

Promotional Strategy and Organizational Performance: Source from Systematic Review Literature

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Abstract: Now's a day promotion is become the engine of the business organization for their development. Promotional strategy is the most important and key issue of the organizations to make dimensional decisions. This strategy is the combination of different important elements like personal selling, sales promotion, advertisement, direct marketing and public relation or communication. Promotional strategy is a technical ways of building strong relationships with the customers to enhance the organization performance. The purpose of this review is to show the effects of promotional strategy on the organizational performance. The study uses systematic literature review methods by reviewing different previous empirical & theoretical studies or articles. This review included the concept of promotional strategy (advertisement, sales promotion, public relation, direct marketing and personal selling), as well as the concept of organizational performance. The reviewer used more than 25 articles to show the effect of promotional strategy on organizational performance. The review result shows that the individual promotional strategy has an impact on Organizational financial performance (profitability, growth, cash flow, liquidity), market performance (return to share holder, market value added, annual return), operational performance (market share, new product development, marketing effectiveness, goods/ service quality, customer satisfaction). Lastly the study concludes promotional strategy has significant effect on organizational performance.

Keywords: Systematic Literature Review, Promotional Strategy, Organizational Performance, Advertisement, Sales Promotion, Direct Marketing, Personal Selling, Public Relation

1. Introduction

In today's world the engine of the business is competition to attract actual and potential consumers' attentions about the product and service produced. So, each producer and marketers are tried to compete one to others to catch the attention of people. The main tool that marketers and producers attract consumers is through promotions. Promotion is used to ensure that consumers are aware of the products that organization is offering. It is the process of establishing communication relationship between a marketer and its publics. Marketing promotions is quite different from mass communication, in which an organization addresses largely undifferentiated mass audience for non-commercial purpose by such means as press editorials, radio news, and television. Under marketing promotions, an organization would be aiming at a deliberately differentiated audience for a commercial purpose and would employ such means as

advertising, personal selling, sales' promotion, publicity and public relations.

According to Dionco-Adetayo et al., (2006) other research promotion seeks to inform, remind and persuade target consumers about the organization and its products. He further argued that promotion is often used to help an organization differentiate its products from rivals. A promotion campaign is an inter-related series of promotion activities designed to accomplish a specific objective. The obvious goal of promotion management is to ensure that all the individual elements of promotion mix work together to accomplish the organization's overall promotion activities [11].

An organization adopts different processes or strategies to disseminate information about its product, product line, brand or company. These various processes are described as the promotion strategy. Promotion strategy can be considered as a process whereby information about the organization's products or services is encoded into a promotional message

for delivery to the customer. In effect, firms have a variety of alternative information delivery system available to them, which can be used to construct an appropriate promotional mix strategy. This portfolio of alternative delivery mechanism includes majorly; advertising, personal selling, public relations, publicity, direct marketing and sales' promotions.

Uchezuba, (2005) explain Aggregate market performance is better understood by measuring effectiveness of the existing marketing channels (i.e., testing whether the existing marketing channels offer proper service outputs or the right services in relation to consumer preferences), by analyzing price spreads (marketing costs, price margins and profitability) among the different marketing activities, and through studying the level of market integration that exists. Information regarding market performance and price transmission mechanisms between spatially separated markets is important for logistic service providers and other logistic service industry players since it affects their marketing decisions (buying and selling), which in turn affects decisions related to logistical matters and eventually profits realized (marketing margins). This information also guides policy makers in determining 3 points of policy intervention. Moreover, it is increasingly being recognized that the formulation of market-enhancing policies to increase the performance of the local market [34].

Theoretically there should be a direct relationship between promotion and sales volume. Some researchers have demonstrated that this is not true all the times [6]. An organization may intensify on promotional events in expectation of an increment in market share, sales volume, and profits.

Nevertheless, the customers may not wish to purchase for one reason or another due to their opinion of the product, price and place. Therefore, promotions alone are not sufficient enough and effective. Promotion is an inducement tool used to increase sales for a short period of time. The aim of advertising is to initiate a motive for buying; the emphasis of advertising is to build an enticement to buy. Consumer incentives can be samples, coupons, demonstration and free trial. Trade incentive can be free goods, allowances and price off. Sales force incentive can be trade shows, convention and competition among salesmen.

According to Njoroge, Ongeti, Kinuu, & Kasomi, (2016) the general market performance of a company relates to effectiveness, efficiency, market balance in addition to significance of the organization in the market. Market performance refers to the capability of an agency to gain its desires by way of the usage of sources effectively and correctly in the market place. Effectiveness is the potential to provide a product/service that satisfies clients 'needs whilst efficiency refers to the way the corporation uses resources to reach its organizational goals [25].

Yasa et al. (2021) argues that corporate performance measures encompass the organizational effectiveness, industry rating and productivity of the organization. Providing the case of General Electric, he illustrates the

measures which make use of market position, profitability, social accountability, productivity, product leadership, employees 'mindset, and personnel development as measures of performance [38].

1.1. Research Question

The main questions raised in the review are,

- 1) What is the effect of promotional strategy on organizational performance?
- 2) What is the effect of sales promotion on organizational performance?
- 3) What is the effect of personal selling on organizational performance?
- 4) What is the effect of direct marketing on organizational performance?
- 5) What is the effect of advertisement on organizational performance?
- 6) What is the effect of public relations on organizational performance?

1.2. Research Objective

The main purpose of this study is to make systematic review of literature on promotional strategy and organizational performance and the specific objectives of the review are,

- 1) to determine the effect of sales promotion on organizational performance
- 2) to determine the effect of personal selling on organizational performance
- 3) to determine the effect of direct marketing on organizational performance
- 4) to determine the effect of advertisement on organizational performance
- 5) to determine the effect of public relations on organizational performance

2. Literature Review

2.1. Concept of Promotion & Its Strategy

Rossiter & Percy, (1987) are defined Promotion is one of the elements of the marketing mix. Promotion is the marketing communication of companies to their customers. The company's entire marketing communications program is reported as a combination of promotion tools which consists of advertising, personal selling, sales promotion, public relations tools, and direct mail tools. Currently, the nature of marketing communication is changing due to globalization, competition, and the nature of business. The Internet as an information and entertainment medium is, of course, a good way to promote products [31].

Promotion involves the dissemination of information about a product, product line, brand or company. It is one of the four key parts of the marketing mix. Promotion aims to inform, remind and convince the target audience about the organization and its products. Promotion is often used to help a company differentiate its products from competitors.

Promotion campaign is an interconnected series of promotional activities aimed at achieving a specific goal. The obvious goal of promotion management is to ensure that all individual elements of the promotion mix work together to achieve the overall promotional activities of the organization.

Abdeta & Zewdie Promotion strategy can be viewed as a process by which information about the organization's products or services is encoded into a promotional message to deliver it to the customer. Promotional strategy helps organization through building customer relationship which affects the organizational performance [2]. In fact, there are a number of alternative information delivery systems available to companies that can be used to develop an appropriate mix of promotion strategies. Mangold & Faulds (2009) mentioned this portfolio of alternative delivery mechanisms mainly includes; advertising, personal selling, public relations, advertising, direct marketing and sales promotion [21].

2.1.1. Sale Promotion

According to Kazmi & Batra (2009) Sales promotions are temporary incentives to convince the acquisition or marketing of a product. Promotion is the marketing function that seeks to achieve specific objectives by adding some external, tangible or intangible value to a product or service. Sales promotion is the marketing function that seeks to achieve specific objectives by adding some external tangible value to a product or service. The promotion found that the variety of short-term incentive tools is aimed at stimulating consumers, distribution chains and the sales force. This can take several forms, such as giving away free product samples, lowering the usual price, coupons, discounts, free samples, point-of-purchase techniques, or other promotional strategies used by service providers today. Sales promotion and performance has statistically important relationship with each other. They confirmed that sales promotion improves brand preference, which then improves brand performance and thus increases profit or performance [17].

2.1.2. Advertising

Dahlen & Rosengren (2016) are defined advertising is one of the fundamentals of the promotional mix that is well known in general promotional strategies. This element is the result of its visibility and appearance in all the other essential elements of marketing communication. Advertising is defined as any paid form of non-personal presentation and promotion of ideas, goods and services through the media such as newspapers, magazines, television or radio by an identified sponsor." In business, advertising aims to provide information, remind and persuade the customer to buy the product, which is confirmed by the fact that messages can reach a large number of people and alert, persuade and remind them of offers of the organization [9].

2.1.3. Personal Selling

Cant & Van Heerden (2005) are expressed Personal selling has long been considered the oldest and probably the most important part of the promotional mix. Personal selling as a form of promotion in which there is direct contact between the seller and the buyer. Personal selling plays a crucial role

in creating direct contacts and / or interactions between customers and vendors / producers, as well as increasing the productivity of a company. Productivity is the act of improving relationships with customers, their loyalty and increasing the volume of sales of a company. Personal selling is a process to help and convince a potential buyer to buy a product in a personal situation. It is a direct and personal contact between the seller and his representative with potential buyers (clients). Personal selling improves quick customer response, but is time consuming and the most expensive of all the promotional mix items [7].

2.1.4. Direct Marketing

Roberts & Berger (1999) are expressed direct marketing expressly certifies the direct transmission of promotional message to the client and not through a mass medium. It is intended to establish and use a direct connection between manufacturers and their customers. The Direct Marketing Association (DMA) has described direct marketing as an interactive marketing scheme that uses one or more advertising mediums to get a measurable response and / or deal anywhere. Consequently, direct marketing is expressed as the use of fax, postal mail, Internet or email to communicate directly or seek answers or conversations from specific clients and prospects. Existing consumers can be contacted to introduce them to new products and special offers and thereby influence their loyalty, while potential customers can be identified and convinced to purchase goods and services directly from a company. Scholars of direct sales management strategies concluded that direct sales strategies, when applied, increase the efforts of other promotion methods and significantly improve product visibility. Still, studies haven't fully shown which direct marketing techniques are more effective than others [30].

2.1.5. Public Relation

According to Ledingham & Bruning (2000), Marketers do public relations work to develop a positive image of their company's products in public. They direct these activities to induce target consumers. For this reason, public relations can be seen as a series of external communication efforts that are used to create and maintain a beneficial relationship between an organization and its public. Publicity activities help the company create a promising product image and trust among customers, creating the attitudes and perceptions that lead to better sales [19].

2.2. Organization Performance

Organizational performance is the ability of an organization to reach its goals and optimize results. In today's workforce, organizational performance can be defined as a company's ability to achieve goals in a state of constant change. Organizational performance includes firms' financial performance (profitability, growth, cash flow, liquidity), market related performance (return to share holder, market value added, annual return), operational performance (market share, new product development, marketing effectiveness, goods/ service quality, customer satisfaction) (Kanter &

Brinkerhoff, 1981). The following diagram is general conceptual framework of the review [16].

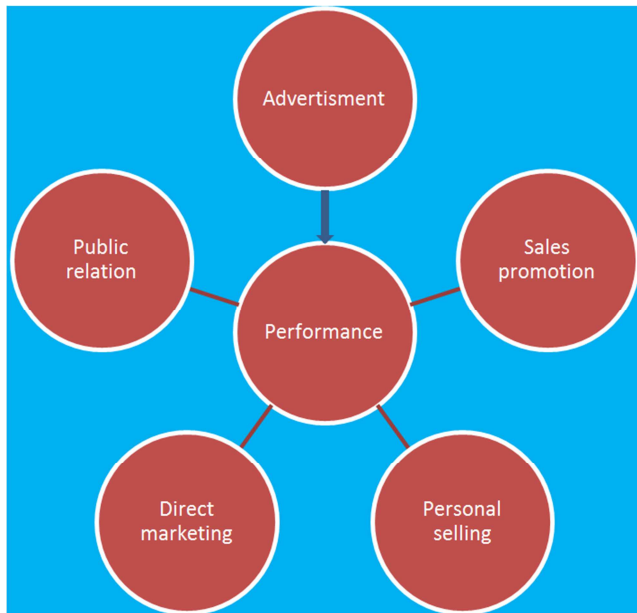


Figure 1. Conceptual frame work of systematic review.

3. Methodology and Review Progress

The primary aim of this review is providing deep literature to add the existing knowledge about promotional strategy & its impacts on organizational performance. The existing knowledge updated by combining the previous publishes empirical and theoretical articles. So the methodology of the review is systematic literature review.

3.1. Systematic Review of Literature

According to (Abdeta & Zewdie) Systematic reviews are characterized by being methodical, comprehensive, transparent, and reproducible. The review was focused on the concept of promotional strategy such as personal selling, sales promotion, direct marketing, advertisement, public relation and organizational performance [2].

3.2. Way of Getting Evidence

Under this systematic review finding and looking related empirical studies is the most important and crucial issue because every further research process is depended on the published articles that have the same concept with the impact or the effect of promotional strategy on organizational performance. The review was taking place after the systematically arrangement of different published article on the concept of promotional strategy and organizational performance. So, the evidence searching process was carried out by using key words like, promotional strategy& organizational performance, effect of (advertisement, personal selling, sales promotion, public relations, direct marketing) on organizational performance (profitability, growth, cash flow, liquidity, return to share holder, market value added, annual return, market share, new product development, marketing effectiveness, goods/ service quality and customer satisfaction).

3.3. The Article Selection Process

According to Abdeta and Zewdie the most important article selection criteria are the subject theme (the alternative article concept must be related to the promotional strategy & organizational performance), year of publication (most researchers argue that simply the source should not be outdated) and language (the written language of the alternative article should be English) [2]. In this systematic review of literature 24 articles was taken for the purpose of analysis. The publication date of selected 24 articles was almost from 2015-2022 G. C. firstly the EndNote Google scholar search was show numerous articles but based on the selecting criteria such as subject theme, publication date, duplication and other criteria the relevant article for this review are twenty-four.

3.4. Distribution of Articles County Origin

The geographical distributions of the selected articles for the purpose of review are unfortunately from Nigeria, Kenya, Uganda, Rwanda, India, Iran, South Korea, Ethiopia, Egypt and Jordan.

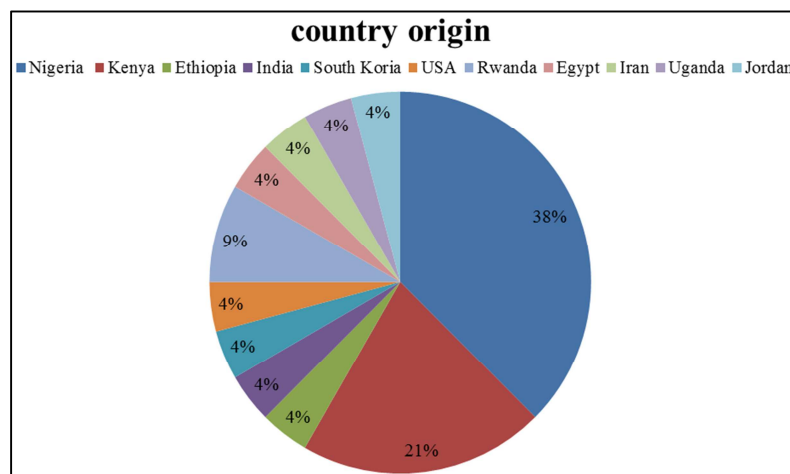


Figure 2. Geographical distributions of articles.

3.5. Distribution of Articles Approach

Among the selected 24 articles for the purpose of carried out the systematic review 12 (50%) Articles methodological approach was quantitative approach, 11 (46%) articles are mixed approach and the last 1 (4%) article was qualitative approach.

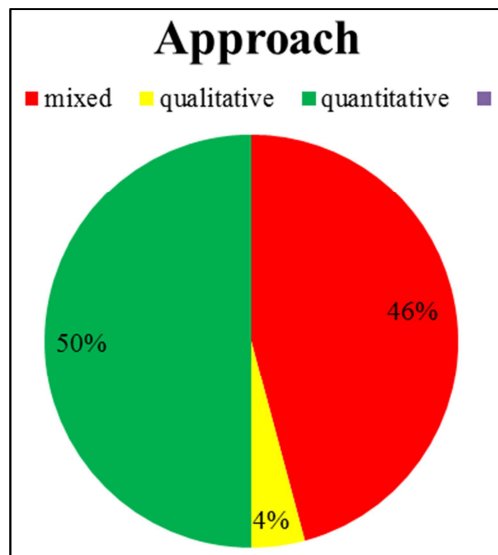


Figure 3. Methodological approach distribution.

3.6. Distribution of Articles Methods of Analysis

The articles selected for systematic review are used inferential analysis, descriptive analysis, and both of the analysis. As indicated in the pie chart below, the distribution of analysis is 42%, 41% and 17% inferential & descriptive, descriptive and inferential respectively.

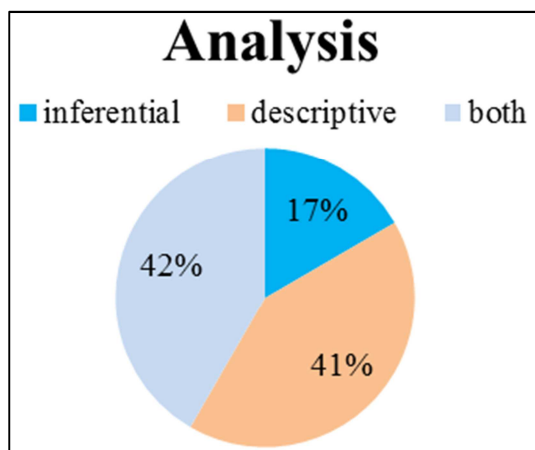


Figure 4. Analysis distribution charts.

4. Results and Discussion

4.1. Result and Discussion of Promotional Strategy on Organizational Performance

Adefulu (2015) was Nigerian researcher who was

conducted research on the title of promotional strategy and market share and profitably performance in Coca-Cola and 7up companies in Lagos State, Nigeria. Advertising, publicity, sales promotion and Personal selling are promotional strategy and independent variables as well as market share and profitability was organizational performance and dependent variables. The researcher was collecting data from some selected coca cola company marketing department staffs or employees [3]. The ANOVA analysis result was advertising, publicity and sales promotion have positive and significant effect on market share and profitability but personal selling has not positive and significant impact on market share performance and profitability of the organization. Finally, the study concludes that promotional strategies have significant impacts on organizational market share and organizational profitability performance [3].

Aliata et al. (2012) are another Kenyan researcher on the title of Influence of Promotional Strategies on Banks Performance. The research was done in 2012 in Kenya national bank. Advertising, publicity, direct marketing, personal selling and sales promotions are independent promotional strategy variables and profit was as dependent organizational performance. This paper examines the nature and influence of the relationship between the bank's promotional strategies and its performance and seeks to determine the importance of promotional strategies in explaining the bank's performance. The data was collected from 40 Kenya national banks branches. The manager of each branch was the respondent of the survey questionnaires. The study location was at the National Bank of Kenya. The author uses SPSS software to analyze the data. The SPSS result of the study was show that promotional strategy and banks performance have positive relations [6].

According to Abdeta and Zewdie promotional strategy s are the most important tools for the success of different business organization. Promotional strategy is the combination of different firm's value proposition, brand message, demographic characters ties of the company's customer and other entities [2]. The promotional strategy is the most infliction tools for good performance of the business organization. The authors use systematic literature review and use five different promotional strategies such as personal sailing, advertisement, direct marketing, public relation and sale promotion. The researcher carried out his work by using qualitative approach analysis to show whether the promotional strategy have significant effect on firms' performance or development. According to the authors reviewing, promotional strategy was having significant effect on different organization performance. Generally, the author finding was promotional strategy has significant impacts on sale volume, market share, profitability of the firm. So, the generalization of the review is promotional strategy s are very important for the development of the firm (Abdeta & Zewdie) [2].

The important studies related to promotional strategy and

organizational performance is done by (Olarinre, Sunday, & Olusola, 2020) the research was done in 2020 in Nigeria's insurance company. The study was conducted on promotional tools or strategies and insurance company performance. The researchers take direct marketing, sales promotion, advertisement personal selling, and sponsorship marketing as promotional strategy and development of the insurance company is as the organization performance. The researchers take 135 respondents from five insurance companies in Nigeria to undertake the study. The research result was promotional strategy (direct selling, sales promotion, advertisement, personal selling and sponsorship marketing) has positive and significant effect on the development of Nigeria insurance company. Based on the SPSS software regression result the authors conclude that promotional strategy has positive and significant effect on Nigeria insurance company [28].

Justine (2019) was another researcher study about the impact of promotional strategy on organizational performance in Kenya. The research was done in 2015 on Kenya three DHL logistics company. Sale promotion, public relation, personal selling, and advertisement were taken as independent promotional strategy variables and market performance was taken as dependent organizational performance variables [15]. The study was conducted through speech accommodation model of advertising, push model and attribution model as it sought to establish the promotional strategies and market performance of logistic companies in Kenya. The researcher was taking samples from 554 employees in the three DHL logistics company and the total sample taken from those 554 populations was 166. SPSS was software used by the researchers and the software result was Sale promotion, public relation, personal selling, and advertisement have positive effect on market performance of the three DHL logistics company. Based on the results the author concludes that, the promotional strategy has positive and significant effect on market performance of the three DHL logistics company in Kenya [15].

4.2. Result and Discussion of Sales Promotion on Organizational Performance

Goodie-Okio Jennifer is a researcher who studies about Sales Promotion and Brand Performance of Pharmaceutical Companies in South-South, Nigeria in 2022 [12]. The sample size of the study is 60 respondents and used structure questioner's data collection tools. After the hypothesis is tested by Spearman's Rank order, the result was sales promotion and brand performances have significant relationships each other. Based on the finding the author concludes sale promotion and brand performance has positive and significant association in pharmaceutical companies [12].

Ogunmuyiwa (2022) was another Nigerian researcher who conducted research in the title of the Influence of Publicity and Sales Promotion on Marketing Performance in Nigeria. The research was done in 2022 in Nigerian Breweries private limited company. In the purpose of this review, I would like

to focus only on the influence of sale promotion on market performance, not publicity. As I try to describe before sale promotion is one of the key promotional strategies in marketing. The researcher took 60 respondent or samples from the total 105 population in the selected 2 brewery factory in Nigeria by using simple random sampling. The finding result shows sales promotion is the basic strategy to achieve the organizations' goal. So based on the result the author concluded that sales promotion has a significant and positive relation with market performance [27].

(Ibeh, Nnabuko, & Nwajimeje, 2022) are studies about the impact of sales promotional strategies on organizational performance with reference to Flour Mills Maiduguri, Borno State Nigeria. Marketing promotion is very important as well as very challenges full concepts in the organization. The researcher takes sales promotion as independent variable and organizational performance as dependent variables. The researcher was use census survey design because they took the whole population as a sample in the flour mills tope level, medium level and ordinary workers. The population of this study was carved out of the entire staff of the Flour Mills of Nigeria Maiduguri, Borno State branch cutting across the Top, Middle and lower-level management. Questioner was the data collection tools. The result of the analysis was shows sales promotion has significant and positive impacts on organizational performance [13].

4.3. Result and Discussion of Advertising Strategy on Organizational Performance

Advertising is any paid sort of non-individual correspondence around an affiliation, good, organization or thought by a recognized help (Dahlen, 2021)[11]. Different researchers conduct research on the area of advertisement impacts on organizational performance. Saha and De (2022) are studied about The Impact of Advertisement on Financial Performance in Maruti Suzuki India Limited. The research was done in 2022 in India by selecting one company. The researcher took time series data of sales volume report of the company from 2009/10- 2019 (10 years) consecutive data. From its analysis result the selected variable have positive correlation. Expenditure for advertisement motivated the customers then customers are interested to buy and consume the products and lastly the sale volume and profitability had increase significantly [32].

Another important study took placed in South Korea by (Xu, Liu, & Chen, 2019). The title of their study was advertising and firms financial Performance in Korean listed firms. The author expressed advertisement; it is the engine of firms to get competitive position and to earn higher profit. The time series secondary data was collected from South Korea listed firms from 2012- 2016 (5-year consecutive data). The result of this study is advertisement is positively and significantly impact on large firms' performance and advertisement expenditure has negative impacts on small firm performance [37].

Noh, Kim, Kim, and Cheong (2021) studied the effect of advertising on the market value of firms in case of Super

Bowl ads in united stat of America in 2003. The author examines the perception of managers, Stake holders and investors about company's advertisement. This study used the event-study method to analyze the effects of advertising on the advertised company's stock price. The three-year time series data was used by the researcher from Super Bowl ads companies. And the result of the study was showed that Super Bowl advertisements had a significant, negative cumulative effect by appearing to create abnormal returns on stock prices of the advertising company [26].

Muramira (2020) studies advertising and performance of public sector organizations in Rwanda. The researcher was used both secondary and primary data from staff employed in departments that were closely related to the area of research such as Pension and Occupation hazard department, medical insurance department, Finance department, investments department and Public Relations Units. 32 samples were taken from 315 total population in the organization. Finally, the study concluded that the performance of public institutions in term of revenue, operating profits, returns on investment and customer growth in Rwanda has largely been influenced by advertising [22].

4.4. Result and Discussion of Personal Selling Strategy on Organizational Performance

Personal selling is a strategy in which salesperson utilizes their aptitudes and methods for making personal associations with the client.

(Oyalakun, Adebayo, Agboola, & Ladapo, 2020) conducts the research on the title of Impact of Personal Selling in the Marketing of Industrial Products in Owerri Municipal in Imo State, Nigeria. According this this author personal selling is an interaction between companies and the buyers of products and services. The man objective of this study was to show the value or the important of personal selling for the company. The questioner was the main data collection tools. 400 respondents being structured and directed to staff of companies involved in marketing of industrial products in Owerri Municipal in Imo State, Nigeria [29]. The sample size was calculated based on the (Muyideen, Kunle, Evelyn, Abayomi, & Damilola, 2022) formula. However, findings revealed that firms should be careful in recruiting and selecting salesmen. The result of the study was show personnel selling was impact positively the marketing of industrial products [23].

The other important study was done by (Usani, 2019). The title of their study was the impact of personal selling on the productivity of selected banks in Calabar Metropolis in Nigeria. Stratified Random sampling technique was employed by the researchers. It was longitudinal research design and the data was collected from the company by depth interview and the data was analyzed by OLS. The study result showed that personal selling increases the sales volume of a firm [35].

AlGhamdi et al. are studied about measuring the impact of personal selling on building bank brand equity. The main purpose of the study was to measure the effect of personal

selling on the brand equity performance. The study was conducted in Egypt banking sector in 2016 [5]. The data collection tools of the study were self-administration questioner and its used quota sampling techniques. The data was collected from 465 bank customers. The analysis method was structural equation modeling. The result of the analysis showed that personal selling has significant and positive direct impact on the bank brand equity performance [5].

(Jauro, Bello, Garba, Bature, & Enrepreneurship, 2023) conduct research on the title of the effect of personal selling and marketing on firm sales growth [14]. The research done in 2019 at Nigerian pz and Dangote plc. The study critically focuses on personal selling effect on sales growth of the PZ and Dangote private limited company in Nigeria. The target population of the study was PZ and Dangote private limited company at Nigeria. 100 samples were taken from the whole population. The data was processed by SPSS software. The result of the study was indicating that personal selling and sales volume have strong and direct relationships [22].

The Kenyan researchers (OBASIABARA & NDEM) also study about personal selling and organizational performance. The title of their article was effects of Personal Selling on Sales volume Performance. The study was accomplished in Case of Women Groups in Imenti North District, Meru County, Kenya. The main purpose of this study was to evaluate the effect of personal selling on sales volume of the organization. The 79 samples were taken from 100 women's association in Imenti North District, Kenya by using simple random sampling technique. The results of descriptive statistical analysis show that, personal selling was the most widely used promotional strategy in women's association to increase their sales volume of agricultural products. Finally, the author concludes personal selling is influenced the sale volumes of agricultural products [39].

4.5. Result and Discussion of Public Relations Strategy on Organizational Performance

According to Aaker (1997) Public relations (PR) are the act of dealing with the spread of data between an individual or an association and the public [1].

Kirat (2015) are researcher who studding area was role of public relations activities in increasing productivity of petrochemical employees in Iran. In this study the researcher tries to show the implication or the roles employee productivity performance. The target population of the study was employees of Assaluyeh petrochemical terminals and reservoirs. The study took 181 samples from 435 by using Cochran samples size formula. The main data collection tool was questioners. Item analysis and cronbach alpha ware the most important statistical tools for testing validity and reliability. The model of the research were linear and multiple regressions. Based on person correlation coefficient the result shows that public relation has positive and significant effect on the employee productivity performance as well as the regression result shows that public relationship activities have positive and significant effect on the employee productivity performance [18].

According to Shamsan and Otieno (2015) public relation is a very important and very powerful tool to express the image of the organization, organization good and services. Those authors study title was the Effects of Strategic Public Relations on Organization Performance. The study was conducted in 2015 in the area of Kenya Red Cross society. The researchers express that public relation is a key strategic engine for competitive business environment. The target population of the study was three Red Cross branches (Ukunda, Mombasa and Kilifi) in Kenya. From the total 118 population from the three branches 40 samples were taken. Questionnaire was the data collection tool. Descriptive statistics analysis was used as data analyzed tool and finally the finding of the study was strategic public relation has positive and significant effect on the organizational performance in Kenya Red Cross three branches [33].

Chelangat (2017) is a researcher in Uganda, he studied the effect of public relations on organizational performance in the Uganda manufacturing sector; a case study of Mukwano group of companies [8]. The study takes public relation as independent and organizational performance as dependent variables. This study aimed at determining the effect of public relations on employee performance in the manufacturing sector, a case of Mukwano Group of Companies (MGCs). The study takes 92 samples from 120 employees in the organization by using (Dehghani & Foster, 2003). The data collection instrument was questionnaire [10]. In the study both primary and secondary data were taken part. The findings of the study revealed that strategic public relation activity has positive and significant impacts on employees' productivity performance in the manufacturing firms in Uganda [10].

NGARACHU (2018) is a Kenyan researcher on the title of strategic public relations and performance of large motor vehicle dealers in Nairobi city county, Kenya. The main purpose of this study was to investigate the effect of strategic public relation on organizational performance in motor vehicle Companies in Kenya. The study was descriptive research design. The target population was Kenya motor vehicle industry. And the researcher takes the 15 selected Kenyan motor vehicle industries for the purpose of this study. The unit of analysis was the large motor vehicle dealers while the unit of observation was the four strategic public relations strategies. Validity and reliability of study was tested by expert opinion and Cronbach alpha. The multiple regressions were the model of this study. The study findings confirmed that majority of the large motor vehicle dealers in Nairobi had improved firm performance as a result of leveraging on strategic public relations strategies. They had improvement in decision making time through openness strategy. The management of the Large Motor Vehicle dealers needs to monitor their financial investment in public relations to guarantee value for money [24].

4.6. Result and Discussion of Direct Marketing on Organizational Performance

Valens, Murwanashyaka, Uwingeneye, and Habimana

(2020) were studied about investigate the impact of the direct marketing tools on customer awareness and business performance. Lack of research in this area was the main motive of the researcher to conduct research on this area. The study was carried out in Ruanda Kigali. The target population comprised of 60 employees from the three sales shops of Konka Group Company Ltd. located in Kigali city center. The findings are expected to play an important role on different parties including researchers in acquiring practical skills out of the theory learnt at school; to Konka Group Company Ltd. in exploring how customers appreciate their promotional tools and knowing the gaps which needs to be addressed. And finally, the researcher was concluding that strategic direct marketing has positive and significant effect on the organization performance in this organization [36].

Lund and Marinova (2014) are Nigerian researchers on the title of direct marketing strategy and effective customer service delivery. The main purpose of this study was to investigate the relationship between direct marketing strategy and performance of customer service delivery in commercial banks of Nigeria. The target population of study was from five selected commercial bank of Nigeria and took 50 samples from individual bank branches and totally the researcher was taken 250 samples by using Simple random sampling techniques. The data was analyzed using Spearman's Rank Order Correlations Coefficient with the aid of SPSS version 21. The study results revealed specific strong and positive correlations between the two dimensions of direct marketing and that of customer service delivery [20].

(Akroush & Al-Mohammad, 2010) are other researchers in Jordan on the concepts of strategic direct marketing and organizational performance in Jordan Telecommunication Company. The title of their study was the effect of direct marketing and internal marketing in improving customer satisfaction. The main purpose of the study was to analyze the relationship between direct marketing and internal marketing performance the Jordan telecommunication company employee. The research uses convenience sampling techniques and the study takes 378 samples from 410 total populations. The findings of the study indicated significant correlations amongst the main variables of the study namely; direct marketing, internal marketing and customers' satisfaction. Finally, the study concludes direct marketing strategy has positive and direct impacts on Jordan telecommunication employee internal marketing performance [4].

5. Conclusion, Direction and Limitation of the Study

5.1. Conclusion

The concept of promotion is very wide in nature and it is impossible to create full understanding in only this study. But the main focus of this systematic literature review is to determine the effect of promotion strategy on the organizational performance of different organization. In case

of promotional strategy, sales marketing, personal selling, direct marketing, advertisement and public relation as well as profitability, market share, new product development, marketing effectiveness, sales volume, goods/ service quality, customer satisfactions are taken on the organizational performance.

Based on the first result and discussion of different empirical studies in the review advertisement, sales promotion, public relation, direct marketing and personal selling have a direct impact on sales volume, market share, profitability, and customer satisfaction, quality of goods and services & market effectiveness. Lastly, I understand that promotional strategy has positive and significant effect on organizational performance.

The second part of result and discussion was sales promotion and organizational performance. The empirical studies result show Sales Promotion has effects on Brand Performance, Marketing Performance, market share and personal sales growth. Finally based on those empirical studies result it possible to conclude sales promotion has positive and significant effect on organizational performance.

The third result and discussion were advertisement and organizational performance. Related to this result, the selected empirical study, advertisement has an Impact on firms organizational Financial Performance, organizational market value and organizational firm's profitability. So, in this systematic literature review, it is possible to conclude advertisement strategy has a significant effect on the organizational performance.

The fourth result and discussion are personal selling and organizational performance. The empirical studies result shows that Personal Selling is directly affecting in the Marketing activity of Industrial Products, firm sales growth, companies Sales volume Performance. So, the implication of the study is that, different organizational performance affected by personal selling strategies.

Public relations and organizational performance were the fifth result and discussion. The studies result show as public relation strategies are affected productivity of firms' performance, employee's productivity performance, firms image performance, employee's satisfaction and financial performance. So, this study concludes that public relation strategy has a significant and direct impact on organization performance.

The last and the sixth result and discussion of this systematic review were direct marketing and organizational performance. In the result and discussion direct marketing has direct impacts on customer awareness, business performance, effective customer service delivery performance and customer satisfaction. so based on the this results the reviewer concludes direct marketing strategy has significant and direct impacts on the organizational performance on different firms.

5.2. Direction for Future Researcher

Based on the result & conclusion the systematic review of the literature, I am interesting to give the main three

directions for future researchers.

First, almost empirical studies are concluding that promotional strategy has a significant effect on organizational performance but none of them were showed that whether the effect is positive or negative. So, I recommend that the future reviewers are more focus on which effect of magnitudes.

The second my recommendation for future researchers is related to the result and discussion of 2-6. In this result and discussion most of researchers take some single promotional strategy effect on the single organizational performance dimension. But I recommend that for future researchers should focus on to take other promotional strategy effects on other dimension of organizational performance. For example, in the above result and discussion, Personal Selling is directly affecting in the Marketing activity of Industrial Products, firm sales growth, companies Sales volume Performance but what about the effect of advertisement, direct marketing, sales promotion as well as the same is true to others.

The last my recommendation for future researchers is related to the geographical distribution or the origin of the country most of the studies are carried out in almost some selected country so future reviewers should give an attention on the other country as well as this systematic review is only covering some selected country.

5.3. Limitation of the Study

The main purpose of the review was carried out and determines the effect of promotional strategy on organizational performance through systematic review of different empirical studies. The first limitation of this study is only 24 articles are selected for the purpose of this systematic review but 24 articles may not be enough to make deep reviewing. The second limitation of this review is the selected articles are dominated from some selected country.

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