that insurance managers should integrate the development of this capability into their sales training and orientation strategies, especially in industries characterized by fast-changing market dynamics. The findings contribute valuable insights into the strategic importance of design-network competition capability, offering actionable implications for improving insurance sales performance in competitive environments.

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## Introduction

The connection among sales orientation and marketing performance is becoming increasingly significant in the context of dynamic business competition, where traditional sales orientations focused on short-term targets often fail to align with the expectations of modern customers, who prioritize long-term value (Fernandes Sampaio et al., 2020; Powers et al., 2020). Several studies indicate that market orientation can enhance business performance; however, a gap often exists between perceived and actual performance in industrial sectors, highlighting the need for a more comprehensive approach to understanding the influence of this orientation on various performance metrics (Jancenelle et al., 2022; Narula et al., 2023). A promising avenue to address this issue is through the development of network-competitive capabilities, which allow firms to swiftly adapt to market changes, facilitating innovation and ultimately enhancing marketing performance. (Dabić, Marzi, et al., 2021; Iyer & Paswan, 2019). Additionally, effective sales training equips sales teams with the adaptive skills necessary to implement strategies aligned with current consumer needs, ultimately contributing to customer retention and market share (Zheng et al., 2023). Therefore, a greater thoughtful of the interaction concerning sales orientation, networking capabilities, and adaptive strategies is essential for maintaining competitive advantage in a constantly evolving market and achieving sustainable business growth.

While existing literature underscores the importance of adaptive sales behavior as a mediator between salesperson orientation and sales performance, and highlights the role of customer orientation in fostering creative selling behaviors, it remains unclear how sales orientation, when combined with adaptive capabilities and customer orientation, can optimize overall marketing performance. (Zheng et al., 2023). Another study reveals that a high customer orientation among salespeople tends to encourage creative selling behaviour that can enhance performance, whereas a high sales orientation is associated with passive deviance and a greater intention to consent the group (Locander et al., 2023). On the other hand, market orientation is known to have a positive influence on organizational performance, although this effect can sometimes be less pronounced if not broken down into specific orientations (Rokkan, 2023). Innovation, both incremental and radical, has also been shown to mediate the relationship concerning MO and business performance, particularly for SMEs in evolving markets such as Vietnam (Ngo, 2023). Moreover, learning orientation supports business performance by strengthening the effectiveness of MO in SMEs, as observed in Brazil (Guerra & Camargo, 2024) Based on this body of research, further studies are necessary to understand the long-term impact of a high sales orientation on the overall health of organizations.

Although previous research indicates that a sales orientation can enhance sales

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performance through adaptive behaviour and relational orientation, there is a knowledge gap regarding how sales orientation can be effectively combined with adaptive capabilities and customer orientation to optimize overall marketing performance (Kirkland et al., 2021; Zheng et al., 2023). Additionally, few lessons explore how this orientation interacts with factors such as network design capabilities and the effectiveness of sales training, both of which are crucial for improving marketing performance (Kassemeier et al., 2022; Mallapragada et al., 2022). This study also identifies a lack of understanding of the collective influence of leadership orientation, social capital, and adaptive learning on marketing performance, particularly within the context of digitalization (Zheng et al., 2023). Therefore, this research aims to bridge this gap by investigating the strategic integration of sales orientation with these adaptive factors, which is expected to contribute to sustainable marketing performance.

From a Resource-Based View (RBV) perspective, design-network competition capability plays a crucial role in creating a competitive advantage by leveraging internal resources and building strategic networks that provide access to new knowledge, enable rapid responses to market changes, and facilitate sustained innovation. RBV asserts that rare, irreplaceable, and hard-to-imitate resources can serve as primary drivers of long-term competitive advantage (Alvarez & Barney, 2017; Barney, 1991). In the context of this study, design network competition capability refers to the ability to build adaptive strategic networks, allowing organizations to access new knowledge, respond quickly to market changes, and leverage inter-company relationships to achieve sustainable innovation (Monferrer et al., 2021). This view aligns with the notion that firms can combine their internal resources—such as skills, knowledge, and capabilities—with competitive external networks to foster innovation and sustain competitive advantage.

The novelty of this study emphasizes how companies can leverage networks to enhance their sales orientation, making it more adaptive and responsive to market demands. In line with the Resource-Based View (RBV) perspective, the sales force can overcome the limitations of traditional sales orientation by improving marketing performance through dynamic adaptation and collaboration. Furthermore, earlier lessons have discovered the relationship between market orientation and marketing performance, as well as the role of dynamic capabilities in driving innovation (Akgün & Polat, 2022; Correia et al., 2021; Shirmohammadi et al., 2023). However, research on the straight stimulus of network design competition capability as a mediator in sales orientation remains insufficiently comprehensive. Some researchers have focused on dynamic capabilities such as market orientation and innovation capability (Akgün & Polat, 2022; Modolo et al., 2021), but studies on building network capabilities specifically designed to create competitive advantage are still limited. This study addresses these

gaps by examining the strategic integration of sales orientation with these adaptive factors to improve sustainable marketing performance.

This research adopts a quantitative method with a positivist approach, emphasizing objective measurement and systematic data analysis to explore the causal relationships among the key variables. By adhering to the principles of positivism, the study employs inferential statistics to empirically evaluate the proposed hypotheses, ensuring that the results obtained are both measurable and generalizable across different contexts. This rigorous approach enhances the reliability of the findings, allowing for conclusions that can be confidently applied in real-world scenarios. The results disclose that network capability shows a significant part in enhancing marketing performance, specifically by mediating the influence of sales orientation. This suggests that a robust network capability not only strengthens the direct effects of sales orientation but also fosters more adaptive and innovative responses to market changes, enabling companies to navigate challenges effectively and seize opportunities.

The article is organized obsessed by various main segments to enable a inclusive understanding of the investigate process. First, it includes a literature review and hypothesis formulation, providing the theoretical foundation for the study. Next, the methodology section specifics the survey plan and data analysis procedures employed, ensuring transparency in the research process. Following that, the results are offered alongside a dialog of their theoretical and practical consequences, linking the findings back to the broader literature. Finally, the article accomplishes with commendations for future research, highlighting potential areas for further exploration and the importance of continued inquiry into the dynamics of marketing performance.

## Literature Review

### A Perspective Resource-Base View

The RBV emphasized that a company's unique resources and capabilities could significantly influence performance outcomes (Barney et al., 2001). The literature indicated that a selling orientation, which focuses on product-based sales strategies, could enhance marketing performance, particularly for small and medium enterprises, if balanced with an appropriate approach to internal resources (Wasim et al., 2024). However, research also suggests a U-shaped relationship between selling orientation and performance. While moderate emphasis on selling orientation can enhance performance, an excessive focus can hinder marketing outcomes, indicating the need for a balanced approach between internal capabilities and market orientation. (Jancenelle et al., 2022). Additionally, competitive design-network capabilities developed through the appropriate allocation of resources, such as absorptive capacity and entrepreneurial orientation, were shown to strengthen marketing performance by

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enhancing sustainability and synergy within the supply chain (Reyna-Castillo et al., 2023; Seepana et al., 2021). This synthesis highlights the importance of integrating a selling orientation with competitive network capabilities to comprehensively improve marketing performance, while recognizing the need for balanced resource allocation for optimal outcomes. .

**Selling Orientation**

A literature review on selling orientation from the RBV perspective highlights the importance of leveraging internal resources to enhance competitive advantage. In this context, the literature indicated that dynamic capabilities, green innovation, and external readiness played significant roles in shaping firm performance. McDougall et al. (2022) identified 107 dynamic capabilities that companies could develop to strengthen their positions in sustainable supply chains, reflecting the application of RBV in operational strategy. Furthermore, Yuan et al. (2023) explained that marketing based on RBV promoted green innovation, which in turn improved firm performance through an internal commitment to environmental sustainability. Additionally, Yang et al. (2022) underscored the importance of external factors, such as customer and supplier perceptions, which could moderate the association amongst a company's resources and its performance. This finding underscored the need for firms to align internal capabilities with external market conditions, particularly in addressing post-pandemic challenges (Chatterjee et al., 2023). The literature also reveals a critical gap in understanding how firms should adapt their strategies to rapidly changing external environments, which this study aims to explore and address through the hypothesis development.

**Design-Network Competition Capability**

The literature on design-network competition capability from the perspective of the RBV accentuates the position of leveraging unique resources and capabilities within a network to enhance competitive advantage. Recent research demonstrated that the RBV approach allows companies to achieve an advantage by utilizing inimitable resources within network contexts (Xie et al., 2022). Furthermore, responsible innovation has been identified as a crucial resource that strengthens business network resilience, especially during crises such as the COVID-19 pandemic (Xie et al., 2022). Multi-stakeholder networks have been shown to support capability development through interactions that reinforce relational skills (Baranova, 2022). Additionally, the shift toward sustainable innovation highlights the importance of integrating social and environmental aspects into business models to maintain a competitive edge in modern markets (Ávila-Robinson et al., 2022). Meanwhile, the dynamic perspective of RBV stresses the need for adaptation to external changes that affect network competition (Ye et al., 2022). However, the concept of design-network competition capability

remains underexplored, particularly regarding its definition and its role in this study's theoretical framework, highlighting a need for further investigation.

**Sales Training Effectiveness**

From the RBV perspective, sales training is a key strategic resource that enhances a company's competitive advantage by improving internal capabilities and sales performance (Singh et al., 2022). Literature on online training programs indicated that such programs significantly enhanced sales performance through design and implementation management that aligned with the technological environment, especially in companies with strong design capabilities (Parkhi et al., 2022). Additionally, the learning potential and self-efficacy of sales personnel played a critical role; skill development incentive programs were found to have yielded better long-term results (Gao, 2023). The quality of interaction between staff and customers also impacted sales success through increased brand engagement and customer loyalty (d'Ament et al., 2022). This review underscores the importance of optimizing internal resources, such as sales training, while considering external factors like customer engagement that influence overall sales effectiveness. However, there is a need for more research on how sales training programs can specifically enhance design-network competition capability to improve marketing performance.

**Marketing Performance**

The marketing performance from an RBV perspective emphasizes the importance of both internal and external resources in enhancing firm performance. Within the RBV framework, internal resources, such as marketing agility and complementary capabilities, have been shown to significantly impact entrepreneurial performance (Khan et al., 2022; Yang et al., 2022). Meanwhile, external factors, including market readiness and relational capital, played a crucial role in leveraging these resources for improved marketing performance (Liu et al., 2022; Yang et al., 2022). Dynamic marketing capabilities enabled firms to adapt to environmental changes, thereby enhancing international marketing performance (Chatterjee et al., 2022). The interaction between internal capabilities and external market conditions was key to optimizing marketing strategies and achieving competitive advantage (Liu et al., 2022). While RBV provides a solid foundation for understanding marketing performance, the changing dynamics of markets necessitate attention to external factors that challenge traditional RBV assumptions, indicating areas for future research.

**Hypothesis Development**

Selling Orientation (SO), Design-Network Competition Capability (DNCC) and Marketing Performance (MP)

The capabilities of DNCC, which include innovation and adaptation within competitive networks, enabled companies to optimally leverage their unique resources to enhance competitiveness and marketing outcomes (Taleb et al., 2023). Furthermore, a strong selling orientation

encouraged companies to be more responsive to market demands and to strengthen collaborative relationships, which, in turn, expanded the capacity of their competitive networks (Khan et al., 2022). Selling orientation was also predicted to positively impact marketing performance through DNCC, as this orientation supported the development of network capabilities, thereby facilitating efficient resource utilization and reinforcing market positioning. Elements such as collaboration, innovation, and the integration of digital technology are expected to provide leverage for DNCC to achieve superior marketing performance, especially when integrated into marketing strategies. (Usai et al., 2021). Accordingly, this hypothesis explores the idea that selling orientation and DNCC are key variables that can be optimized to enhance marketing performance through strategic resource management (Hussain et al., 2020; Ying et al., 2019). Therefore, this study posits:

H1: DNCC has a significant positive effect on MP

H2: SO has a significant positive effect on DNCC.

H5: DNCC will mediate the relationship between SO and MP

The relationship between selling orientation (SO) on marketing performance (MP)

Selling orientation is viewed as a capability that enables companies to optimize their internal resources for competitive advantage. Key elements of selling orientation, such as a focus on aggressive sales, adaptation to customer needs, and effective resource allocation, provide significant leverage for marketing performance by enabling companies to respond to the market proactively and meet customer preferences more accurately (Kuo et al., 2023; Y. Liu et al., 2023). Additionally, organizational confidence in implementing a selling orientation strategy serves as a moderating factor that strengthens the effectiveness of this strategy in enhancing marketing performance (Jancenelle et al., 2022). Digitalization, as another strategic element, expands a company's ability to respond to market dynamics more rapidly, thereby amplifying the impact of selling orientation on marketing performance through the integration of digital technology into sales and marketing processes (Silva et al., 2023; Yu et al., 2022). Consequently, the combination of internal capability elements and digital strategy adaptation can drive overall marketing performance improvements, allowing selling orientation to play a crucial role in achieving optimal marketing outcomes. The relationships between these constructs indicate:

H3: SO has a significant positive effect on MP.

Sales Training Effectiveness (ST), Design-Network Competition Capability (DNCC) and Marketing Performance (MP)

The RBV perspective provided a strong theoretical foundation, demonstrating that effective sales training enriched the capabilities of internal resources,

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particularly in the development of networking skills that support competitiveness. This training enabled sales personnel to enhance relevant skills in managing network relationships, which in turn strengthened DNCC, assisting companies in competing within complex environments (Andrade-Rojas et al., 2021; Zhu et al., 2022). Specifically, elements of strategic flexibility and adaptability to technological changes integrated into sales training acted as catalysts in strengthening DNCC (Rayburn et al., 2021). These networking capabilities allowed for better resource allocation, innovation, and responsiveness to evolving market demands, thereby positively impacting marketing performance (Ali et al., 2021; Taleb et al., 2023). Previous research also supported those dynamic capabilities such as DNCC mediated the relationship between training and performance, indicating that improvements in DNCC directly contributed to achieving sustainable competitive advantage (Acosta-Prado & Tafur-Mendoza, 2024; Cheraghalizadeh et al., 2021).

H4: ST as a significant positive effect on DNCC

H6: DNCC will mediate the relationship between ST and MP

## Method, Data, and Analysis

### Research design, population and sample

This research utilised a descriptive quantitative design to investigate the causal relationships among constructs associated with sales orientation, sales training effectiveness, and network competition capabilities in improving marketing performance. While the study employed a descriptive quantitative design, it is crucial to clarify that descriptive elements primarily serve to outline the characteristics of the constructs involved, creating a foundation for understanding the relationships tested later. The causal inference, central to this study, was achieved through hypothesis testing that explores the relationships between the variables. Thus, while the descriptive approach provides context, the explanatory nature of the study allows for testing causal relationships. (Hair Jr et al., 2019). This clarification ensures alignment between the design and the research objectives. The study's target population consisted of sales personnel employed by leading insurance companies in Indonesia, overseen by the Ministry of Finance.

This population was selected due to its operation within a highly competitive industry, where sales orientation and training effectiveness are critical for enhancing marketing performance. Sample selection utilised purposive sampling, concentrating on insurance companies situated in key cities across Indonesia, including Semarang, Jakarta, Yogyakarta, Bandung, Salatiga, and Makassar. This sampling method was chosen based on the regional concentration of insurance industry players in these cities, ensuring that the sample accurately reflects the competitive environment within the national insurance industry. Although purposive

sampling is often acceptable in applied research contexts, a stronger justification for its use in this specific research context is essential. The total population size of insurance sales personnel is not provided, but the sample size of 274 valid responses was deemed appropriate for analysis, reflecting a reasonable sample size given the context. The characteristics of the respondents are detailed in Table 1.

**Table 1.**

*Profile Respondent*

| No | Characteristics | | Total | % |
|---|---|---|---|---|
| 1 | Sex | Male | 178 | 65.0% |
| | | Female | 96 | 35.0% |
| 2 | Age | < 30 years old | 57 | 20.8% |
| | | >30 to 40 years old | 135 | 49.3% |
| | | > 40 years old | 82 | 29.9% |
| 3 | Education | Senior High School | 76 | 27.7% |
| | | Bachelor's degree | 119 | 43.4% |
| | | Master's degree | 43 | 15.7% |
| | | Others | 36 | 13.1% |
| 4 | Length of employment | < 3 years | 45 | 16.4% |
| | | > 3 to 5 years | 37 | 13.5% |
| | | > 5 to 10 years | 145 | 52.9% |
| | | > 10 years | 47 | 17.2% |
| 5 | Incentive (in Rupiah) | 1 million - 3 million | 63 | 23.0% |
| | | More than 3 million - 6 million | 114 | 41.6% |
| | | More than 6 million - 9 million | 51 | 18.6% |
| | | More than 9 million | 4<br>6 | 16.8% |

**Instruments and Measurements**

This study involved four main constructs: SO, MP, DNCC, and ST. Each construct was measured using several indicators, some of which were adapted from previously validated instruments, while others were developed specifically for this study based on literature review and expert consultations The SO construct focused on five primary indicators: continuous information provision to customers, exploration of new buyer opportunities, drivers of sustainable purchasing, customer-oriented behaviour, and reciprocal openness. This construct was chosen as it represents a key factor influencing salespeople's ability to proactively meet customer needs (Adamczyk et al., 2022; Zhang et al., 2023). MP was measured by indicators such as sales growth, customer growth, expansion of sales territories, increased sales volume, and profit growth. This variable was relevant as it directly reflected

the impact of sales orientation and training on enhancing marketing success (Kim & Swink, 2021; Powers et al., 2020). DNNC encompassed the ability to build a strong and responsive network through five indicators: identifying network partners within product segments, managing the development of superior product networks, improving customer relationship management, providing updated service features, and analysing competitor network weaknesses. This construct was relevant as it supported sustainable innovation within a dynamic business environment (Andrade-Rojas et al., 2021; Lee, 2021). ST was measured through indicators such as in-depth understanding of the product, knowledge of product usage, product excellence, and methods of offering the product. Effective training helped salespeople become more competent in conveying product value to customers (Attia et al., 2021; Gil et al., 2023). Regarding instrument testing, preliminary validity testing was conducted through content validity assessments by a panel of experts in sales and marketing. This process ensured that the indicators were both relevant to the constructs and properly represented the theoretical dimensions of each variable. Reliability testing using Cronbach's alpha was also performed to assess the internal consistency of the measurement items.

**Data Collection, Analysis Technique and Study Procedure**

The information assortment procedure began with the direct distribution of surveys to insurance sales agents in several major cities in Central Java, facilitated by regional managers. This collaborative approach ensured a higher response rate, as local managers helped establish trust and encouraged participation. The survey used a five-point Likert scale, ranging from "strongly disagree" to "strongly agree," to assess respondents' perceptions, providing nuanced insights into their attitudes. Ethical procedures were rigorously implemented, including a clear explanation of the study's resolve and assurances of confidentiality regarding personal data. This commitment to ethics protected participants' privacy and fostered trust, encouraging honest responses. Collected questionnaires were evaluated for completeness and validity before further analysis, ensuring that only high-quality data was included in the final dataset. For data analysis, Partial Least Squares Structural Equation Modelling (PLS-SEM) was employed, chosen for its ability to handle models with latent variables and moderate sample sizes. This method was deemed appropriate because it provides more stable estimates in complex models with reflective indicators, compared to covariance-based SEM. by (Hair, 2019). The analysis utilized SmartPLS software, version 3.0, with the bootstrap estimation method and 5000 iterations to enhance the precision of t-statistic values, providing robust support for the findings. Construct validity was assessed using the Fornell-Larcker criterion, requiring that the Average Variance Extracted (AVE) value for each construct exceed 0.5, confirming the measurement model's reliability.

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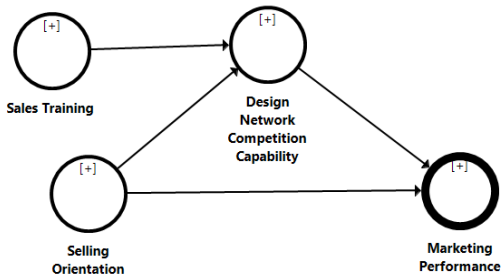
Additionally, discriminant validity criteria were applied to ensure the distinctiveness of each construct, reinforcing the integrity of the analysis and supporting the validity of the research conclusions.

**Figure 1.**
*Conceptual Framework*




## Result and Discussion

### Result

In Table 2, the construct with the highest result was MP, which showed a Composite Reliability (CR) value of 0.935 and an AVE of 0.744. A CR value above the cut-off of 0.7 indicated high internal consistency (Hair et al., 2014), while an AVE above 0.5 suggested that over 50% of the variance from the indicators could be explained by the construct, indicating good convergent validity (Hair Jr et al., 2017). Conversely, the construct with the lowest result was ST, with a Cronbach's Alpha (CA) value of 0.677 and rho_A of 0.679, both slightly below the minimum cut-off of 0.7. This indicated that the internal reliability of this construct needed improvement to meet the recommended standards (Buitrago R et al., 2024). Nevertheless, the CR value for ST at 0.861 and the AVE at 0.755 still demonstrated adequate consistency and convergent validity, suggesting that while ST was acceptable, its reliability could be further enhanced.

**Table 2.**
*Construct Reliability and Validity*

| Indicator | Outer Loading | CA | rho_A | CR | AVE |
|---|---|---|---|---|---|
| DN.1 | 0.872 | | | | |
| DN.2 | 0.782 | | | | |
| DN.3 | 0.824 | 0.889 | 0.895 | 0.919 | 0.693 |
| DN.4 | 0.823 | | | | |
| DN.5 | 0.859 | | | | |
| MP.1 | 0.762 | | | | |
| MP.2 | 0.859 | | | | |
| MP.3 | 0.822 | 0.914 | 0.932 | 0.935 | 0.744 |
| MP.4 | 0.934 | | | | |
| MP.5 | 0.926 | | | | |
| SO.1 | 0.766 | | | | |
| SO.2 | 0.847 | 0.837 | 0.842 | 0.891 | 0.672 |
| SO.3 | 0.855 | | | | |

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| | | | | | |
|---|---|---|---|---|---|
| SO.4 | 0.808 | | | | |
| ST.2 | 0.879 | 0.677 | 0.679 | 0.861 | 0.755 |
| ST.3 | 0.859 | | | | |

Notes: DN: Design Network Competition Capability; MP: Marketing Performance; SO: Selling Orientation; ST: Sales Training Effectiveness

Table 3 shows the results of the Discriminant Validity analysis measured by the Fornell-Larcker criterion. This criterion states that to satisfy discriminant validity, the square root of the AVE for each construct must be greater than its correlation with any other construct (Hair Jr et al., 2020). Based on the table, the diagonal values, representing the square root of the AVE for each construct, are as follows: DNCC (0.833), MP (0.863), SO (0.820), and ST (0.869). Each of these values is higher than the inter-construct correlations off the diagonal, indicating that each construct has adequate discriminant validity, as each construct is more strongly associated with its own indicators than with those of other constructs. For example, the DNCC construct has a highest correlation of 0.815 with SO, which is still lower than the DNCC AVE square root value (0.833). This indicates that all constructs in the model demonstrate good discriminant validity in accordance with the standards recommended in PLS-SEM research (Table 3).

**Table 3.**
*Discriminant Validity*

| Construct | DNCC | MP | SO | ST |
|---|---|---|---|---|
| DNCC | *0.833* | | | |
| MP | 0.734 | *0.863* | | |
| SO | 0.815 | 0.632 | *0.820* | |
| ST | 0.78 | 0.639 | 0.778 | *0.869* |

Notes: DNCC: Design Network Competition Capability; MP: Marketing Performance; SO: Selling Orientation; ST: Sales Training Effectiveness

Sources: Data Processed (2024)

The cross loadings table was used to examine discriminant validity in the PLS model by ensuring that each indicator had the highest loading on its intended construct compared to other constructs. Based on this criterion, discriminant validity was met if an indicator's loading on its own construct was greater than its loading on other constructs (Hair et al., 2014). From the table, each indicator showed the highest loading on the relevant construct. For example, the indicator DN.1 had the highest loading on the DNCC construct, with a value of 0.872, which was higher than its loadings on the MP (0.676), SO (0.771), and ST (0.699) constructs. Similarly, the indicator MP.4 had the highest loading on the MP

construct, with a value of 0.934, greater than its loadings on the DNCC (0.713), SO (0.63), and ST (0.612) constructs. These findings indicated that discriminant validity was met for each indicator in the model, as each indicator was more strongly related to its own construct than to other constructs, consistent with the recommended thresholds in PLS-SEM evaluation (Table 4).

**Table 4.**
*Cross Loading*

| Indicator | DNCC | MP | SO | ST |
|---|---|---|---|---|
| DN.1 | 0.872 | 0.676 | 0.771 | 0.699 |
| DN.2 | 0.782 | 0.489 | 0.646 | 0.545 |
| DN.3 | 0.824 | 0.608 | 0.621 | 0.639 |
| DN.4 | 0.823 | 0.611 | 0.62 | 0.657 |
| DN.5 | 0.859 | 0.653 | 0.723 | 0.692 |
| MP.1 | 0.49 | 0.762 | 0.35 | 0.392 |
| MP.2 | 0.738 | 0.859 | 0.627 | 0.648 |
| MP.3 | 0.531 | 0.822 | 0.486 | 0.484 |
| MP.4 | 0.713 | 0.934 | 0.63 | 0.612 |
| MP.5 | 0.639 | 0.926 | 0.571 | 0.566 |
| SO.1 | 0.616 | 0.511 | 0.766 | 0.522 |
| SO.2 | 0.701 | 0.548 | 0.847 | 0.664 |
| SO.3 | 0.708 | 0.569 | 0.855 | 0.647 |
| SO.4 | 0.643 | 0.435 | 0.808 | 0.721 |
| ST.2 | 0.702 | 0.644 | 0.67 | 0.879 |
| ST.3 | 0.653 | 0.461 | 0.683 | 0.859 |

Notes: DN: Design Network Competition Capability; MP: Marketing Performance; SO: Selling Orientation; ST: Sales Training Effectiveness

Sources: Data Processed (2024)

In Table 5, an SRMR value below 0.08 indicated an adequate model fit (Cho et al., 2022). Here, the SRMR values for both models were 0.075 and 0.076, suggesting a good model fit. Other indices, such as d_ULS and d_G, showed relatively low values, indicating minor model discrepancies. The Chi-Square value for the estimated model was 721.073, which was slightly higher than the saturated model, suggesting that the estimated model had a slightly better fit. Lastly, the NFI was approximately 0.797–0.796, approaching 0.8, which indicated a reasonably good fit, though values above 0.9 are generally expected for an ideal model fit (Dash & Paul, 2021). Overall, the results indicated the model had an

adequate and acceptable fit (Table 5).

**Table 5.**
*Model Fit Indices*

| Description | Saturated Model | Estimated Model |
|---|---|---|
| SRMR | 0.075 | 0.076 |
| d_ULS | 0.767 | 0.777 |
| d_G | 0.473 | 0.477 |
| Chi-Square | 718.474 | 721.073 |
| NFI | 0.797 | 0.796 |

Notes: SRMR: Standardized Root Mean Square Residual; NFI: Normed Fit Index

Sources: Data Processed (2024)

The results from the hypothesis testing in Table 6 showed a p-value of 0.000, indicating significance at the 0.05 level or even the 0.01 level. The high t-statistic value (typically above 1.96 for 0.05 significance level) indicated that the path was significant (Hair Jr et al., 2020), thus supporting all these hypotheses. For instance, H1, with a path coefficient (ß) of 0.653, demonstrated that DNCC had a positive and significant impact on MP. Conversely, H3 was rejected because it had a p-value of 0.219 and a t-statistic value of 1.232, indicating that SO did not have a direct significant effect on MP. Overall, these results indicated that the relationships between constructs in most hypotheses were significant, except for the direct path from SO to MP, which was not supported (Table 6).

**Table 6.**
*Hypothesis Testing Results*

| Hypothesis | Path | ß | T- Stat | P -Values | Conclusion |
|---|---|---|---|---|---|
| H1 | DNCC → MP | 0.653 | 10.174 | 0.000 | Supported |
| H2 | SO →DNCC | 0.528 | 8.530 | 0.000 | Supported |
| H3 | SO →MP | 0.099 | 1.232 | 0.219 | Rejected |
| H4 | ST →DNCC | 0.370 | 6.362 | 0.000 | Supported |
| H5 | SO → DNCC → MP | 0.345 | 6.678 | 0.000 | Supported |
| H6 | ST →DNCC →MP | 0.242 | 4.913 | 0.000 | Supported |

Notes: DNCC: Design Network Competition Capability; MP: Marketing Performance; SO: Selling Orientation; ST: Sales Training Effectiveness; *** = p-value < 0.005

Sources: Data Processed (2024)

Table 7 shows that the constructs DNCC and MP had R-Square values of 0.718 and 0.543, respectively, indicating that the variance in DNCC was explained by 71.8% of its predictor constructs, while

the variance in MP was explained by 54.3% of its predictor constructs. According to Chin (1998), and R-Square of 0.67 or higher is considered substantial, while a value of 0.33 is regarded as moderate. Therefore, the R-Square value for DNCC was high, whereas for MP, it was considered moderate. The $Q^2$ values were 0.487 for DNCC and 0.385 for MP, both above zero, indicating that the model had relevant predictive power for these constructs (Hair Jr et al., 2020). The constructs SO and ST did not have R-Square or $Q^2$ values, as they did not have endogenous constructs explained by other constructs. Overall, these results suggested that the model had adequate predictive ability for the DNCC and MP constructs (Table 7).

**Table 7.**
*Predictive Relevance ($Q^2$) and R-Square*

| Construct | SSO | SSE | $Q^2$ | R-Square | R Square Adj |
|---|---|---|---|---|---|
| DNCC | 1.370.000 | 703.344 | 0.487 | 0.718 | 0.716 |
| MP | 1.370.000 | 842.992 | 0.385 | 0.543 | 0.539 |
| SO | 1.096.000 | 1.096.000 | | | |
| ST | 548.000 | 548.000 | | | |

Notes: DNCC: Design Network Competition Capability; MP: Marketing Performance; SO: Selling Orientation; ST: Sales Training Effectiveness
Sources: Data Processed (2024)

In the context of this study, the $f^2$ values in Table 8 indicated the effect size of each construct. Khademi et al. (2023) suggested that an $f^2$ value of 0.02 was considered small, 0.15 medium, and 0.35 large. Based on this table, the DNCC construct had a medium effect on MP, with an $f^2$ value of 0.313, approaching the threshold for a large effect size. The SO construct had a large effect on DNCC with an $f^2$ value of 0.39, but its effect on MP was very small (0.007), indicating that the influence of SO was stronger on DNCC than directly on MP. Meanwhile, the ST construct had a medium effect on DNCC with an $f^2$ value of 0.191. Overall, the table suggested that SO had the greatest influence on DNCC, while DNCC had a significant influence on MP, pointing to a stronger indirect effect path within this model (Table 8).

**Table 8.**
*Effect Size ($f^2$) Summary*

| Construct | DNCC | MP |
|---|---|---|
| DNCC | | 0.313 |
| SO | 0.39 | 0.007 |
| ST | 0.191 | |

Notes: DNCC: Design Network Competition Capability; SO: Selling Orientation; ST:

Sales Training Effectiveness
Sources: Data Processed (2024)

Based on Table 9 and the IPMA graph, the DNCC construct had the highest total effect on MP (0.653) with a performance of 75.604, indicating that DNCC played a significant role in influencing MP performance. Meanwhile, SO showed a moderate total effect (0.444) and a higher performance (78.038), suggesting that although its impact on MP was not as substantial as DNCC, this construct performed better. ST showed the lowest total effect on MP (0.242) but had the highest performance among all constructs (78.793). This interpretation indicated that DNCC should be prioritized for improvement, as it had a considerable influence on MP. The use of IPMA allowed for strategic decision-making by prioritizing constructs with a significant impact that require performance enhancement, such as DNCC in this case (Hair et al., 2017) (Table 9).

**Table 9.**
*IPMA Results targeting marketing performance*

| Construct | MP | Performances |
|---|---|---|
| DNCC | 0.653 | 75.604 |
| SO | 0.444 | 78.038 |
| ST | 0.242 | 78.793 |

Notes: DNCC: Design Network Competition Capability; SO: Selling Orientation; ST: Sales Training Effectiveness
Sources: Data Processed (2024)

**Figure 2.**
*IPMA – marketing performance target*

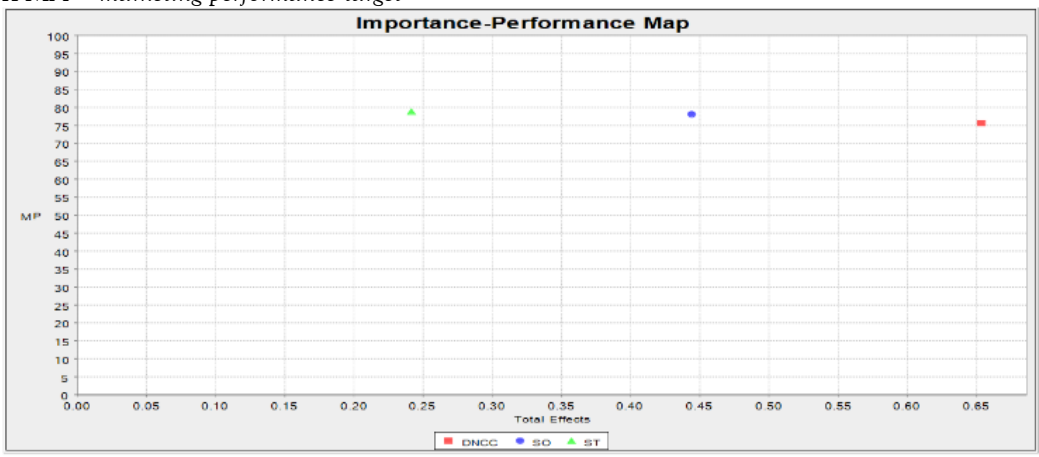
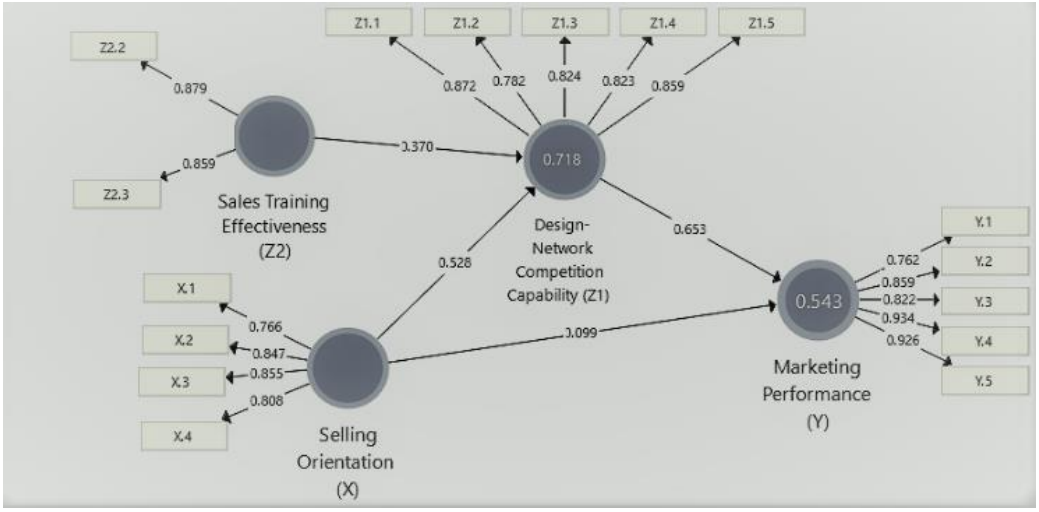


**Figure 3.**
*Full Structural Model*




**Discussion**

In this study, the hypothesis that a selling orientation combined with DNCC enhances marketing performance was accepted. This indicates that a sales orientation integrated with DNCC enables companies to be more adaptive in responding to market dynamics, thereby strengthening marketing performance. These findings align with the Resource-Based View (RBV), which asserts that the combination of internal resources (such as sales orientation) and external network capabilities (such as DNCC) can create sustainable competitive advantages by facilitating rapid adaptation and innovation in a competitive environment (Dabić, Stojčić, et al., 2021).The results also resonate with Iyer et al. (2019), who demonstrated that strong networking capabilities contribute to increased company innovation. However, the outcomes of this learning contrast with those of Locander et al. (2023), who observed that a high sales orientation often leads to passive deviance and higher turnover intentions. This discrepancy can be explained by the failure to incorporate adaptive capabilities inherent in DNCC, which, when integrated, can mitigate the negative impacts of a high sales orientation. The integration of RBV theory and empirical findings underscores the importance of synergy between sales orientation and DNCC in creating sustainable competitive advantages. Moreover, the findings suggest that these results may be generalized to other industries where network capabilities and adaptive strategies are crucial. The practical implication of these findings is that companies should consider the development of DNCC as an integral

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component of their sales orientation strategy to optimize marketing performance. Further research is needed to better understand the role of DNCC, particularly in the context of digitalization and more dynamic, technology-driven markets.In this study, the hypothesis that selling orientation has a significant positive effect on marketing performance was supported. This finding indicates that a sales orientation can enhance marketing performance through adaptive responses to customer needs and efficient resource allocation (Kuo et al., 2023; Z. Liu et al., 2023). These results are consistent with the study by Jancenelle et al. (2022), which showed that selling orientation strengthens the effectiveness of marketing strategies by increasing organizational confidence in implementing sales strategies. Furthermore, this study supports findings that digitalization amplifies the impact of sales orientation on marketing performance by accelerating responses to market dynamics (Silva et al., 2023; Yu et al., 2022). However, these findings are contradictory to the study by Locander et al. (2023), who reported that high sales orientation can lead to passive deviance and higher turnover intentions. This discrepancy may arise due to contextual variables such as organizational culture and managerial strategies, which affect the adaptability of the sales force (Fernandes Sampaio et al., 2020). By linking empirical findings with RBV, it becomes clear that the resource allocation facilitated by sales orientation allows firms to create sustainable marketing strategies. These findings underline the growing importance of digital tools in enhancing the effects of selling orientation on marketing performance, offering external validity for the application of these strategies in digitalized industries. Further investigation is required to understand the long-term effects of selling orientation on organizational health, considering how external market changes affect internal resource capabilities.

The results demonstrate that effective sales training improves network capability, thereby enhancing marketing performance. This is constant with the answers of Zheng et al. (2023), which demonstrate that adaptive training within sales teams facilitates the formulation of strategies that address the needs of contemporary customers. Dabić, Marzi, et al. (2021) further support this finding, indicating that network capability allows companies to respond rapidly to market changes. In contrast, Locander et al. (2023) who emphasized the importance of customer orientation in driving marketing performance, rather than relying on direct sales training. This discrepancy arises from the focus on customer orientation by Locander et al., whereas this study integrates network capability as a strategic resource for improving marketing outcomes. By incorporating DNCC, this study enhances the theoretical understanding of the role of training in improving marketing performance, particularly in dynamic markets. These results also suggest that DNCC can extend the theoretical models used to explain the influence of training, offering insights for its application in other industries. Further

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research is essential to elucidate the role of DNCC in enhancing the effectiveness of training programs and its long-term impact on sustained business benefits.

## Conclusion

This study concludes that ST has a significant positive effect on DNCC, which then mediates the relationship between ST and MP. The primary impartial of this research is to examine the role of DNCC as a mediating variable in enhancing the effectiveness of sales training on marketing performance. The findings support the hypothesis that DNCC strengthens the impact of sales training on marketing performance. This indicates that sales personnel who receive effective training can develop competitive networking abilities, thereby helping the organization respond more quickly and adaptively to market dynamics. These findings confirm that sales training aimed at network development enables companies to be more adaptive and innovative in achieving competitive advantage, as supported by the RBV perspective.

However, this study has borders related to its cross-sectional strategy and its focus solely on sales personnel in Indonesia. Nevertheless, generalizations to other contexts may be possible, given the similarities in sales job descriptions across various countries.

### Theoretical Implication

The theoretical implications of these findings extend the RBV concept, illustrating that DNCC can serve as a strategic resource to enhance marketing performance. RBV emphasizes the importance of unique and valuable resources in creating sustainable competitive advantage. In this context, DNCC emerges as a critical element that enables companies to effectively leverage external skills, knowledge, and relationships. This capability facilitates rapid adaptation to evolving market conditions, highlighting the role of collaborative networks in fostering innovation and responsiveness. By integrating DNCC into the RBV framework, this study enriches our understanding of how companies can strategically utilize their networked resources to maintain a competitive edge in dynamic environments, thus contributing to the broader discourse on resource management in marketing theory.

### Managerial Implication

To strengthen this understanding, practical implications for managers and policymakers include adopting sales training approaches that specifically focus on developing adaptive competitive networks. Such training initiatives can significantly enhance not only the networking capabilities of sales teams but also their overall responsiveness to emerging market opportunities. For instance, industries operating in highly competitive sectors, such as retail or technology, should consider investing in comprehensive training programs that promote collaboration within networks

and enhance digital technology skills among sales personnel. By fostering an environment that encourages knowledge sharing and cooperation, companies can position themselves to compete more nimbly and innovatively. This strategic focus on DNCC can lead to improved market adaptability, enabling organizations to sustain long-term growth in marketing performance while effectively navigating the complexities of today's business landscape.

## Recomendation

To gain a deeper understanding in a cross-country context, future research should involve samples from business owners or managers in different countries, aiming to explore the role of DNCC in enhancing marketing performance from a managerial perspective. uture studies could also utilize the Service-Dominant Logic framework, focusing on the resonance of intellectual agility and knowledge quality as additional variables that support the role of DNCC in strengthening the link among training and marketing performance. This approach would contribute further to the literature on competitive advantage in dynamic global markets

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