

Impact of information technology capabilities of the organization on marketing performance mediated by intra-organizational governances

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Abstract

This study is intended to investigate the effect of information technology capabilities of the organization on marketing performance mediated by intra-organizational governance of Mellat Bank in Tehran. The method of this research is applied in terms of objective and causal. The population of this research consisted of senior staff and managers of all branches of Mellat Bank in Tehran with minimum bachelor's degree and 5 years of work experience. According to the method of calculating the sample size in structural equation technique (between 5 and 15 times the number of items), Sample size were determined 320 persons against the number of items. Questionnaire was used for data collection. The validity of the questionnaires was confirmed using construct validity. Correlation coefficient was used to assess the reliability of the questionnaires and its reliability was confirmed. Data were analyzed using descriptive and inferential statistics. SPSS and LISREL software has been used to assess descriptive statistics and inferential statistics (Structural Equation Technique). The results of the data analysis showed that the information technology capability of the organization has a significant impact on the marketing performance and governance within Mellat Bank branches. In addition, governance within the organization has an impact on the marketing performance of Mellat Bank branches. Intra-organizational governance also plays a mediating role in the impact of information technology capabilities on marketing performance.

Keywords: Organizational information technology capability, intra-organizational governance and marketing performance

INTRODUCTION

One of the biggest opportunities and challenges today's organizations face is the use of information and communication technology, the Internet as a new channel for economic exchanges has provided new resources of revenue and opportunity for organizations. Internet exchange rates are increasing day by day and companies that do not use this technology will disappear from the market in a short time ^[1]. This technology is fundamentally different from other technologies because of its popularity and affects the organization and the social world in general. In addition to affecting all economic and non-economic activities, it has a significant impact on facilitating performance and enhancing productivity and efficiency ^[2].

Organizational structure is one of the most important factors in communication and efficient use of information and communication technology, the unpredictable growth of which in recent decades has involved the development of various industries including banking; in other words, the investment and application of ICTs must transform organizational structure and make it effective. Information technology has many applications in management and organizations, one of the most important of which is the use of computer networks, especially the Internet. In the area of

Internet information technology, it is an important development in the modern era. Implementation of information technology in organization creates changes that have various effects such as organizational structure ^[3]. Since banks are considered service organizations and face a large number of clients and customers, their services are performed in a traditional way by the staff. Due to the volume of activities to respond to requests, which requires high speed, accuracy, ease and reliability, entering information technology has had a profound impact on the organizational dimensions of banks, so that their

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organizational structure has undergone major changes. The unpredictable growth of information technology over the past decades with the development of various industries such as electronics, computers, telecommunications, etc. has had a profound impact on various aspects of organizations including organizational performance. With these changes, the environment of different organizations has become more complex, for this reason the need for different devices to be able to better communicate between different parts of the organization and facilitate the flow of information between them has increased dramatically. These systems, collectively known as organizational systems, provide areas for managers to use relevant information in their various decision-making wherever and whenever ^[4].

According to the aforementioned, the purpose of this study is to investigate the impact of information technology capabilities of the organization on marketing performance with the mediating role of intra-organizational governances.

Theoretical foundations and research background

Chai et al. (2019), in a research titled as strategic adaptation or strategic differentiation? ^[5] have examined symmetric isomorphism under institutionalized symptoms. This paper attempts to break down the dynamic process, when innovators take action in one area, how can focal company scan, interpret, and respond to multiple cues from different institutional contexts. Specifically, peer signals and pressures in the same industry or geographic region indicated that companies in both cases referred behavioral cues. Local adopters tend to create a regional and adaptable environment to social infrastructures, while industrial adopters send a competitive signal that compels followers to personalize and differentiate themselves. In response, subsequent firms instead of imitating, usually instead of imitating, tend to adopt strategic divergence and improve their social performance in response to competition in the industry. In contrast, companies prefer to rely on imitation using existing social infrastructure available by local innovators. In addition, it was confirmed that the effects of these peers reduce by high organizational performance and low uncertainty.

Zhao and Priporas (2017) examined the impact of information technology on marketing performance in international market entry unions ^[6]. This paper provides a theoretically informed conceptual framework for cross-border international relations and IT performance outcomes. This view, relying on resource-based perspectives (RBV) and transaction costs (TCE), claims that the creation of international IT capabilities will enhance the marketing performance of external partners in the host country by improving the international communications department. Based on the findings of this study, conceptualizing IT capabilities is to improve IT management and enhance IT-based marketing performance. In addition, IT capabilities help reduce potential limitations and risks. Therefore, top executives of companies currently planning to enter international trade unions should effectively consider

international information technology capabilities in terms of hardware and software readiness, human and organizational resources. In sum, this paper provides an integrated framework and rules that help to understand and appreciate IT value in international trade unions.

Pollack and Adler (2017) conducted a study on skills that improve profitability: the relationship between project management, information technology capabilities, and profitability of small to medium-sized companies ^[7]. This study assumes that the use of project management and information technology capabilities is appropriate for the business performance of the organization. This study investigated the hypothesis by examining the positive impact of using project management and IT capabilities on total sales of work and profitability. The survey data has been obtained from two longitudinal government surveys, including small to medium-sized companies in Australia. Models were generated to describe the relationship between project management, IT capabilities, profitability and total sales using multiple linear regression and binary logistic regression. The results showed that when controlling for the impact of other business skills, project management and IT capabilities have a positive and special effect on sales and profitability.

Tan et al. (2017), conducted a research on the operational agility of information technology: the dependency approach ^[8]. In their research, they have developed a model that demonstrates how it can be used to deliver operational agility in a company. The presented model shows the operational agility of information technology, new resource management capabilities, negotiation process and management practices to use IT in the supply chain. The findings of this study enable managers to better utilize information technology capabilities and move towards achieving operational agility.

Khadivar et al. (2018), in an essay, examined the relationship between information technology governance and organizational resource planning system success ^[9]. In this paper, the Dylan and McLean information systems success model is used to evaluate the success of the system and has been developed considering the relationships between the dimensions of governance as well as variables derived from the Dylan McLean model, conceptual model and research assumptions. Data were collected through a 49-question questionnaire based on the responses of all those involved in the organization's resource planning system project in companies from Mapna group. The partial least squares approach was used to test the model. The results indicate that IT governance can have a significant and meaningful effect on the success of the organization's resource planning system. Therefore, in order to maximize the efficiency of the implementation of the organization's resource planning system, organizations must clearly define strategy, strategic performance evaluation, system and business strategic alignment, efficient project team and

collaborative decision-making structures as dimensions of governance related to the organization's resource planning system.

Kashaninejad and Haghshenas Kashani (2017) have investigated the impact of information technology capabilities on organizational performance with the mediating role of organizational agility in the Tejarat Bank of branch in southwest region of Tehran ^[10]. This research is applied in terms of objective and descriptive and field by nature. The statistical population is 400 employees of southwest bank branches of Tejarat Bank in Tehran. Using Krejcie and Morgan table, the sample was 196 persons. The sampling method was simple random. SPSS and LISREL software was used for analysis. Findings showed that IT infrastructure, business experience, communication resources, and human resources have a positive and significant effect on organizational performance and the mediating role of organizational agility in influencing the dimensions of information technology capabilities on the performance of Tejarat bank was confirmed. The results showed that IT business experience had the greatest contribution in impacting on bank performance. Information technology and collaborative entry modes are two areas of research that rarely cross each other. In particular, participatory entry mode is a subject that has long been rooted in international research and strategy. On the other hand, research focused on the role and impact of information technology has been mainly on the IS literature and to some extent on the management literature ^[11]. While there is a common consensus that we have been living in an "information age", which is largely driven by the advancement of information technology, so far information technology research and collaborative modes of entry are limited and lagging behind ^[11, 12]. The lack of interest of scientists shows that the appreciation of the importance of information technology in today's business environment is very understandable.

In particular, our review shows that the issues surrounding international entry into the common market have been studied by researchers in the fields of international trade and strategy over several decades. International entry modes of cooperation are traditionally known as forms of trading whereby a foreign company intends to enter the host market in cooperation with its domestic companies ^[13]. International partnerships and alliances, are not just part of international trade and cross-border trade, the only means of penetrating world markets. However, these collaborative market entry methods are often preferred over franchising, contracting or licensing, and so on. In particular, international alliance is used as a form of market entry in countries with high uncertainty or low empirical knowledge, for example, less developed economies. A study by Brooders (2002) shows that alliances in this area outstrip other foreign investment methods (such as their own subsidiaries) due to local benefits provided by domestic partners. Similarly, Fang et al. (2015) discuss the benefits of strategic alliance in the

global pharmaceutical industry in terms of reducing uncertainty and synergy of new product development ^[14]. In terms of marketing considerations, Fang and Zou (2009) emphasize the importance of dynamic marketing capabilities in international investments. They claimed that empirical literature has documented the strategy of influencing firms' dynamic capabilities on their performance, but the literature on exploiting and conceptualizing dynamic marketing-related capabilities in the context of international alliance has been limited. Their data from senior executives from China shows that dynamic marketing capabilities have a significant impact on the performance of the host market and the competitive advantage of international joint ventures.

While previous studies have offered a variety of cases or niches (eg, incentives, modes of choice, country selection and performance implications) and approaches (eg TCE, RBV, knowledge perspective and representation theory), the main reason for contributing many of them is the effectiveness of alliances in achieving performance levels. For example, Ming Chang et al.'s (2015) study of 152 cross-border joint ventures found that perceived value gap and information asymmetry are two mediating factors that directly affect performance. Pak and Park (2004) also used an empirical approach in a context to claim that alliances benefit from economies of scale and help share risks. In addition, based on the social contract perspective, Wanberg and Sheffler (2014) found that international alliance partnerships improve market performance by building relationships. Hezhimarkaro et al. (2015) also noted that international alliances will likely succeed in terms of overseas market performance. On the other hand, widespread evidence suggests that while there are many organizational performance benefits associated with international entry modes of cooperation, especially for foreign investor firms, there is a high risk of failure by some internal and external reasons. Ineffective relationships have been confirmed to be one of the main causes of failure of collaborations ^[15]. Sivadas and Dwyer (2000) estimated that 70% of alliances fail for the same reason. Extensive research has sought to provide methods and means for improving the relationship. For example, Wankatesh et al. (2000) suggested product development and common branding among partners to develop a positive collaborative effort. Inkpen and Coral (1998) argued that transparency self-confidence is important in contributing to the performance of a joint venture. Likewise, Blodgett (1992) suggested that communications reinforce international joint ventures.

Compared to these propositions, references to the usefulness of information technology have been disperse ^[11, 12]. But compared to the widespread discussions of many other organizational tools to improve the performance of international partnerships to enter the market by strengthening inter-relationships, information technology

has only been briefly mentioned in previous literature, or has been closely examined in very little studies.

Thus, this indicates that research on the role of information technology and its impact on international market entry cooperation, especially in terms of empirical evidences, has been very limited to date. In addition, a more integrated framework for understanding different theoretical perspectives is still lacking in previous literature. We propose that to enhance our understanding of the subject, some key organizational factors must be identified and studied to address the possible conceptual ambiguity about the role and impact of information technology and the disagreement between international business, marketing and IS scientists. In particular, one of the most important factors to be considered here, is the IT dimension. Recent research in the field of IS and marketing literature, using RBV, discusses various information technology resources and capabilities and the impact of their performance in the context of verified supply chain relationships. For example, Kim et al. (2006) conceptualized applied technology innovation, administrative innovation, and the integration of verified systems as the three sources of information technology. Likewise, Lou and Ramamurti (2011) defined IT capability (three dimensions: IT infrastructure capability, IT usability and leading position in IT) as a tool for corporate agility. Therefore, one general conclusion that can be drawn is that information technology capability has been the dominant dimension in most research.

The second major factor to consider is discussion about verified relationships and performance of IT intermediary. Brown (2015) noted that so far research on the direct and indirect relationship between information technology shows that it has been performance-based. A recent perspective on measuring the performance of information technology, which has gained greater support and recognition, is a process-based approach^[16, 17].

This view holds that information technology enhances performance by improving specific organizational processes. Much of the research that has taken this approach has focused on RBV research in information technology value researches. It is argued that information technology alone does not directly derive from performance benefits, but rather benefits from the interaction of information technology with higher-order organizational processes^[18]. For example, Kim et al. (2006) found that IT-mediated coordination and accountability lead to positive affirmative performance. Similarly, works of Sanders (2008) and Liukas et al. (2016) showed that information technology contributes to mediating collaboration. Relying on TCE, Gallivan and DePlague (2003) found that information technology enhances control and self-confidence.

Zhan et al., (2008) made important statements about how information technology is involved in firm performance. Although this focuses on emphasis chain relationships, their

study emphasizes and validates the commercial value of information technology in a confirmed context. Specifically, the discussion of the application of TCE and RBV to IT value research is presented, which illustrates the transfer of IS research from transaction cost related to resource-based value creation. In particular, their reasoning about the inappropriate results of information technology and value creation in previous research expresses our thoughts and direction in this article. Research in this field is not only limited in conceptualizing the different characteristics of information technology resources for firm performance. For example, a recent management information system study by Both and Geroger (2005) defined information technology capabilities in information technology infrastructures, IT business experience, relationships infrastructures, and organizational learning that enable creating competitive benefits for firms. While Bharadwaj (2000) separated IT capabilities into information technology infrastructures, human resources and intangible resources using information technology. Obviously, ambiguities and confusion in researches on the value of information technology and theoretical applications still remained. We agree with Zhan et al. (2008) that the conceptualization of information technology resources and capabilities is still ineffective and leads to the development of various terms. In addition, the knowledge gap on how information technology resources and capabilities interact with organizational processes to create value and enhance performance remains. This is especially emphasized by solving the long-term paradox of the information technology^[19, 20]. In this article, we present our own definitions of information technology as an important resource for firms in the field of international alliances. Initially, information technology resources can be organizational skills and IT-related capabilities that enables firms to use non-IT related resources for better performance^[21]. Using RBV resources, information technology resources can have a greater impact on verification processes than IT assets, which ultimately results in more consistent cross-functional results. The reason is that IT resources and capabilities are not compatible for partner companies and therefore imitation is very difficult^[11]. By integrating RBV with the TCE perspective on international alliances, we argue that the transaction costs associated with opportunistic behavior resulting from limited rationality can be neutralized through confirming IT resources to reduce related risks and costs. As a result, we integrate the different streams of literature and theories of RBV and TCE to create a conceptual framework in this paper. Specifically, for this framework, we use two interactive theoretical perspectives: RBV demonstrates the creation of information technology value in the context of market entry collaboration, while TCE explains confirmed processes that are influenced by information technology. We argue that the value of information technology should not be weighed directly against confirmation performance, as it will cause more confusion for the "paradox". Instead, we conceptualize information technology resources to help verified

performance by interacting with key factors of continuity confirmation. Previous research has focused on this particular area [11]. In addition, relying on international trade literature, we specifically focus on market-related marketing practices as the primary measure of performance in host locations [22, 23]. Finally, this framework emphasizes the prospects of foreign partner companies rather than the partner of host country.

Our proposed conceptual framework, developed using RBV and complemented by TCE, shows that when external and local partner companies have the information technology capabilities that are verified, dynamic and important, communication aspects between special endorsements can be reinforced. Also, we argue that these aspects of communication are important confirmatory governance mechanisms that information technology can facilitate [24, 25]. Therefore, creating the complementary relationship more efficient and thus improving the marketing performance are possible. In addition, using information technology, the government can help address the associated investment risks and proportional constraints that are potentially negative. In addition, we adapt the contingency theory perspective [26] to argue that IT and confirmatory performance are likely moderated by process-based factors.

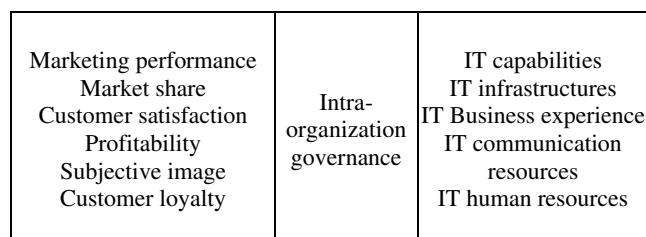


Figure 1: Conceptual model of research
Source: Zhao & Periporas (2017)

RESEARCH METHODOLOGY

According to the purpose of the research, the present study is applied. Based on the nature of the research, the present study is a descriptive-survey analysis. Based on the categorization of research by data type, the present study is quantitative. Also in terms of the method of analysis is correlation.

The data of this research will be obtained through the study of related articles and books and previous research in the library method. Managers and expert opinions will also be collected by field questionnaire distribution. Questionnaire was used to collect data. The present study uses descriptive and inferential statistics to analyze and test the validity of research hypotheses. Structural equation technique is used to determine the relationship between variables. For this purpose, first, the sample adequacy KMO test and the Bartlett test determine the suitability of the correlation. The normality of the variables is then determined using the Kolmogorov-Smirnov test. Then, confirmatory factor analysis test is used to evaluate the items significance, and finally, path analysis technique is used to measure the

relationship between variables. SPSS and LISREL software will be used for data analysis.
Timeline: Spring to Autumn 2020
Location: Branches of Mellat Bank in Tehran

Subject matter: Information technology capabilities, marketing performance, and governance within the organization constitute the subject area of the present study. The target population of this study includes senior staff and managers of all branches of Mellat Bank in Tehran with minimum bachelor's degree and 5 years of work experience. Since the researcher is able to submit and distribute the questionnaire among the statistical population, the population has been selected to conduct the research. The conditions for sampling were due to the answers to the questionnaire questions based on the experience and knowledge of the respondents.

The sampling method in this study is available sampling in which questionnaires are distributed among the statistical sample. As variables in the present study are hidden and structural equation method is used for data analysis, sample size is determined 5 to 15 times the number of items in questionnaire. A sample of 320 people is selected. The reliability of the questionnaire was confirmed based on reliability calculations and since Cronbach's alpha was greater than 0.7.

Table 1: Questionnaire reliability

Index	Index reliability
IT capability	0.835
Intra-organization governance	0.834
Marketing performance	0.836

FINDINGS

First, a table of demographic status is examined:

Table 2: Demographic characteristics

	Frequency	percent
Single	59	18%
Married	261	82
Total	320	100
Experience less than 10 year	159	50
Experience 11 to 20 year	91	28
Experience above 20 year	70	22
Total	320	0/100
Bachelor	211	66
Post graduate and higher	109	34
Total	320	100
Work experience		

Less than 5 million Tomans	63	20
5 to 7 millions	201	63
7 million and above	56	17
total	320	0/100

Descriptive statistics of research variables including minimum, maximum, mean, standard deviation of variables were presented.

Table 3: Descriptive statistics of research variables

variable	Observation number	min	max	mean	Standard deviation
IT capability	320	1.47	4.18	3.0017	0.49540
Intra-organization governance	320	1.49	4.31	2.9847	0.46982
Marketing performance	320	1.74	4.39	3.0323	0.50413

According to the results, the standard deviation of the research variables is small number, indicating a lack of dispersion among respondents' opinions. Intra-organization governance is less than average limit (3), indicating that the level of governance is low in view of respondents. Before using the statistical tests of the research, the normality test should first be performed using the Kolmogorov-Smirnov (k-s) test.

Table 4: examining normality of the research variables

variable	Test statistic	significance
IT capability	0.030	0.934
Intra-organization governance	0.036	0.797
Marketing performance	0.029	0.949

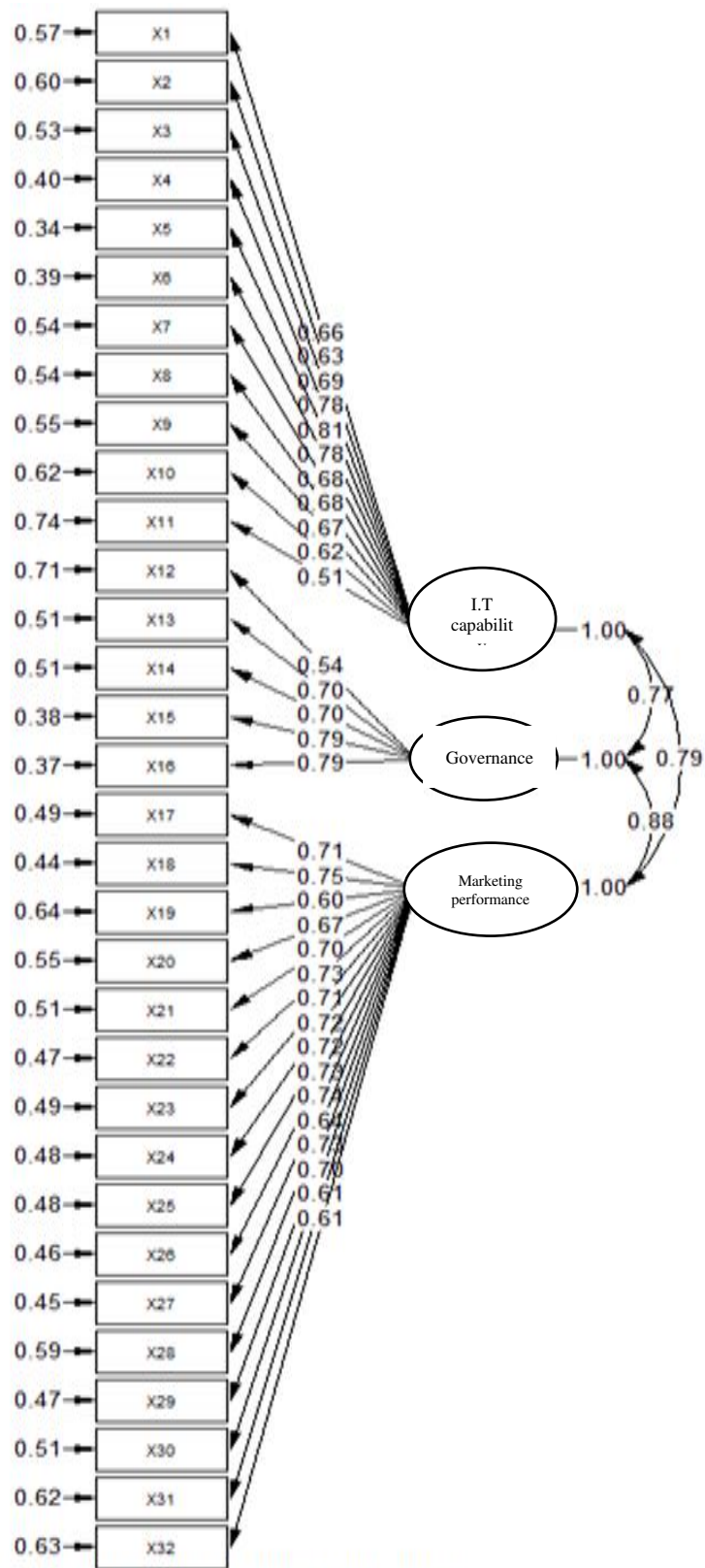
According to the results presented in Table 2, in all cases a significance value greater than 0.05 was obtained. Therefore, there is no reason to reject the null assumption that the distribution of the measurement data was normal. Therefore, LISREL software should be used.

Before performing factor analysis, the capability of the data to perform confirmatory factor analysis should be examined. For this purpose, the adequacy of the number of observations and the appropriateness of the correlation of the observations are examined. The adequacy of the sample is examined using the Kaiser-Mayer-Olkin index and if the statistics value is more than 0.7 it is determined that the sample number is sufficient with respect to the number of model parameters. The Bartlett test is used to ensure that the observation correlation is appropriate and if the significance value of the test is less than 0.05, the correlation between the observations is appropriate.

Table 5: Bartlett test and KMO index

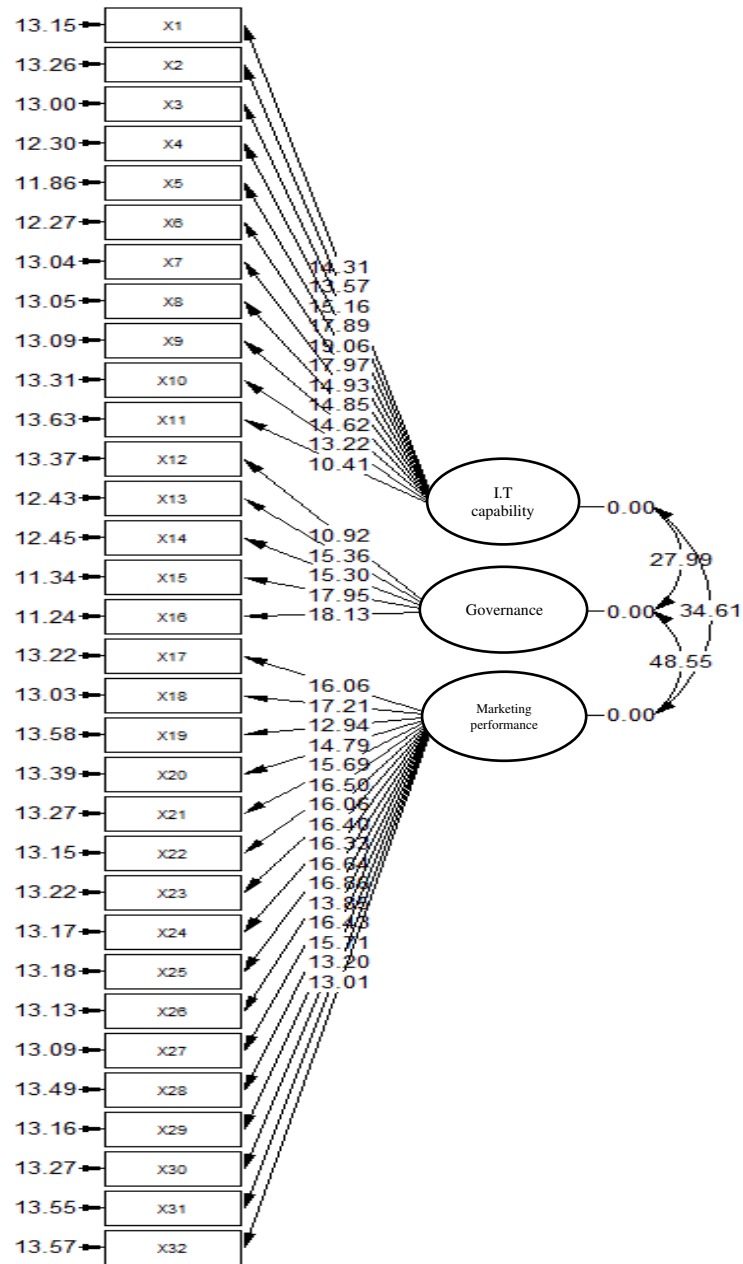
Measuring sample adequacy (KMO)		0.768
Measurement of correlation suitability (Bartlett)	Test Statistics	917/471
	Degree of freedom	496
	significance	0.000

The results of factor analysis of the research scale are presented below. Three main factors (hidden variables) and 32 questions (visible variables) were used to evaluate the structural model of the research. Each of these variables is represented in the figure with X1 to X32.



Chi-Square=816.53, df=461, P-value=0.11400, RMSEA=0.049

Figure 2: Standard factor loadings confirmatory factor analysis of research variables

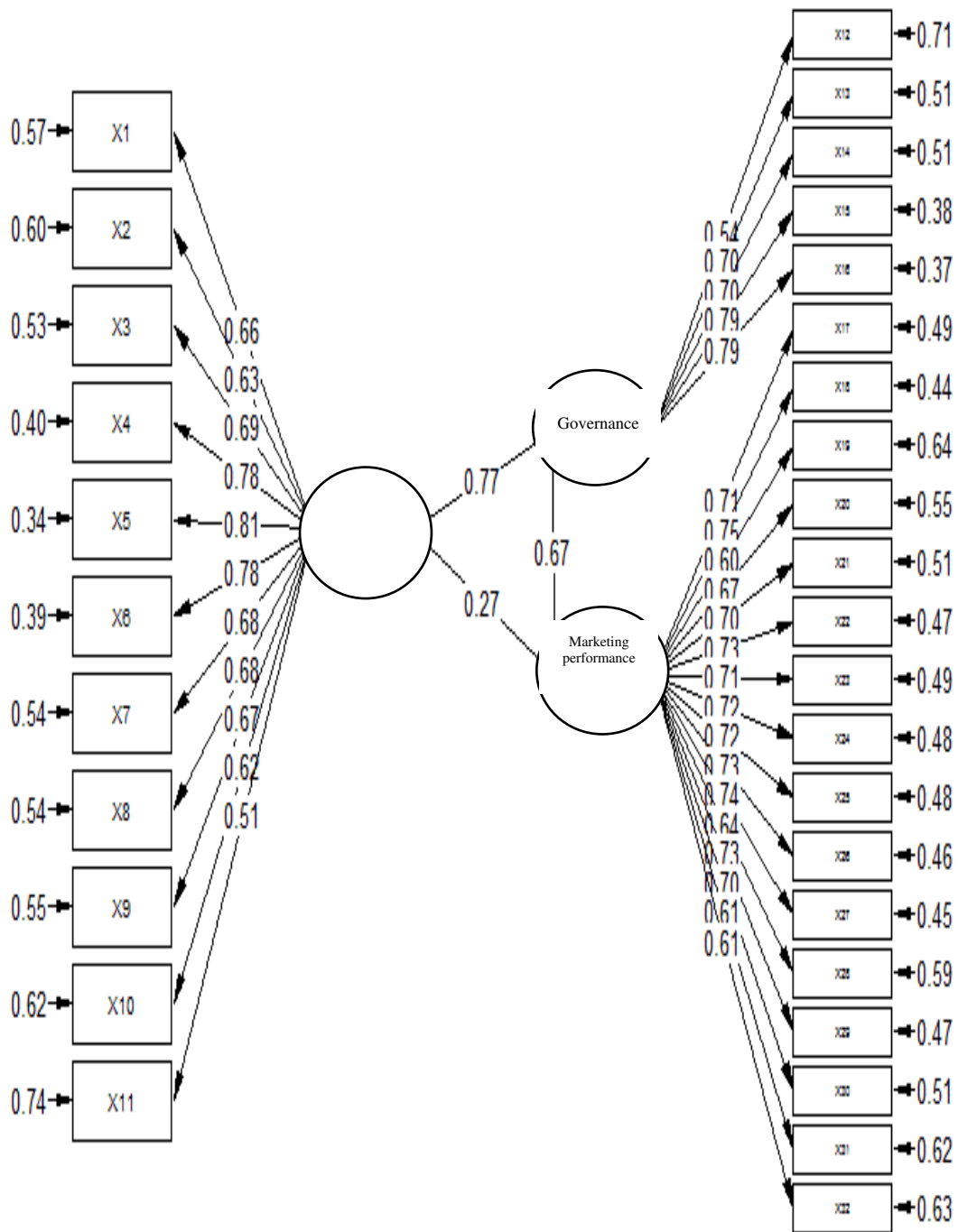


Chi-Square=816.53, df=461, P-value=0.11400, RMSEA=0.049

Figure 3: Confirmatory factor analysis t-statistic of research variables

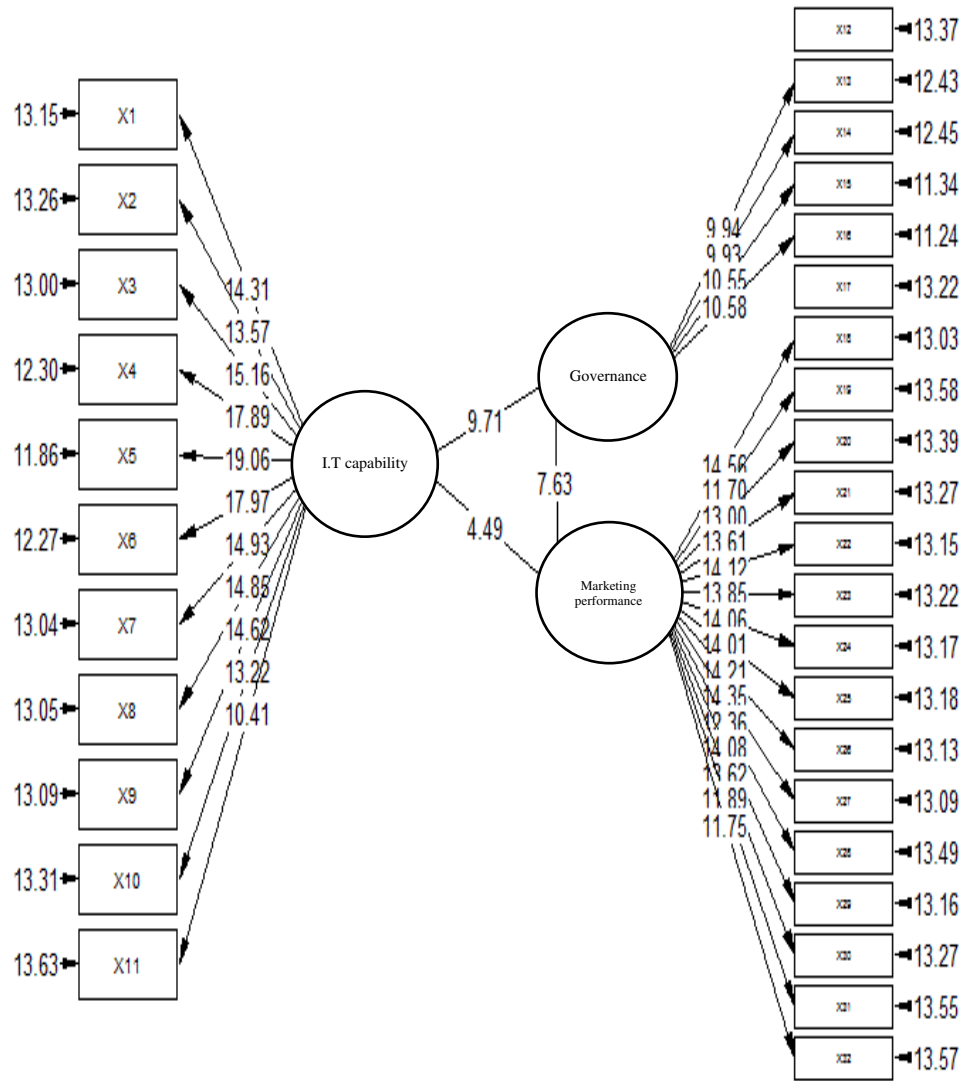
Based on the results of the measurement indices of each of the scales used at 5% confidence level the t-value statistic is

greater than 1.96, indicating that the observed correlations were significant.



Chi-Square=816.53, df=461, P-value=0.11400, RMSEA=0.049

Figure 4: Path coefficients of testing research hypotheses



Chi-Square=816.53, df=461, P-value=0.11400, RMSEA=0.049

Figure 5: T-test statistic for research hypotheses

The value of t-statistic in the effect of the independent variable on the dependent is a measure of rejecting or accepting the influence of the independent variable on the dependent. If the absolute value of the obtained statistic is greater than 1.96, it indicates the significant effect of the independent variable on the dependent variable.

A summary of the results of the validation of the research hypotheses is presented below.

independent variable	dependent variable	Standard path coefficient	t-statistic
IT capability	Marketing performance	0.27	4.49
IT capability	Intra-organization governance	0.77	9.71

Intra-organization governance	Marketing performance	0.67	7.63
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Table 7: Summary of coefficients and statistics of indirect relationship test

independent variable	Mediating variable	dependent variable	path coefficient	Sobel statistics
IT capability	Intra-organization governance	Marketing performance	0.51	5.97

Examination of research hypotheses

Hypothesis 1: Organization information technology capability has a significant impact on the marketing performance of Mellat Bank branches.

H0: Organization information technology capability does not have a significant impact on the marketing performance of Mellat Bank branches.

H1: Organization information technology capability has a significant impact on the marketing performance of Mellat Bank branches.

T-statistic was used to test this hypothesis. The test statistic value is 4.49 and the coefficient value is 0.27. Given that the absolute value of the statistic is greater than 1.96, the null hypothesis that there is no relationship between rejection and the opposite hypothesis is accepted. Therefore, the research hypothesis is confirmed.

Hypothesis 2: Organization information technology capability has a significant impact on the intra-organizational governance of Mellat Bank branches.

H0: Organization information technology capability does not have a significant impact on intra-organizational governance of Mellat Bank branches.

H1: Organization information technology capability has a significant impact on intra-organizational governance of Mellat Bank branches.

T-statistic was used to test this hypothesis. The test statistic value is 9.71 and the coefficient value is 0.77. Given that the absolute value of the statistic is greater than 1.96, the null hypothesis that there is no relationship between rejection and the opposite hypothesis is accepted. Therefore, the research hypothesis is confirmed.

Hypothesis 3: intra-organizational governance has a significant impact on the marketing performance of Mellat Bank branches.

H0: Intra-organizational governance has a significant impact on the marketing performance of Mellat Bank branches.

H1: Intra-organizational governance has a significant impact on the marketing performance of Mellat Bank branches.

T-statistic was used to test this hypothesis. The test statistic value is 7.63 and the coefficient value is 0.67. Given that the absolute value of the statistic is greater than 1.96, the null hypothesis that there is no relationship between rejection and the opposite hypothesis is accepted. Therefore, the research hypothesis is confirmed.

Hypothesis 4: Intra-organizational governance plays a mediating role in influencing information technology capabilities on marketing performance.

H0: Intra-organizational governance does not mediate the impact of information technology capabilities on marketing performance.

H₁: Intra-organizational governance plays a mediating role in influencing information technology capabilities on marketing performance.

Sobel's statistic was used to test this hypothesis. The test statistic value is 5.97 and the coefficient value is 0.51. Given that the absolute value of the statistic is greater than 1.96, the null hypothesis that there is no relationship between rejection and the opposite hypothesis is accepted. Therefore, the research hypothesis is confirmed.

CONCLUSION AND SUGGESTIONS

The organization's information technology capability has a significant impact on the marketing performance of Mellat Bank branches.

When the bank uses proper hardware and modern equipment to provide services to its employees and has a clear vision of purchasing or using information technology, it will provide better services than competitors and customers are also completely satisfied. Also, when the bank uses existing equipment and capabilities to communicate with customers through new technologies and does not limit itself to traditional and old-fashioned ways, the use of bank services for customers has been more efficient and find it useful. Leading the way with new technology, the bank can live up the bank's brand and name and customer service at any time and anywhere and remember its services at specific times. Zhao and Priporas (2017) and Klein et al. (2015) tested this hypothesis and found similar conclusions, but Pollack and Adler (2017), Kashani-nejad and Haghshenas Kashani (2017), Khali Farhangi et al. (2013), Movahedi et al. (2010) and Khoshkalam Khosrowshahi et al. (2009) examined information technology and its capabilities on performance and reported positive and significant results.

The organization's information technology capability has a significant impact on intra-organizational governance of Mellat bank.

Acceptance of this hypothesis suggests that the information technology capability of the organization can enhance 77% of the intra-organization governance. Based on the results, it can be stated that if the information in the bank is updated regularly and correctly and software is used to reduce the time of exchange, clear standards will be set for the behavior of the employees and customer focus can also be strengthened. In fact, if the bank is able to deliver conferences and in a variety of ways using information technology, or to enhance the skills and knowledge of its staff using the features that IT provides and bring to a higher level, providing services High-quality, continuous, as well as increased collaboration between employees. Based on this hypothesis, information technology infrastructures, information technology business experiences, information technology communication resources, and information technology human resources can influence and reinforce the style of governance within the organization, focus points and standards. Zhao and Priporas (2017) have also examined and accepted this hypothesis in their research, this hypothesis thus consistent with the present research.

Intra-organizational governance has a significant impact on the marketing performance of Mellat Bank branches. It is inferred from the assumption that if the bank upholds the views of its employees and provides clear standards for all employee behaviors that help to eliminate ambiguities in the role of the customer, the service will serve and meet customer needs. This result shows that market share, customer satisfaction, profitability, subjective image and customer loyalty, which are components of marketing performance, are influenced and can be enhanced by company governance. In fact, customers are encouraging their relatives to use the bank's services or associate the service with their minds when the collaboration between the staff is considerable and continuous high quality service is provided. If the bank focuses on customer needs and at the same time enhances and strengthens the relationship among staff, customers will receive the best service, desirable satisfaction will have and always this service is a priority for them. Zhao and Periporas (2017) and Khadivar et al. (2018) were also researchers who examined this effect and reported positive and significant opinions consistent with the present results.

Inter-organization governance has a mediating role in influencing information technology capabilities on marketing performance.

This hypothesis has shown that information technology capabilities can create better standards or help increase employee collaboration to make customers more satisfied and loyal. Accordingly, if the bank has high-skilled and knowledgeable staff with a regional development worth investing in IT, it will focus his objective on the customer and provide continuous customer service with the idea of using customer service which will make it more useful and effective. Zhao and Priporas (2017) also examined and accepted this hypothesis in their research; it is thus consistent with the present study.

Suggestions

Mellat Bank's senior management in Tehran is advised to keep pace with advances in technology around the world and to afford the high cost of switching hardware to provide strong infrastructure for service delivery. Investigating the successful global banks and using the equipment used is an effective method in this field.

Mellat Bank's senior management in Tehran is advised to avoid making the wrong decisions by creating strong databases of information in relation to required data and timely updating them. For example, installment refund systems or the Rial currency sector require accurate and up-to-date information.

It is recommended that senior management of Mellat Bank in Tehran periodically hold group meetings and consult with staff and receive feedback on improving marketing performance in the areas of customer loyalty and after evaluation and selection the best view, implement it.

The senior management of Mellat Bank in Tehran is recommended to provide all staff with the existing statute of duties after updating and making the necessary changes and to provide clear standards for the prevention of violations. Mellat Bank senior management in Tehran is advised to use video conferencing online for conferences or training sessions to show colleagues that their time is valuable to the bank and that they need cooperation in all situations. Based on the research findings, several suggestions for future research are made:

1. Given that this study was conducted among senior staff and managers of all branches of Mellat Bank in Tehran, it is recommended that future researchers conduct their research in other communities such as other provinces and compare the results with each other.
2. Future researchers are advised to do research on:
Examining the impact of verbal advertising on marketing performance
Investigating the effect of organization climate on marketing performance,
Examining the effect of leadership style on marketing performance,
Investigating the impact of employee characteristics on marketing performance.

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