

Investigating the Relationship between Customer Orientation and Sales Orientation on Sales Performance: A Case Study of Digikala Company

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Abstract

The world of sales is becoming more complex and competitive every day. This has made the discussion of sales performance one of the hot topics in this field, especially in organizational sales. The aim of this research is to investigate the relationship between customer orientation and sales orientation on sales performance in the case study of Digikala Company. In terms of research method, it is descriptive-analytical and survey-based. The research tool is a standard questionnaire on a 5-option Likert scale, which has a reliability of 0.85 for customer orientation components and 0.95 for sales performance, and 0.79 for sales orientation. The Cronbach's alpha obtained indicates that the instrument has adequate reliability, and the validity of the instrument has been confirmed by the relevant professors. The statistical population of the research is all employees of Digikala Company in Tehran. The sampling method in this research is simple random, which is considered as a sample size according to the Cochran formula standards, 150 people. The results of the research indicate that customer orientation and sales orientation have a significant impact on sales performance.

Keyword: Customer, Digikala Company, Customer Orientation

Introduction

The customer is the guarantor of the survival of a business and organization, and the life of our business depends on his existence, and customer retention is the most difficult part of the development of an organization. Today, in the business world where competition is expanding rapidly, customer retention and customer orientation are the most important issues. The slightest negligence leads to customer dissatisfaction, disconnection from us, and absorption by competitors. Organizations and companies that prioritize customer needs, product quality, and service provision are more successful in the competition. In this study, we will get acquainted with the most effective customer orientation principles for more sales. Each dissatisfied customer can reflect his dissatisfaction to several people; this chain causes the loss of a large part of customers. Ultimately, companies that are unable to keep customers satisfied are gradually eliminated from the market. Dissatisfied consumers can share their views through social media and websites at any time and negatively

affect your career. This is why creating a good experience for the customer is very important, and it helps to create a lasting relationship between you and them.

Definition of Customer

Customers are people or operations that consume or need and benefit from the product or results of a function. Since every function in an organization certainly has a purpose, therefore, it has customers. In the market culture, a customer is an individual who has the ability and talent to purchase a product or service, and this ability and talent are simultaneously manifested in the individual and the choice and act of purchase are made. In this culture and perspective, a customer is an intelligent and knowledgeable individual who studies and examines well about meeting his needs and makes a choice by valuing and considering his possibilities and talents (Salarzehi, 2014).

From the perspective of "customer" rights, a person, persons or organizations that contract with another to provide a product or service. In other words, the customer is the one who comes after the company's shareholders and actually brings money into the organization's veins. The absence of a customer means the lack of income and profit, and ultimately will be equal to the decline of the organization. Therefore, today, satisfying customers and ultimately attracting customers to the organization will guarantee the organization's continued activity in the industrial competition market (Salarzehi, 2014).

In simple terms, a customer is the one who refers to the seller to meet his needs and desires and uses his goods or services and is willing to pay a reasonable price for it. In other words, a customer is someone who gives something and takes something in an interactive manner. It should also be noted that customers are not equal, and for this reason, recognizing and selecting a permanent customer is the only condition for the survival of any company and organization (ibid.).

Customers can be divided into two categories: external and internal customers. External customers are outside the organization and buy its products or services. In contrast to external customers, every organization also has a number of internal customers who are as important as external customers. In all stages of an organization's operations and processes, there is always an internal customer who receives a product or service and provides a product or service in return (Mohabali and Farhangi, 2011).

The importance of attracting and retaining customers

To show the importance and necessity of retaining them, it seems necessary to pay attention to the following points:

The cost of attracting a new customer is between five and 11 times that of maintaining an old customer;

To increase the number of customers by two percent, you must spend 10 percent.

The loss of losing one customer is like losing 100 other customers.

Customer satisfaction is the prerequisite for all subsequent successes of companies.

Customer satisfaction is the most important management priority compared to other goals such as profitability, greater market share, product development, etc.

The most valuable asset of any organization is the trust and confidence of customers.

Choosing a permanent and loyal customer is the only condition for the permanent survival and continuation of the efficient activities of any company.

Senior managers should personally be a model of commitment to customer satisfaction.

To earn the trust of customers, promise less than you can and deliver more than you have promised.

98% of dissatisfied customers will go to a competitor without complaining.

Completely satisfied (happy) dissatisfied customers are six times more likely to buy from your company again than satisfied customers.

Listening to a customer's complaint is 90% of the work, resolving it is 7%, and following up to find out if the customer is satisfied is another 3% (Yahiaei Ile'i, 2012).

Customer expectations

Customer expectations are expectations that are not necessarily needed, but their fulfillment creates a pleasant feeling in him that causes the stability of the relationship. Therefore, it seems that customer satisfaction will be directly related to meeting their expectations. In general, customer expectations can be divided into two groups:

A- Expectations related to goods and services: Since the customers of an organization are made up of different classes and groups with different cultures, when dealing with these groups, paying attention to the beliefs of all of them is an inviolable principle. Measures such as observing taboos for some customers, such as religious slaughter in livestock and poultry matters, producing and supplying tools and equipment that are considered forbidden in some religions, and many sensitivities that in different cultures cause those ethnic groups and groups to react or feel disrespected. (Sadidi and Atafar, 2017)

B- Expectations related to organizational communications: Respecting the dignity of customers in their presence and absence is mandatory. Although customers express higher expectations in their visits to organizations and in face-to-face communication with employees. The expectations that are considered by customers and if not investigated, their subsequent visits are severely affected include:

Respect: Ensuring a sense of respect for people in all types of communication is a topic worthy of attention. As mentioned above, many people pay a higher price to gain respect and value maintaining their dignity in a higher position in the process of meeting life's needs. Therefore, one of the most important ways to achieve success and customer satisfaction is to pay attention to this key point, neglecting which causes irreparable damage to the product and service supply system. (Sadidi and Atafar 2017)

Appearance: From an individual perspective, the appearance of people is considered a sign of faith, and from an organizational perspective, it expresses order, order, and the organization's attention to all matters, including cleanliness. Naturally, this level of opinion also includes products. A customer is faced with employees who have a suitable appearance and clothing. will have a greater sense of security and comfort in using the organization's products and services. Appearance is more important in the workplace, especially in areas related to customers, and observing them will have positive results for the organization. (Sadidi and Atafar, 2017)

Honest approach: Providing correct information and compassionate guidance to customers in a way that can ensure their interests is considered one of the customer's expectations. A loyal customer is a member of the organizational family who pays part of its costs. In this approach, honest approach to protect the interests of the parties is considered a reasonable condition, and if it is not observed, customer relations with the organization will be distorted and loyalty from them will be expected. A suitable communication space: Communication with the customer is therefore important because it can lead to satisfaction and retention in an effective communication process. When organizations communicate with their customers, they certainly envision a benefit for themselves. In order to achieve customer satisfaction from communication, the communication process must be designed in such a way that a win-win communication space is provided. (Sadidi and Atafar, 2017)

The possibility of communication with higher managers: Another logical expectation of customers is the possibility of communication with the organization's senior managers to solve problems between them. This possibility of communication is considered the organization's attention to good relations with customers and has desirable effects on them. It is natural that some customers do not get results from raising their issues at lower levels and want to conduct such a meeting to remove obstacles to their communication with the organization. Not accepting this communication from a customer-oriented perspective is not only unacceptable, but also shows that the organization does not value and credit the customer. (Yahiaei Ile'i, 2012).

Customer Relationship Management

In today's highly competitive business world, customer relationship management can be considered as the ultimate solution for both the customer and the organization. It has been proven that ultimately, communications determine all aspects of organizational competitiveness: organizational strategies, organizational culture, organizational tactics, organizational people, organizational market share, organizational growth, organizational profitability, and organizational valuation. Customer relationship management is a forward-looking management strategy that is achieved through a focus on profit. (Sultani, 2007)

In customer relationship management, customers are not considered as external components but as internal members of the business and the goal is to create a long-term relationship with them. High contact with customers, commitment, and service delivery are essential features of customer relationship management.

The ideas and ideals of customer relationship management can be traced back to the basic concepts of customer focus in total quality management. Therefore, customers are the main issue. Therefore, customers are the most important assets of any organization and focusing on the customer has become a vital goal for the organization. Customer relationship is a key aspect in maintaining and retaining existing customers and acquiring new customers. Therefore, focusing on customer relationships is a type of investment. Customer relationship management is a continuous process of identifying and creating new value with each customer and then sharing the benefits obtained from it throughout the life of the company. This requires understanding, focusing and managing the continuous collaboration between the producer and the selected customer to create mutual value and share it through organizational dependencies and adjustments. The customer is the center of all initiatives in customer relationship management (Sultani, 2007).

The trend towards customer relationship management (CRM) began to grow in the 1990s. Customer retention is in fact the heart of a customer relationship management system. Customer satisfaction is actually a comparison between their perception of the value gained by the product and their expectations. A valued customer is usually dynamic, so the relationship with him/her changes over time. Therefore, the main role of customer relationship management (CRM) is to strive to maintain this relationship. This ability is achieved by

exploring the customer life cycle, or customer lifespan, which refers to the different stages of the relationship with the customer and the business (ibid.).

The Importance of Achieving Customer Satisfaction

Why do companies need to achieve customer satisfaction? What is the importance of customer satisfaction for companies? To answer these questions, we must first know what happens if customers are dissatisfied, what benefits do satisfied customers have for the company, and how can the company achieve customer satisfaction? Research shows that 96 percent of customers never complain about bad behavior and poor quality of goods and services, and 90 percent of these dissatisfied customers do not return to the company. Each of these dissatisfied customers tells their dissatisfaction to at least 9 people, and 13 percent of dissatisfied customers transfer their dissatisfaction to more than 20 people. (Sultani, 2007). Studies by Hayes and Darje (1996) indicate that maintaining active customers is usually much less expensive than finding a new customer, which is a complex and expensive process. Existing customers are already known to the organization and can be easily contacted. A loyal customer may spend years of his relationship with the organization. Especially if this customer is encouraged by receiving a quality product or service that the organization has promised to deliver. Therefore, it is much easier and more profitable to connect with existing customers than to search for new customers. Studies show that attracting a new customer is six times more expensive than retaining current customers (Shahryari and Masroor, 2012).

Kenji and Wallace (2000) believe that the concepts of organizational success and customer satisfaction are very close. Since customer satisfaction is considered one of the key factors of success, it can be concluded that in order to achieve success, the organization must have satisfied customers. A company that loses its satisfied customers is like a bucket with a hole whose water is constantly emptying. In this case, the company has to constantly look for new customers (water that we have to pour back into the bucket). It goes without saying that this process will be very expensive, but if the company can temporarily prevent the customer from leaving the cycle of work, or in other words, even temporarily stop the bucket from leaking, the water in the bucket will still remain. It will not take long for new customers to be added and the company will return to its previous level of profitability. Obviously, retaining old customers is less expensive than attracting new customers. Research shows that retaining 5% of customers will result in a profit of 25 to 95%. Marketers must pay attention to the level of expectation they create in the customer. If they engage in overt advertising, the customer satisfaction rate will be very high, but they will probably not attract enough customers. If they raise the level of expectation, they will disappoint buyers. Value from the customer's perspective and buyer satisfaction are the main cornerstones of customer relationship development and management. (Shahryari and Masroor, 2012).

The necessity of moving towards customer orientation

Today, organizations operate in a dynamic, ambiguous and evolving environment. One of the most striking features of the present era is the tremendous and continuous changes and developments that occur in their social and cultural conditions (such as changes in thinking, ideology, social values), political, economic, technological and transnational. On the other hand, one of the characteristics of the field of activity of organizations is that it is becoming more and more competitive and the competitive conditions of organizations are becoming more and more difficult and complex, while the expectations and demands of customers are also taking on a new form every day and they expect organizations to pay special attention to the quality and diversity of their goods and services, the time of service provision and the way they deal with customers. Therefore, successful organizations are those that adapt themselves to these environmental needs and strive to meet environmental demands and needs, and this is not possible unless organizations understand the necessity of moving towards the customer. In fact, customer-oriented organizations plan their activities based on customer expectations and preferences and seek to satisfy customer needs and desires. These organizations design and provide their goods and services with the aim of satisfying customer needs and desires. (Mohammadi, 2016).

Customer-oriented salesperson

From Gandhi's perspective, the customer is the most important person in any transaction. The customer does not interfere in our work, but he is the target of our activities. The customer deserves the highest attention and the most service. For many companies, good customers are customers who have a large share in the profit of our organization; but in the present era, revenue generation cannot be considered the only criterion for defining customers. Different categories can be provided for customers. Types of customers based on the level of satisfaction can be categorized as follows:

1- Satisfied customers: Someone who is currently satisfied but is not yet a valuable and loyal customer. He is at a good level but is capricious and the competitor can change his mind.

2- Happy customer: This customer has a higher level of loyalty and brings new customers. But this customer also has expectations that the seller must first prepare to meet his expectations, otherwise he can turn him into a dissatisfied customer. For this, certain discounts should be considered.

3- Dissatisfied customer: Instead of being satisfied, this customer is in the opposition group; because his needs have not been met and competitors have provided better service; therefore, the seller should try to prevent customer dissatisfaction from the beginning by providing basic services because this type of customer may take the following actions

- Share his problem with other people and invite them to the competitor.
- Transfer his information to 20 other people.
- 98 percent of dissatisfied customers are attracted to the competitor without complaining and without being informed. (Ebrahimi and Javadi, 2011)

Enamored customers: These are fanatical and loyal customers of the organization and they insist on drawing others to the organization.

They even spend their own money to make the organization famous. These are the most valuable customers and should be attracted to the organization by using critical leadership methods and by winning hearts and influencing hearts because they will later become loyal customers.

4- Angry customers: Your and your organization's performance has not only not satisfied them, but has also made them upset and even angry. These customers are seeking revenge and are trying to destroy you, and the least they want is to wipe out your organization. It only takes a few of these people to destroy you. So, you shouldn't let the customer get so angry.

Customer orientation focuses on discovering and satisfying the purchasing needs of customers while keeping their best interests in mind. Salespeople who are sales-oriented prioritize short-term outcomes such as sales over achieving long-term outcomes such as loyalty. It is said that management can have a positive effect by giving special gifts to salespeople, participating in decisions, etc. or a negative effect on salespeople's customer orientation. The positive relationship between customer orientation and job performance can be examined in various contexts. Researchers have identified specific indicators for salespeople's customer orientation, including job satisfaction, organizational commitment, emotional intelligence, organizational culture, motivation, and sales skills. Researchers have noted that role conflict and role ambiguity have a negative indirect effect on customer orientation through job satisfaction and organizational commitment. However, Strong and Harris (2004) concluded that the variables that affect customer-oriented behavior need more research.

Sales orientation focuses on sales activities that lead to short-term results; Such as immediate sales even at high cost and customer satisfaction is achieved against long-term goals such as customer loyalty. Sales-oriented salespeople are motivated by their performance and showing their effectiveness to their managers; therefore, such salespeople focus on buying customers rather than selling products that meet customer needs. Sales-oriented selling does not affect salespeople's job performance, but it can have a negative effect on customer satisfaction. A customer-oriented attitude should be developed by encouraging salespeople to focus on customer needs and understand the importance of the market, beyond internal issues. Sales staff should be able to empathize with customers. Ask customers to bring up customer-oriented ideas in a meeting or inform salespeople. The quality of a product is considered good and excellent when customers are satisfied with its consumption. A customer-oriented culture should be pervasive in all parts of the organization. All levels of the organization, from the company's doorman to the CEO and board members, should receive customer-oriented training and respect customer customs and make them feel valued. (Ingram et al., 2018)

Characteristics of Customer-Oriented Managers

- They know the customer.
- They create importance for the customer in the organization.
- They serve the customer.
- They respect the customer.
- They create a sense of winning in the customer.

And they prevent destructive statements about the customer.

- They increase the organization's capacity for criticism.
- They respond to constructive criticism from people in a timely manner.
- They are willing to admit mistakes.

Characteristics of Customer-Oriented Employees

Customer-oriented managers will not be successful without customer-oriented employees, and employees who have the following characteristics are among customer-oriented employees

- They have people and love people.
 - They listen well to the customer's words.
 - They are stylish and well-spoken.
 - They have a neat and dignified appearance and manner.
- And they are more concerned with providing service than personal gain
- They always work more for the customer than they expect.

- They treat the customer like their own guest.
- They prioritize customers.

With this perspective, customer-oriented employees, customer-oriented managers, and customer-oriented organizations are a continuum of customer service, so that if each of them does not fulfill their duties and responsibilities towards the customer properly, the service process will be damaged and lead to a decrease in customer satisfaction (Ebrahimi and Javadi, 2011).

Statistical population

In this study, the target population in this study includes all employees of Digikala Company in Tehran. And regardless of any gender, age, or literacy level, a sample should be taken from these people. For this purpose, the number of these employees in the headquarters office in the second half of 1402 was considered, and their number was estimated at 260 people. According to the standards of the Cochran formula, 150 people were considered as the sample size. The sampling method in this study is simple random.

Instrument specifications

The instrument we used in this thesis is a questionnaire with a five-option Likert scale, the questions of which were extracted from our article, and each has the following number of questions.

Table 1. Research component questions

Component Name	Number of Questions
Sales Focus	10 Questions
Customer Focus	9 Questions
Sales Performance	12 Questions

Data Analysis Method

After collecting information with our chosen tool, which in this thesis is a questionnaire, we now need to analyze the information, which we will refer to in the fourth chapter, but in short, we have chosen SPSS from among various statistical software and have used descriptive tests, including mean, standard deviation, variance, and inferential and normality tests, including Smirnov-Kolmogorov and Spearman correlation coefficient, and linear regression analysis.

Descriptive statistics

Table 2. Gender of individuals

p-value	Frequency (percentage)	Number	Gender
P<0/05	63.33	95	Female
	36.66	55	Male
	100	150	Total

Table 3. Marriage of people

p-value	Frequency (percentage)	Number	Marriage of people
P<0/05	73.33	110	Single
	26.66	40	Married
	100	150	Total

Confirmatory factor analysis of the cognitive empowerment model questionnaire

In this section, we will conduct a confirmatory factor analysis of the extracted factors related to the sales performance questionnaire scale.

Measuring the research model

In this section, we will examine the reliability of the conceptual model constructs using Cronbach's alpha and convergent validity. The results of this analysis are given in the table.

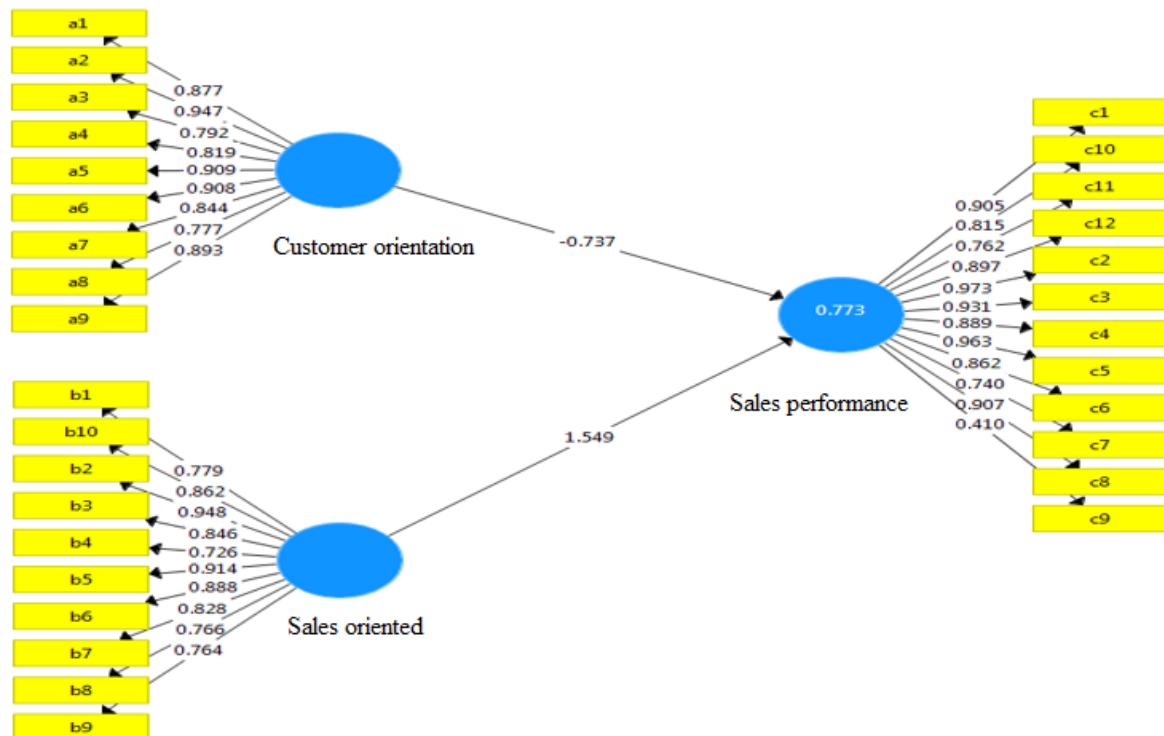


Figure 1. Chart of factor loadings of variables and questions of the questionnaires assumed in the research

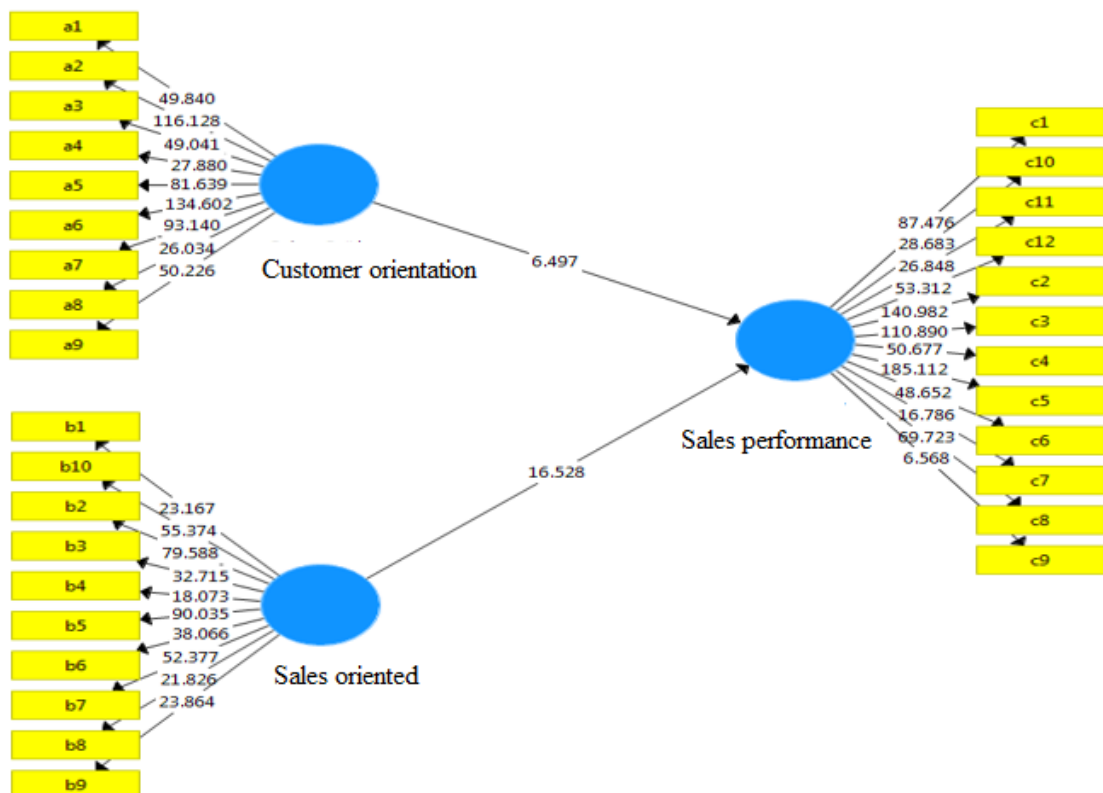


Figure 2. Chart of factor loadings of variables and subcomponents of sales performance and questions of the questionnaires assumed in the research

Testing the research hypotheses**Table 4.** Customer orientation has a significant effect on the sales performance of employees in Digikala Company

	Path		Path coefficient	p-value	T-VALUE	Assumption Results
Customer orientation	-->	Employee Sales Performance	0.737	0.00	6.497	Confirmation

According to the results obtained from the [table 4](#) and the T-VALUE, which is equal to 6.497 and is higher than 1.96, as well as the positive coefficient, which indicates a positive relationship between the components, it indicates a positive correlation between the two components, and considering the significance level, which is less than 0.05 and equal to 0.00, it indicates that customer orientation has a significant effect on the sales performance of employees in DigiKala Company.

Table 5. Sales-Oriented has a significant effect on the sales performance of employees in Digikala Company

	Path		Path coefficient	p-value	T-VALUE	Assumption Results
Sales-Oriented	-->	Employee Sales Performance	1.549	0.00	16.528	Confirmation

According to the results obtained from the [table 5](#) and the T-VALUE, which is equal to 16.528 and is higher than 1.96, as well as the positive coefficient, which indicates a positive relationship between the components, it indicates a positive correlation between the two components, and considering the significant level, which is less than 0.05 and equal to 0.00, it indicates that sales-centricity has a significant effect on the sales performance of employees in DigiKala Company.

Table 6. Personal ability has a significant effect on the sales performance of employees in Digikala Company.

	Path		Path coefficient	p-value	T-VALUE	Assumption Results
Personal ability	-->	Employee Sales Performance	1.403	0.00	7.851	Confirmation

According to the results obtained from the [table 6](#) and the T-VALUE, which is equal to 7.851 and is higher than 1.96, as well as the positive coefficient, which indicates a positive relationship between the components, it indicates a positive correlation between the two components. Considering the significant level, which is less than 0.05 and equal to 0.00, it indicates that personal ability has a significant effect on the sales performance of employees in Digikala Company.

Table 7. Sales skills have a significant effect on the sales performance of employees in Digikala Company

	Path		Path coefficient	p-value	T-VALUE	Assumption Results
Sales skills	-->	Employee Sales Performance	0.737	0.00	6.497	Confirmation

According to the results obtained from the [table 7](#) and the T-VALUE, which is equal to 6.497 and is higher than 1.96, and also the positive coefficient, which indicates a positive relationship between the components, indicates a positive correlation between the two components, and considering the significant level, which is less than 0.05 and equal to 0.00, it indicates that sales skills have a significant effect on the sales performance of employees in Digikala Company.

Table 8. Sales ability has a significant effect on the sales performance of employees in Digikala Company

	Path		Path coefficient	p-value	T-VALUE	Assumption Results
Sales ability	-->	Employee Sales Performance	0.521	0.00	5.4	Confirmation

According to the results obtained from the [table 8](#) and the T-VALUE which is equal to 5.400 and is higher than 1.96, as well as the positive coefficient which indicates a positive relationship between the components, it indicates a positive correlation between the two components, and considering the significant level which is less than 0.05 and equal to 0.00, it indicates that sales ability has a significant effect on the sales performance of employees in Digikala Company.

Table 9. Technical ability has a significant effect on the sales performance of employees in Digikala Company

	Path		Path coefficient	p-value	T-VALUE	Assumption Results
Technical ability	-->	Employee Sales Performance	0.059	0.68	0.368	Not approved

According to the results obtained from the [table 9](#) and the T-VALUE which is equal to 0.368 and is less than 1.96, as well as the positive coefficient which indicates a positive relationship between the components, it indicates a positive correlation between the two components, and considering the significant level which is greater than 0.05 and is equal to 0.00, it indicates that technical ability has no significant effect on the sales performance of employees in Digikala Company

Table 10. Sales ability has a significant effect on the sales performance of employees in Digikala Company

	Path		Path coefficient	p-value	T-VALUE	Assumption Results
Sales ability	-->	Employee Sales Performance	0.723	0.00	3.821	Confirmation

According to the results obtained from the [table 10](#) and the T-VALUE which is equal to 3.821 and is higher than 1.96, as well as the positive coefficient which indicates a positive relationship between the components, it indicates a positive correlation between the two components, and considering the significant level which is less than 0.05 and is equal to 0.00, it indicates that sales ability has a significant effect on the sales performance of employees in Digikala Company Sales staff in Digikala Company has a significant effect.

Table 11. Sales skills have a significant effect on sales performance of employees in Digikala Company

	Path		Path coefficient	p-value	T-VALUE	Assumption Results
Sales skills	-->	Employee Sales Performance	0.725	0.00	12.754	Confirmation

According to the results obtained from the [table 11](#) and the T-VALUE which is equal to 12.754 and is higher than 1.96, as well as the positive coefficient which indicates a positive relationship between the components, it indicates a positive correlation between the two components, and according to the significance level which is less than 0.05 and equal to 0.00, it indicates that sales skills have a significant effect on sales performance of employees in Digikala Company.

The contemporary world is changing at an amazing pace. Although this change has existed throughout history, today this change is unprecedented in terms of both content and speed. Organizations, as one of the most prominent characteristics of today's societies, are also changing and evolving rapidly, and in the current system, improving sales performance is considered one of the main goals of every organization. Therefore, it is clear that examining the variables affecting sales performance can guide managers in improving the performance of an organization and its employees. The most important of these variables are sales strategies, customer orientation, and value-based sales, which have a great impact on the organization's sales performance. For many years, marketing and organization theorists and writers have made great efforts to understand the nature and process of formulating and implementing strategy at the enterprise, business, and marketing levels. Especially at the marketing level, theoretical and empirical advances have improved our understanding of the nature of marketing mix strategies such as advertising and pricing. However, there is still little agreement on what a sales strategy really is and how it should be developed and nurtured. Now that our country is on the path of industrialization and its scope is expanding day by day, it is necessary to seek to use the most up-to-date sales strategies and use the maximum sales force, and to improve the sales performance of organizations, which is an effective factor in the progress of the organization. This confirms the importance and necessity of further studies in this area. In this regard, the purpose of this study was to examine the relationship between customer

orientation and sales orientation on sales performance in the case study of Digikala Company and ultimately to examine the relationship between sales performance at these two levels. Given the novelty of the subject, no study was found that examined all the variables in this regard. Accordingly, studies that are close to the subject have been introduced in the research background.

Alignment with past research

The results of these studies such as Mahmoudabadi et al. (2019), Aghighi and Ramezanzadeh (2019), Abedi (2017), Marjani et al. (2017), Fard Sarai (2014), Saadati (2019), Pour Hosseini (2019), Lano (2009), Karateh et al. (2005), Deshpande et al. (2003) have the same and consistent results.

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