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The Significance of Market Orientation Strategies that Affect the Sustainability of Business Profitability: The Mediating Role of Employee Commitment Practice: A Case of Commercial Banks of Ethiopia Bule Hora Town

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ABSTRACT

The purpose of this study aims the Significance of Market Orientation practice that affect sustainable Business performance, the Role of Employee commitment; the case of public banks of Ethiopia Bule Hora town, Market orientation is a business perspective that makes the customer the focal point of a business company's total operation. The general objective of the study is to investigate the effect of Market orientation is the business organizations seek to understand customers expressed and latent needs and develop superior solutions for those needs. The research idea stems from study findings that market orientation not only affects the sustainability of business performance of the concern directly but also indirectly Employee commitment has also confounded to affect directly and indirectly. On the basis and types of data gathered and the instrument used, quantitative research design to use Confirmatory factor analyze and the data analysis were employed for sample size determination valid 368 respondents and as most of the respondent replied to major effect of market orientation data have been collected from employees the bank and customers of both public commercial banks Ethiopia Bule Hora town. The scales have been purified and validated with the help of confirmatory factor analysis (CFA) and the results of structure equation modeling (SEM) revealed a significant relationship between market orientation strategies and sustainable business performance, with mediating role of employee commitment have been confirmed, which yielded to the significant results to used SPSS Version 22 and AMOS 23 to analysis SEM, Standard Regression Weights and model fit value.

Keywords: Market orientation, Intelligence generation, Intelligence dissemination, Employee satisfaction, Customer satisfaction and Business performance.

1. INTRODUCTION

A Sustainable of business role has to be formed during 2015 business performance of public business organization refers to its ability to meet the needs and the expectation of customer and other stakeholders on long-term, Adewale, G., Adesola, M. A., & Eyewall, I. O. (2017) it balanced by an effective management organization staff awareness by learning and applying appropriate improvements, innovation, creativity, capacity to develop and a growing number of organizations are integrating sustainability in to their business strategy, realizing they can do well by doing good, and in present of respondents said their companies have a formal governance of sustainability in place, but what exactly does it mean to be sustain the business performance it doing without negatively impacting, the goal of sustainable business strategy it is to make a positive impact to change the area of the community and it expand a sustainable change to perform for the growth of world economy Remli, et al, (2018).

A Commercial bank that sustains banks as part of the financial system, involves the provision of any permissioned and adult maturity intermediation, risk reduction via diversification, reduction of

information processing, through online costs, and provision of payment service, functions (Fabozze, Modigliani & Jones, 2018). A commercial bank is believed has to be positively contributed to the dynamic economic development of a country's world today economy and the prevalence of achievable and profitable commercial bank that can generate sufficient funds for national economic growth is a to be required. The Efficiency and effectiveness in the commercial banking system depicts improved on line and physical profitability, ensures stability, and enhances public confidence and it besides, to increases the volume of funds intermediated, allocates resources efficiently, induces liquidity, and facilitates better quality services for customers and for his employee commitment practice to motivate wage, salary and additional incentive recipient service to his customer Sufian & Chong, (2018).

Employee Commitment is the establishing and build face or mind- set which directs behavior the work that can be contributed to improving the performance, that we use the commitment of business Employee the bond of the organization and it added the value of such employees that they tend to be more determined in their work, show relatively the high productivity and more proactive in offering their support and bonds of employees experiences with their organization, that broadly speaking, employees that committed to their organization, generally feel the connection with their organization, feel a their understand that focused on the goal of the organizations plays, a vital role in satisfaction of customers; the purpose of the research is to examine the impact of employee motivation, at the effector engagement and employee commitment on the other hand customer satisfaction in banking sector Abdul Ghafoor Awan, (2016).

Carol M. Koop, (2021), Market orientation is mainly, a customer- centered approach to product design, and it involves marketing study aimed at determining what consumer view as their immediate needs, primarily concerns, or personal preferences with in a particular business category, about market intelligence generation or market information dissemination, customer responsiveness in business and commercial organizations about business customers, business competitors, and other important business stakeholders and trends in strategic decision making (Slater et al., 2019) and the business companies that have a market orientation process, it considered the opinions and needs of their target market as a critical component of Research and Development and it focuses on establishing key product selling points to promote existing products rather than designing products.

In several ways transforming Commercial business organizations to support the sustainable business performance to create more sustainable commercial business strategy, sale orientation focuses on persuading the consumer to immediate action through means such as sustainable business by online business process and implementation for successful commercial market can the implementation process in public bank sector by team, business organization, industry, and client and it consider those group of priority for solve that problem, by deferent struggling, hearing the practice to hiring the attractive diverse job opportunities for customer to take the "SMART" specific, measurable, achievable, relevant, and time-bounded to save the time to do effective mission statement outlines the company focus on doing and it should capture organizational value to crafting company action impact profit that has to do the specific strategies that can increase the operational strategy and efficiency to drive social and internal value Ethiopia Commercial business process, Gafa O.et.al (2016).

As an expectation and experiences of countries in Ethiopia, with competitive free economy shows that, internal investigation and study at this area of market orientation to confound and to protect Employee commitment are corner stone's for sustainable commercial bank performance of business organization and in both at the Ethiopia, level and in the current study area, so far there is

limited research conducted for describing the status and effect of market orientation on sustainable business performance that mediated Employee Commitment no evidence of research report on market strategies in the town inspired me to study the practice and effect of marketing orientation on business performance of banking sectors and in employee commitment practice, that the continuous committed not highly implemented, that are underlying reason for the employee commitment practice and the possible reason for needing to stay with organization problem based on work loading is so vary, but the main reason relates to the lack of work alternatives, and remuneration in business organization, Awan, Hassan, & Shahid (2014).

Therefore, the current study aims to add the researcher part on this limited research gap or inadequate knowledge on the effect of market orientation on business performance the mediating role of employee commitment in Oromia regional state, west Guji Zone Bule Hora town particularly and in Ethiopia at large.

2. OBJECTIVES OF INVESTIGATION

1. To analyze the direct effect association among Market Orientation and Sustainable Business performance.
2. To explain the direct influence association among Market Orientation and Employee Commitment.
3. To determine the relationship association among Employee Commitment and Sustainable Business performance.

Practice of Market Orientation Strategies Sustainable Business Performance and Employee Commitment

3. MARKET ORIENTATION STRATEGIES

that have the qualities consumer say that want and it focuses on identifying consumer and customer needs and desires in order to define new products to be developed, and customer demands that are imperial today, Awan, Hassan, & Shahid (2019), it can inform long-range decision-making additionally market orientation improvements in customer service and product support geared to solving concerns raised by customers and employee commitment practices of high business company as a whole and promotes employee and customer loyalty implementation business organization to be successful and it insure that all departments adopt and promote the market orientation approach, and it becomes an integral part of the corporate culture at commercial of business strategies, Deng and Dart (2016).

4. SUSTAINABLE BUSINESS PERFORMANCE

to participate a successful organizations to sustainable business practice and the strategies are unique to each organization as they tie in to larger business goal and organizational values that using sustainable materials in the business organization process, Optimizing supply chains to reduce greenhouse emission, it relying on renewable energy sources to take facilities to employee and community, and the sustainability can drive business success to an organizations ethical impact and sustainability practice that to be overlap between business community environmental progress and financial gain to shared value opportunity can doing good on the business commercial organization due to its opportunity a clear adopted business practice in different organization and business ran and more sustainable in the commercial organization, Alexandra Spiliakos, (2018).

5. EMPLOYEE COMMITMENT PRACTICE

Employee Commitment strategies through employee engagement in business organization which leads higher customer retention and customer satisfaction, to the very good indicators affective commitment relates to how much employees want to stay at the business organization that employee affectively a great details in their insightful the organizational goal that feel fit in the organizational commitment for the cause of affective commitment, at the base of normative commitment, the employee has normatively committed. Bronwyn wainwrights, N. (2019), generally, feel that they should stay at their leaving organization would have disastrous consequences, and feel a sense of guilt about the possibility of living additionally, continuous commitment has realities much employee need to stay at their continuous commitment relates at their home of organization, in employee that are continuous committed, that are underlying reason for the employee commitment practice and the possible reason for needing to stay with organization vary, but the main reason relates to the lack of work alternatives, and remuneration, Abdul Ghafoor Awan, (2016).

6. INVESTIGATION GAP

Usually, following revising diverse publications, it has noted that diverse investigations have been completed on the topic of Market orientation, (Lubbadeh, 2021). The over the many research journal and investigation credentials have the many problems gap in statement of the problem and problem statement to derive time, (Lesener 2019); challenge in the process of cooperative coffee performance and unravel to investigate in West Guji zone Bule Hora Town has to fill the problem gaps of Market orientation strategies and Sustainable Business performance. The association to investigation Market orientation strategies predictor in the worth research parameters of technique logical vacuum of theoretical and empirical gap with citation problem and copy pasts in many research paradigms (Strah & Rupp, 2020); like Investigation research approach quantitative, quantitative and mixed, to research design to confirm build the model, Information analyze and Interpretation based on the output of data (Pereira et. al., 2021). Sampling technique strategy for population category of homogeneity and heterogeneity was face challenge to give good reason for sample size determination for large data sample size fill small sample size in study time, deficit of methodological philosophy gap based on the theory or research approach to analyze and interpreted each problem (Guthier et. al., 2020; Halcomb wt. al., 2018). Deficit of Information Source, and Collection Techniques, deficit of data analyze and interpreting ability and finally, defecating factors that affect influencing Market Orientation, Employee Commitment and Sustainable Business Performance process Confirmatory factor analyze (CFA) predictor investigation not fit Thus, investigation of Market orientation practice has put forward to solve these gaps (Waithanji & Wakaba, 2014). Thus, study will have solved the problem of the performance of Coffee Marketing to rise to fill these gaps (Waithanji, S. Wakaba, 2016).

7. CONCEPTUAL FRAMEWORK

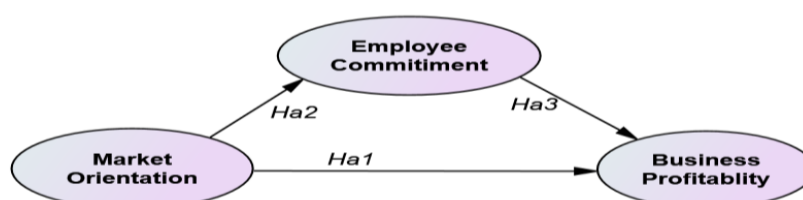


Figure1. Conceptual Framework

Source: AMOS Output (2022).

Hypotheses

On the foundation of reviewed literature, the researchers framed the below four alternative hypotheses.

H_{1a}: There is statistically significant effect association among Market Orientation and Sustainable Business performance.

H_{2a}: There is statistically significant influence association among Market Orientation and Employee Commitment.

H_{3a}: There is statistically significant relationship association among Employee Commitment and Sustainable Business performance.

8. INVESTIGATION TECHNOLOGY

The study shows the Quantitative research paradigms and it is predicted and data Explain with Explanatory research design and the investigation will be designed by Confirmatory factor analyze predictor Model fit indexes, to measure Validate Convergent validity of AVE, with internal consistency of Discriminant reliability of Composite reliability, to design Measurement model, SEM analyze of to measure structural model to design Regression model of Standard Regression Weights to measure direct and indirect effect, Correlation and hypostasized direct and indirect effect to investigate the research (Creswell 2003 cited in Ishtiaq, 2019). Therefore, in the investigation, the study will be designed Confirmatory factor analyses to develop the model investigation design and predictor investigation has to be employed to confirm the model characteristics of the phenomena.

9. SAMPLING TECHNIQUE

Simple random sample for each member of population of the bank to use sample from Employee and Customer has an equal chance of assortment and the ways that each workers of Commercial banks of Ethiopian Bule Hora town from main Bank, Bariso Dukale bank and from Goro Dugda were has the chance be selected and Stratified random sample: The population is divided into mutually exclusive groups (such as age groups) and random samples are drawn from each group (Yaqub, M., Sohail, F., Shabbir, J., & Sohail, M. U. (2022). So, the Employee and Customer participated to collect data for the validation of this study.

Suppose we want to calculate a sample size of a large population whose degree of variability is not known. Assuming the maximum variability, N-total population number, which is equal to 50% (p =0.5) and taking 95% confidence level with ±5% precision, the calculation for required sample size will be at infinite or 'N' unknown (Kothari, 2004) formula to developed and calculated a representative developed sample for proportions (Cochrane, 2013).

Where, n is the sample size, z is the selected critical value of desired confidence level, p is the estimated proportion of an attribute that is present in the population, q = 1 – p and e is the desired level of precision.

$$p = 0.5 \text{ and hence } q = 1 - 0.5 = 0.5; e = 0.05; z = 1.96$$

$$n = \frac{z^2 p q}{1 + N(e)^2} \quad n = \frac{(1.96)^2 (0.5)(0.5)}{(0.05)^2} = 384$$

10. VALIDITY AND RELIABILITY

Test The research instrument designed in this study - before being distributed to 384 respondents was first tested for the validity and appropriateness of each statement item made in the instrument. For this reason, at this stage, pilot test questionnaires were distributed to 20 respondents, in this case, Banks Employee and Customer that used that public banks the results of the validity and reliability test of the research instruments in this study obtained that the entire statement items were valid and reliable to be used for the next test.

Confirmatory factor Analyses (CFA) Measurement Model

The Measurement Model is the part of the model that examine relationship between latent variable and there measure Structural model and the structural model is the relationship between latent variables, lists to test measurement model, by allowing the latent correlation between sustainable Business performance, the confounding variable of Employee Commitment and the Exogenous variable Market Orientation practice in public bank of Ethiopia,

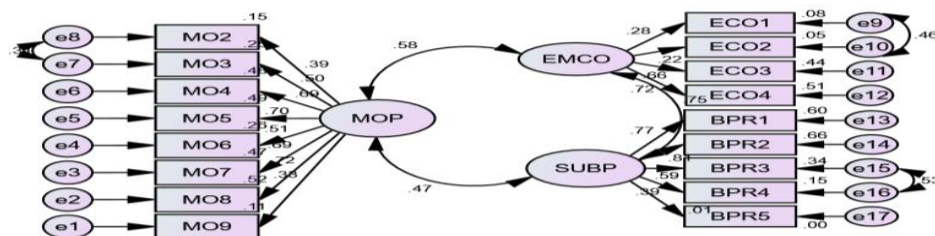


Figure2. Measurement Model

Source: AMOS Output (2022)

Covariance Matrix

Covariance: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
MOP	<-->	EMCO	.063	.019	3.415	***	par_15
MOP	<-->	SUBP	.147	.033	4.485	***	par_16
EMCO	<-->	SUBP	.204	.048	4.229	***	par_20
e15	<-->	e16	.608	.075	8.128	***	par_17
e9	<-->	e10	.543	.069	7.849	***	par_18
e7	<-->	e8	.361	.067	5.382	***	par_19

Source: AMOS Output (2022).

Correlations: (Group number 1 - Default model)

			Estimate
MOP	<-->	EMCO	.581
MOP	<-->	SUBP	.469
EMCO	<-->	SUBP	.750
e15	<-->	e16	.528
e9	<-->	e10	.464
e7	<-->	e8	.314

Source: AMOS Output (2022).

Correlations Matrix

The correlation between the constructed and demonstrated on AMOS static suggested all are meaning full and summarized these number of item that the relationship between the factors in respects to their standard deviation in order to study the correlation among those factors which helps in confirming measurement model, those Alternative Hypothesis more than $> 0.3\%$ has to be accepted, based on this reseon the Model are highly fitted in this measurement model results.

Model Fit Summary

Table 1. Model Fit indices for structural model

NO	Index	Criterion	Final over all model
01	Chi-square χ^2	Low	1.157
02	Df	< 3	.162
03	(P- value)	$\leq .05$.000
04	Normed chi-square	< 20	187.373
05	Goodness of fit index (GFI)	$> .90$.955
06	adjusted goodness of fit index (AGFI)	$> .90$.930
07	Normed fit index (NFI)	$> .90$.944
08	Relative fit index (RFI)	$> .90$.920
09	Incremental fit index (IFI)	$> .90$.992
10	Tucker kiwis index (TLI)	$> .95$.988
11	comparative fit index (CFI)	$> .95$.992
12	Root Mean Square error (RMR)	$\leq .05$.152
13	root mean square error of approximation (RMSEA)	$\leq .05$.021

Source: AMOS Output (2022).

The Model Fit Summary Value showed, Chi-square (Chi-square χ^2) direct effect the result to 1.157, Df(Degree of Freedom) result shows .162 will Normed chi-square value 187.373 with a significant P-value is .000, and a CFI value of .992 as (RMR) value has value .152, GFI Results .955, AGFI value results .930, NFI value result .944, Relative fit index(RFI) result .920 along with the (RMSEA) value of .021 and Exogenous variable Market orientation, Confounding or Mediating variable of Employee commitment and Sustainable Business profitability result, it which implies that the null H0 hypothesis based on the science estimation is rejected, as well the alternative Ha1 is highly accepted.

Table 2. Standardized Regression Weights: Reliability and validity tests

Indicator variable	Loading		Latent Variable	Cronbach Alpha	Composite Reliability	AVE% $> .50$
MO1	.735	$< ---$				
MO2	.643	$< ---$				

MO3	.725	<---	Market			
MO4	.619	<---	Orientation	.787	.788	.620
MO5	.705	<---				
MO6	.658	<---				
MO7	.559	<---				
MO8	.668	<---				
MO9	.576	<---				
ECO1	.653	<---				
ECO2	.660	<---	Employee	.860	.855	.610
ECO3	.711	<---	Commitment			
ECO4	.918	<---				
BPR1	.680	<---				
BPR2	.736	<---	Sustainable			
BPR3	.713	<---	Business	.820	.823	.622
BPR4	.687	<---	profitability			
BPR5	.672	<---				

Source: AMOS Output (2022).

The Discriminant Reliability (Composite Reliability), Cronbach alpha value and Convergent validity is obtained when the AVE% value is greater than 0.5% (Hair et al., 2010). The AVE value of all constructs of teacher leadership model is in AVE>740 indicate that the Construct Validity test is satisfied. Composite Reliability tests are more than >0.6% are also accepted when internal reliability of composite reliability it means Market orientation result .788 Employee Commitment result .855 and Sustainable Business profitability result .823 and all Cronbach alpha value are > 0.7% it implies result of CR (composite reliability) is accepted when all constructs show a CR value greater than 0.60, Average extracted variance all (AVE) result has also >0.5% has to be accepted and Cronbach alpha value are > 0.7% because all sub-constructs showed the results of confirmatory factor analysis of value fit indices result is highly accepted and supported.

11. STANDARDIZED REGRESSION WEIGHTS

Table 3. Standardized Regression Weights: (Group number 1 - Default model)

Estimate			
EMC	<---	MOR	.823
BPRO	<---	EMC	.748
BPRO	<---	MOR	.715
MO1	<---	MOR	.735
MO2	<---	MOR	.643

MO3	<---	MOR	.725
MO4	<---	MOR	.619
MO5	<---	MOR	.705
MO6	<---	MOR	.658
MO7	<---	MOR	.559
MO8	<---	MOR	.668
MO9	<---	EMC	.576
ECO1	<---	EMC	.653
ECO2	<---	EMC	.660
ECO3	<---	EMC	.711
ECO4	<---	BPRO	.918
BPR1	<---	BPRO	.680
BPR2	<---	BPRO	.736
BPR3	<---	BPRO	.713
BPR4	<---	BPRO	.687
BPR5	<---	BPRO	.672

Source: AMOS Output (2022).

The Standardized Regression Weights suppose we have a network with a path connecting from latent variable and measurement variables, that means from Measurement model and structural model value of standardized path coefficient beta is highly affected, than would be expected to increase by one standardized deviation(error) that means that predicted variables from its own mean while holding all other relevant variables is constant and Market Orientation, Employee Commitment, Sustainable Business Performance and other indicted variables has goes up by 1 standard deviation that goes More than 0.6 standard deviations and the Standardized coefficient value of the model is very well and the standardize regression weight group results have highly affected and solve the problem Banks of their commercial Banks of Main bank, Bariso Dukale and Goro Dugda Bule Hora town Ethiopia .

12. STRUCTURAL EQUATION MODELING

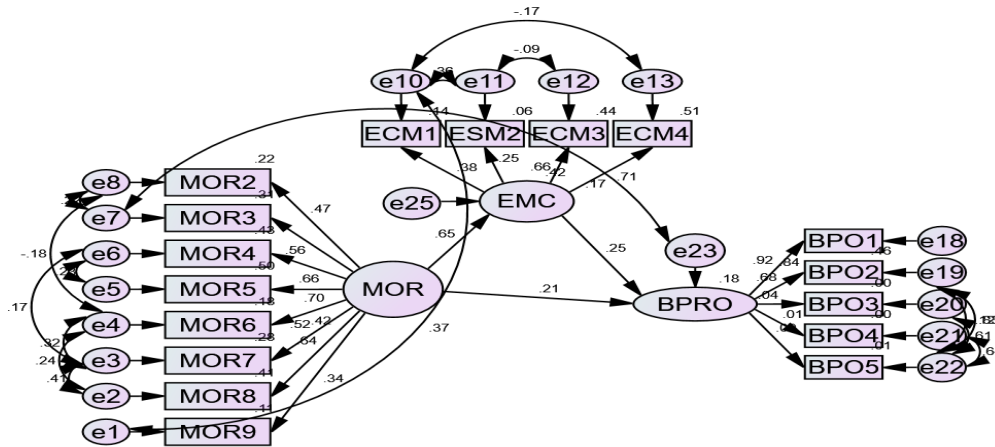


Figure 3. Structural Equation Modeling

Source: AMOS Output (2022).

13. STANDARD REGRESSION WEIGHTS

Table 5. Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
EMC	<---	MOR	.725	.153	4.735	***	par_15
BPRO	<---	EMC	.708	.306	2.312	.001	par_16
BPRO	<---	MOR	.688	.328	2.096	.***	par_17
RS3	<---	MOR	1.000				
RS2	<---	MOR	2.119	.385	5.496	***	par_1
RS1	<---	MOR	1.870	.364	5.132	***	par_2
ID3	<---	MOR	1.344	.288	4.666	***	par_3
ID2	<---	MOR	2.216	.399	5.552	***	par_4
ID1	<---	MOR	2.037	.374	5.452	***	par_5
IG3	<---	MOR	1.888	.357	5.286	***	par_6
IG2	<---	MOR	1.554	.314	4.947	***	par_7
ES1	<---	EMC	1.000				
ES2	<---	EMC	.713	.188	3.789	***	par_8
ES3	<---	EMC	1.957	.385	5.078	***	par_9
ES4	<---	EMC	1.883	.361	5.218	***	par_10
BP1	<---	BPRO	1.000				
BP2	<---	BPRO	.732	.103	7.124	***	par_11
BP3	<---	BPRO	.036	.056	.639	.003	par_12
BP4	<---	BPRO	.013	.054	.235	.074	par_13

BP5	<---	BPRO	.080	.053	1.517	.009	par_14
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Source: AMOS Output (2022).

Hypotheses test results

Table 6. Standard Regression Weights hypothesis

No	Indigenous Variable		Exogenous Variables	C.R	P	Conclusion
01	Business Profitability	<---	Market Orientation	4.735	0.000	Accepted
02	Employee Commitment	<---	Market Orientation	2.312	0.001	Accepted
03	Business Profitability	<---	Employee Commitment	2.096	0.000	Accepted

Source: AMOS Output (2022).

Hypothesis testing is done with (Market Orientation with Business Profitability C.R Value 4.735, Market Orientation with Employee Commitment C.R value 2.312 and Employee Commitment with Sustainable Business Profitability value 2.096), with three hypothesis of significance level of 0.05 using the t-count that estimate by SEM AMOS V. 23 software, the t-count is the critical ratio (CR) value for weight regression. If the critical ratio (CR) value is greater than 1.967 that means (Market Orientation or the likelihood (P) value is < 0.05, then H0 Null hypothesis can be rejected, and the alternative p- value estimation can be Accepted < 0.05, which Means the data has implies that accepted the hypothesis of the results of hypothesis testing in this study.

14. CONCLUSION

The Model Fit Summary Value showed, Chi-square (Chi-square χ^2) direct effect the result to 1.157, Df(Degree of Freedom) result shows .162 will Normed chi-square value 187.373 with a significant P-value is .000, and a CFI value of .992 as (RMR) value has value .152, GFI Results .955, AGFI value results .930, NFI value result .944, Relative fit index(RFI) result .920 along with the (RMSEA) value of .021 and Exogenous variable Market orientation, Confounding or Mediating variable of Employee commitment and Sustainable Business profitability result, it which implies that the null H0 hypothesis based on the science estimation is rejected, as well the alternative Ha1 is highly accepted.

The Discriminant Reliability (Composite Reliability), Cronbach alpha value and Convergent validity is obtained when the AVE% value is greater than 0.5% (Hair et al., 2010). The AVE value of all constructs of teacher leadership model is in AVE>740 indicate that the Construct Validity test is satisfied. Composite Reliability tests are more than >0.6% are also accepted when internal reliability of composite reliability it means Market orientation result .788 Employee Commitment result .855 and Sustainable Business profitability result .823 and all Cronbach alpha value are > 0.7% it implies result of CR (composite reliability) is accepted when all constructs show a CR value greater than 0.60, Average extracted variance all (AVE) result has also >0.5% has to be accepted and Cronbach alpha value are > 0.7% because all sub-constructs showed the results of confirmatory factor analysis of value fit indices result is highly accepted.

The Standardized Regression Weights suppose we have a network with a path connecting from latent variable and measurement variables, that means from Measurement model and structural model value of standardized path coefficient beta is highly affected, than would be expected to

increase by one standardized deviation(error) that means that predicted variables from its own mean while holding all other relevant variables is constant and Market Orientation, Employee Commitment, Sustainable Business Performance and other indicted variables has goes up by 1 standard deviation that goes More than 0.6 standard deviations and the Standardized coefficient value of the model is very well and the standardize regression weight group results have highly affected and solve the problem Banks of their commercial Banks of Main bank, Bariso Dukale and Goro Dugda Bule Hora town Ethiopia.

The correlation between the constructed and demonstrated on AMOS static suggested all are meaning full and summarized these number of item that the relationship between the factors in respects to their standard deviation in order to study the correlation among those factors which helps in confirming measurement model, those 15 Alternative Hypothesis more than $> .3\%$ has to be accepted, and highly correlated and the remaining 18 measurement model the three measurement model e1 and e10, e2 to e4 and e10 and e13 value has to be predicted value of $< 0.3\%$ Rejected or Unsupported based on this reseon the Model are highly fitted and supported.

It can be Hypothesized testing is done with (Market Orientation with Business Profitability C.R Value 4.735, Market Orientation with Employee Commitment C.R value 2.312 and Employee Commitment with Sustainable Business Profitability value 2.096), with three hypothesis of significance level of 0.05 using the t-count that estimate by SEM AMOS V. 23 software, the t-count is the critical ratio (CR) value for weight regression. If the critical ratio (CR) value is greater than 1.967 that means (Market Orientation or the likelihood (P) value is < 0.05 , then H0 Null hypothesis can be rejected, and the alternative p- value estimation can be Accepted < 0.05 , which Means the data has implies that accepted the hypothesis of the results of hypothesis testing in this study.

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