

THE EFFECT OF CUSTOMER ORIENTATION IN DETERMINING THE MARKET SHARE ANALYSIS STUDY FOR A SAMPLE OF ADMINISTRATORS FROM MECHANICAL INDUSTRIES IN BABYLON GOVERNORATE

THAMIR HADI ALJANABI

Researcher, Assistant Professor, College of Administration and Economics, Hilla, Babil, Iraq

ABSTRACT

Industrial sector occupies a prominent position in the plans of economical and social development for both advanced and developing countries. This is because of the strategic role of the industrial sector in enhancing growth rates, encouraging competitions, and providing services to fulfill the needs of customers. The rapid changes were took place in the world represented by globalization, openness to others, removal of boundaries, organizational change, and the intense competition between companies to take over markets and customers. These are real challenges for business organizations and for the administrators of these organizations. These challenges forced a new reality that needs to be dealt with, in order to avoid failure, potential risks keep growing and achieve goals. All these made most organizations take care of the customers and this eventually lead to gaining profits.

And increase market share. If we assumed the competitiveness of organization means about its ability to increase its market share and preserve it, the orientation towards customers will give the possibility for the institutions, and the decision makers to achieve the biggest market share.

This study examines the relationship and the effect between customer orientation in affecting the market share in the State Company for Mechanical Industries in Babylon governorate / Iraq. A sample of administrators is chosen randomly for achieving the objectives of the study.

The most important findings of this study are the important role of customer orientation, and the importance of customer orientation in achieving the objectives of the organization like having the biggest market share. These objectives achieved by the statistical results reached by the researcher.

KEYWORDS: Effect of Customer Orientation in Determining

INTRODUCTION

SECTION ONE: METHODOLOGY OF THE STUDY

First: The Problem of the Study

The problem of the study is the unclear vision of the sample taken to customer orientation and its effect on the market share in the State Company for Mechanical Studies. In spite of the massive openness witnessed by Iraq, organizations still don't realize the necessity for making the customer as the base for their work. Through customers, organizations can achieve a good market share in the governmental service and productive organizations. This problem made the customer choose foreign goods and leave local goods in spite of the high price of the foreign goods.

Second: Importance of the Study

The importance of the study lies in two aspects

- **First Aspect:** Sheds light on the intellectual side about customer orientation variables and market share variables. what the important concepts of business market are.
- **Second Aspect:** The location of this study represents one of the governmental organizations. By studying it, a light is shed on one of the pillars of national economy.

Third: Objectives of the Study

- Knowing the relationship and the effect between customer orientation and the market share in the researched company.
- Giving recommendations help the company benefit from customer orientation to have bigger market share.

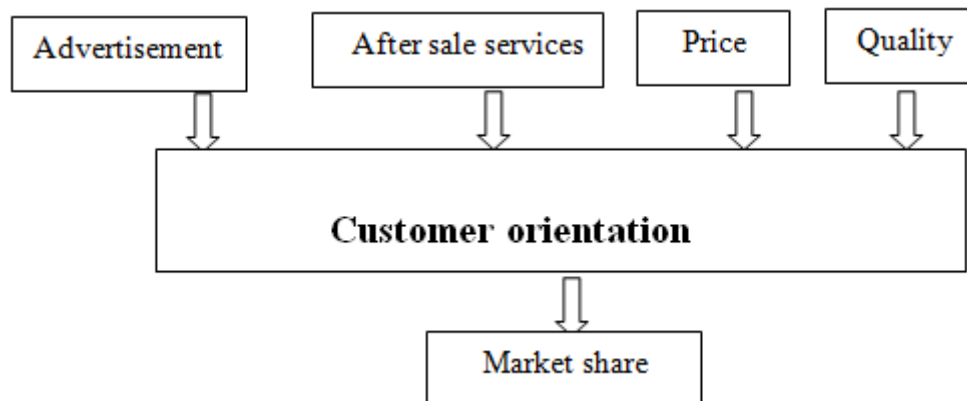
Fourth: Hypotheses of the Study

1. **First Main Hypothesis:** There is a relationship with a statistical significance between customer orientation and the market share and these branches off into:
 - a. There is a relationship with a statistical significance between the price as one of the variables of customer orientation and the market share.
 - b. There is a relationship with a statistical significance between the quality as one of the variables of customer orientation and the market share.
 - c. There is a relationship with a statistical significance between after-sale service as one of the variables of customer orientation and the market share.
 - d. There is a relationship with a statistical significance between advertisements as one of the variables of customer orientation and the market share.
2. **Second Main Hypothesis:** Customer orientation affects market share in :
 - a. Price has an effect as one of the variables of customer orientation in achieving the market share.
 - b. Quality has an effect as one of the variables of customer orientation in achieving the market share.
 - c. After sale services have an effect as one of the variables of customer orientation in achieving the market shares.
 - d. Advertisement has an effect as one of the variables of customer orientation in achieving the market share.
3. **Third Main Hypothesis:** The lack of extracted factors that have a significant effect due to the interaction of variables (customer orientation) together.

Fifth: The Pattern of the Study

The pattern of the study is an intellectual structure for a group of facts that give a short and simplified representation about the phenomena we study. The pattern of the study built according to surveying the certified

intellectual, literary and scientific outcomes connected with customer orientation and market share. Figure (1) shows the hypothetical pattern of the study



The Source (prepared by the researcher)

Sixth: Limitations of the Study

1. **Place Limitations:** the place limitations represented by the state company for mechanical industries in Alexandria.
2. **Time Limitations:** the study continued from 2014 to 2015.
3. **Human Limitations:** the study is limited to a specimen of administrators from the higher and middle administrations in the state company for mechanical industries, the specimen is 37 administrators.

Seventh: The Statistical Means Used in the Study

A number of statistical means used for the completion of this study and reach the results of testing the hypotheses, the means are:

- Sheaf of statistical and social sciences program (spss v. 20) for the analysis of data and the extraction of results related to the partial connection, decline and the analysis of variance.
- Using (excel 2007) for the extraction of mathematical equations for the analysis of describing and diagnosing the answers of the specimen in a form of a questionnaire.

Eight: Previous Studies

1. Ali, A, Katoul, The survey of relationship between customer orientation and customer satisfaction 2013.
 - The recommendations of the study encourage customer comments and complaints, with a focus on the needs of customers and provide services right time.
2. Arif, Mohammed, customer orientation in e-Government project management 2008
 - The most important recommendations of the study, illustrate the trend towards customer – related airmail government, and to provide improvements in the management of e-government projects.
3. Robert c., market shares Dynamies in a modal with search and word of mouth communication, 2010.

- Finding of this study, that the customer who is looking for low prices the cost of research has equal to zero, and that the customer listens to every word tell her other customers.

SECTION TWO: THEORETICAL FRAMEWORK OF RESEARCH VARIABLES

First: Customer Orientation

1. The Concept of Customer Orientation

(Thilo& others: 5::2001) pointed out the concept of customer orientation led to the understanding of organization to the customer and create a constant value for them. Customer orientation is a vague philosophy that stands alone; its base is the success and control over the market needs. Also the improvement of the products value and everything connected with it like quality, customer service and after sale services...., continuously according to the level identified by the customer or even the things that the customer thought about. (Katler: 2002:127) added in order to be a successful organization we must realize that it has a good reputation and depends on the type and attraction of the product/ services, and making customers the first priority. Today, it is clear that the concept of customer orientation is evolving towards strategic marketing. The essence of this concept is knowing customers, but the main objective, instead of making profits, is meeting the expectations of stockholders (Filipovic & others:2000:12). (Karvinen & Bennett: 9:2003) see customer orientation as the main task for the organization to identify concepts, needs, desires of targeted markets and being loyal to them by insisting and communicating, pricing, presenting suitable offers able to survive the competitive live. From the above the researcher sees customer orientation as a concept adopted by organizations in which customers are first priority. Customers are the essence of marketing and knowing their motives towards buying a commodity. Also working on attracting them by giving them what they desire or exceed their expectations.

2. The Importance of Customer Orientation

The concept of customer orientation is receiving a wide interest since the development in the field of communication and information. It established a global new culture or in other words has changed the game rules in the international market. The world now is a small village easy to reach over 24 hours. This made authority shift from the product to the customer. Organizations are sure that their existence and development depends on maintaining their regular customers. So all organization work hard to maintain their customers simply because they are the heart of the whole process (Supizet: 2002:202). From this example rises the importance of customer orientation. All organizations working hard to maintain their regular customers simply because they are the real equity capital and without them the organization loses its existence. From the above, the researcher see that any organization seeks to achieve its objectives should put all its potentials and capabilities to fulfill the needs of customers. This can be done by a harmonious and complete series of marketing operations. Any organization can know customer orientation by doing marketing researches. They should send the salesmen to the fields for registering customer orientation and the scope of change in an environment full of competitors.

3. The Dimensions of Customer Orientation

a. Price

Price from the customer point of view is the amount of money paid to get a good product. (Christ: 2009:3). Price factor is considered as the most important factor because it lies within the priorities of customers. While buying a product, the first question will be how much is it? Price is defined as" an expression on the value of things exchanged in the market"

(Albakry: 2006:169). It is also defined as “the value of exchange on the products in the market exchange” (pride& Ferrell: 2000: 516) others defined it as the cash value or the service paid by the customer (Altae &others: 2007:216).

From the above, the researcher see that from the point of view of customer price is the amount of money the customer pay to buy a good. Ad for the point of view of the organization price is an outcome for the organization for selling the goods.

b. Importance of Price

The importance of price comes from the fact that says price is the only element in the market combination that brings earnings and the other elements bring cost. (Kolter & Keller: 2006:461). Price has a big effect on the behavior of the customer while choosing and buying goods. Price is considered as the evidence that the customer depends on in evaluating a good. The reason of the importance of price can be summarized as follows:

1. Price is the effective tool in determining the amount of money that comes to the company and express the amount of exchange.
2. The prices participate in creating an image for the customer and create sales and profits.
3. The price gives an impression about the quality of the goods and the ability to maintain customers and peat competitors.

The researcher sees that the importance of price being considered one of the factors that affect massively in making profits, the following profit equation makes it clear:

$$\text{Profit} = \text{income} - \text{cost}$$

$$\text{Profit} = (\text{price of a single product} \times \text{sold amount}) - (\text{fixed cost} + \text{sold amount} \times \text{price of single product})$$

c. Quality

Because of the rapid changes and the successive development, the interest of organizations increased to fulfill the needs of consumers and make sure to satisfy them. Others see that quality is "administrative philosophy for the organization by which the organization can fulfill the needs of the consumers and the objectives of the project". (Alzubaidy & Mohammad: 918:2008). The organizations aim at making the products or the offers better and different each time in some aspects in such a way that makes the market prefer the product in spite of the high price (Kerin: 2005:265). Organizations make effort for analyzing the trends of customers because of knowing customers' needs and expectations helps the administrators to look outside their organization instead of focusing on routines inside the organization. Also knowing the needs of customers helps administration to direct their efforts towards fulfilling the needs of customers (Abbas: 2014:480). So, quality is the ability of a product (good or service) to meet the needs of users. (Alain: 2000:319). From the above the researchers see that quality is the degree that determines the scope of meeting the needs of consumers by presenting the required specifications.

The Importance of Quality

Achieving quality by the organizations means the achievement of the existence of the organization. Supporting quality means supporting the existence of the organization. Decline of quality means the decline of the existence of the organization. Quality is no longer an option that can be overlooked but it is an obligation that has no alternative otherwise

the existence of the administration will be surrounded by doubts. (Zakaria: 2005:61). Quality is considered one of the means that helps marketers give a picture about the product to the customer, because quality has a direct effect on the service or the product which in turns achieve the benefits the customer seek. (Alta'e & others: 2010:192). The organization must have an obligation towards its customers and thus increasing the competition and this will give customers more than one option and also for the competitors by improving their products. (Pierre:2010:44). From the above the researcher see that the importance of quality lies in giving the organization a strategic weapon by creating a competition in its field by taking it to consideration that quality of products has become the key element in achieving incomes for the organization therefore the organization competitive status will be improved and the success of the modern industrial organization is connected with its ability to produce a products with good quality and less cost possible.

d. After- Sales Services

Lovelock see that the service is "usefulness realized by the senses, stands alone, or embedded with something materialistic, interchangeable does not have any ownership, and mostly intangible " (lovelock: 2004:14). Service also defined as "any activities can be given by a certain team as intrinsic and immaterial that has no ownership transfer" (Armstrong: 2004:276). As for after sale services that defined as the services provided for the customer after receiving the goods. (Rigopoulou: 2008:512). (Saccani:20012007:52) and (Cavasek:2007:436) observing that after sale services are activities that happen after buying the products and the services which are dedicated to support customers in using the goods. (Morschett: 2006:309), having been described that after sale services are all the services given by the manufacturing company to support the sales of its goods. (Urbaniak: 2001:14). The term after sale services was used more than others to describe the services given to the customers to describe the services given to customers after delivering the goods. (Vitasek: 2005:30). Sometimes, after sale services also named "field services" when embodied in the main features that lies in location of customers. (Simmons: 2001:45). From the above the researcher see that after sale services being the idea that the product give, to the goods in order to satisfy customers in order to make them buy more from the organization and gain the trust of customers. This is in order to get more benefits to the product like improving the trademark of the organization by using several services like insurance, transportation on behalf of the organization or maintenance for some goods.

Second: Market Share Concept

Cutler defined market share as an important measure for the good marketing, through which good organizations and bad organizations can be distinguished. The amount of sales does not show the level of the organization performance in relation to other competitor organizations. So the administrations of organizations in a dire need for following up their market share (Kolter, 2000, 697). Another one defined the market share as the percentage of the targeted market that really buys from an organization (pride & Aferel: 2000:23). Others see that market share is the sales of the factory for a certain good, that described by a percentage for the whole sales in the industry. (Abo Hamad:2006:11). Others identify the market share as the percentage of the sales of a trade mark to the total sales of a competing organization or the percentage of the total sale of an organization to the total sale of all competing organizations that work in the same industrial sector (Nasir & Torjiman:2006:130). The market share represents one of the important financial and non-financial indicators that reinforcing the competitive position of the organization. Organizations in general seek to maintain their market share in the market and also increase this share by presenting the suitable products from in terms of price and quality and with different marketing channels and develop their activities to suit the market needs and the expectations of customers. (Al Murad & Mahmoud: 2013:101). From the above the researcher sees that market share represents the share of the organization that

comes from the sales of a certain product in the market according to the total percentage of sales of a competing organization that work in the same industry.

The Importance of Market Share

Market share describes the level of competence of marketing activities of the organization and reflect on the sales quantity of the organization in the marketing in compare with total sales of the same industry in the market. The organization that has the largest market share is considered as a leading organization that can change prices or present new products or present new technology in the market and achieve suitable market coverage to its products. (Alzuaby: 2005:88). Seizing opportunities to achieve bigger market share is an important through which the organization can achieve high profits and turns these profits can be used to expand business which will lead to increasing productivity and profits and decreasing costs (Aljanaby:2000:34). The importance of market share can be explained through the following aspects:

1. The market share of the organization has the advantages of decreasing the cost and increasing the effectiveness of the performance of manpower and improves the process of production.
2. The achieved market share of an organization affect on its profits and the amount of cash available in it. Whenever the organization has a bigger market share than the competitors available in the market, the profits of the organization will be bigger than the competitors available in the market and this is because the sales of the organization will be bigger than the sales of the competitors (Edan:2002:57).
3. Market share is considered as one of the most important active indicators for the success of production, marketing and competitive and profitable advantage (Alsumaida'y:2001:21).
4. Market share grants the organization another breakthrough for the market, trademarks with high market share is mostly known widely (Alwan: 2010:17).
5. Market share is one of the indicators that reflect the effectiveness of the organization in marketing (Talip: 2004:61).
6. It is possible by measuring market share to judge on the organization if it is a leader in the market or not, does the organization maintain, lose or gain its market share.(Kolter:2000:216).

From the above the researcher see that the importance of market share lies in being as a clear indicator about the position of the organization in the market and express the power of the organization and whether the organization occupy the leadership position or it is standing at the end of the line after the organizations that work with the same industry. By measuring the market share we can know the number of customers kept, lost or maintained and the number of drop out customers. Every time the market share increases this means that the customers who buy from this organization has increased and vice versa. Also every time the market share of the organization increases leads to spread and strength its trade mark in the minds of customers.

CHAPTER THREE

Showing the study results, its analysis and explanations.

First: Description and Diagnosis of the Study Variables

Description and diagnosis for the overviews of the study samples about the customer orientation will have been

made. These dimensions being accredited like (price dimension, quality dimension, service dimension, and advertising dimension). So, the table below referring to the general description and responses of study samples individuals to the dimensions of customer orientation.

Table 1: Frequent Distribution, Arithmetic Mean, Standard Deviation, Weight Percentage to the Responses of Sample Individuals for the Variable of Customer Orientation

Difference Coefficients	Answer Strength	Relative Sufficiency	Standard Deviation	Possible Arithmetical Medium	Answers Frequency					Paragraph	Dimension
					Strongly Disagreed	Disagree	Neutral	Agreed	Greatly Agreed		
0.470	1.35	54%	1.27	2.70	4	18	7	1	7	X1	Price
0.485	1.54	61.6%	1.50	3.08	3	18	2	1	13	X2	
0.507	1.77	70.8%	1.46	3.54	2	12	4	2	17	X3	
0.372	1.76	70.2%	1.31	3.51	1	11	6	6	13	X4	
0.429	1.54	76%	1.32	3.80	1	17	8	0	11	X5	
0.453		1.59	66.6%	1.37	3.33						
0.509	1.85	74%	1.35	3.70	2	9	2	9	15	X6	Quality
0.369	1.68	67%	1.23	3.35	2	9	9	8	9	X7	
0.425	2.03	81%	1.16	4.05	0	6	6	5	20	X8	
0.328	1.91	76.2%	1.25	3.81	0	10	3	8	16	X9	
0.354	1.85	74%	1.31	3.70	1	10	3	8	15	X10	
0.398		1.86	74.4%	1.51	3.72						
0.037	2.26	90.2%	0.68	4.51	0	1	1	13	22	X11	After Sale services
0.233	2.30	91.8%	0.72	4.59	0	1	2	8	26	X12	
0.223	2.20	88.2%	1.03	4.41	0	4	3	4	26	X13	
0.298	1.91	76.2%	1.14	3.81	1	3	13	5	15	X14	
0.237	1.86	77.2%	1.02	3.86	0	3	13	7	14	X15	
0.205		1.12	84.8%	0.92	4.24						
0.168	2.26	90.2%	0.76	4.51	0	1	3	9	24	X16	Advertising
0.278	2.23	89.2%	0.86	4.46	0	2	3	8	24	X17	
0.391	1.69	67.6%	1.32	3.38	0	15	6	3	13	X18	
0.277	1.86	74.6%	1.10	3.97	0	4	11	4	18	X19	
0.316	1.86	74.6%	1.18	3.73	0	8	8	7	14	X20	
0.286		2.1	80.2%	1.05	4.01						

Second: Analysis and Experiment of Correlation Relationship among Study Variables

We have chosen the correlation relationship among the study variables by using the coefficients of simple correlation and then have tested the significance level of correlation coefficients by using the (Z) test. There is significance level if the value of (z) being counted greater than or equal of that scheduled value (z) and accordingly, there is not significance level in 1% if the value of (z) being counted less than that scheduled value (z). For achieving this goal, it should be investigated, how possible is to accept these main hypothesis (first, second and other hypothesis being arisen from each of which) . Consequently the goals of this chapter have been achieved as follows:

Analyzing and Testing the Correlation Relationship among the Dimensions of Customer Orientation and Market Share (Experimenting the First Main Hypothesis).

- To take an accurate decision about authenticity of the first main hypothesis which its content is (there is a correlation relationship of significance level between the customer orientation and market share). Other forth secondary hypothesis being arisen from the first hypothesis should be chosen.

A. Testing the First Secondary Hypothesis.

(There is a correlation relationship of significance level between the price dimension and market share).

Table 2: Estimation of the Correlation Relationship Coefficients between the Dimensions of Customer Orientation and Market Share

Customer Orientation	Market Share		
	Z		R
Price Dimension	SCHEDULED	COUNTED	
Quality Dimension	1.96	4.56	0.76
After- Sale Service		4.26	0.71
Advertising Dimension		4.5	0.75
		4.74	0.79
N=37		Level of Significance(0.01)	

Having shown from the results of table (2) as follows:

A. There is a strong and positive correlation relationship between price and market share, As the value of correlation coefficients has been amounted (0.76), it is great value reversing that there is a positive relationship of statistical significance reaching 99%. This relationship has been explained by the more the respective organization has made greater orientation to the price dimension, the more its ability to achieve the market share has been increased. It is the relationship of significance level as the counted value (z) which is amounted 4.56 greater than that its tabled value(1.69).

B. There is a strong and positive correlation relationship between the quality dimension and market share. As the value of correlation coefficient amounted (0.71), it is a great value reversing that there is a positive relationship of statistical significance reaching 99%. This relationship has been illustrating by the more the respective organization has made greater orientation to the quality dimension, the more its ability to achieve the market share has been increased. It is a relation of significance as the counted value (z) amounted (4.26) greater than that its scheduled value (1.96) in significance level (0.01%).

C. There is a strong and positive correlation relationship between the service dimension and market share. As the value of correlation coefficient amounted (0.75), it is a great value reversing that there is a positive relation of statistical significance reaching 99% . This relation has been illustrating by the more the respective organization has made greater orientation to the service dimension, the more its ability to achieve the market share has been increased. It is a relation of significance level as the counted value (z) amounted (4.26) greater than that its scheduled value (1.96).

D. There is a strong and positive correlation relationship between the advising dimension and market share. As the value of correlation coefficient amounted (0.75), it is a great value reversing that there is a positive relation of statistical significance reaching 99%. This relation has been illustrating by the more the respective organization has made greater orientation to the service dimension, the more its ability to achieve the market share has been increased. It is a relationship of significance level as the counted value (z) amounted (4.26) greater than that its scheduled value (1.96).

From the above-mentioned, it can be explained the positive correlation between the customer orientation and market share. The increasing of the organization orientation which is a research sample for the customer will have positive reflections on achieving the market share.

From the above-mentioned, having been found the acceptance of the first main hypothesis stipulating that (there is a correlation relationship of a significance level between the dimensions of customer orientation and market share).

Third: Analysis and Experiment of Impact Directions among the Study Variables

This chapter aims at testing the impact of independent variable (dimensions customer orientation) in dependent variable (market share) individually and collectively, and having relied on the Simple Regression Analysis and Multiple Regression Analysis. The experiment of variable (T) to specify the significance of simple and multiple regression equation. There is a significance impact if the counted value of constant (T) greater than that tabled value, and there is no impact if the counted value (T) less than that scheduled value to the level of significance (0.01), the determination coefficients (R) have been used to explain the amount of the impact of independent variable for the variations being made on the dependent variable.

Accordinging what is above-mentioned, the goals of the chapter will have been achieved as follows:

Testing the Impact of Customer Orientation and Market Share (Experimenting the Second Main Hypothesis)

This paragraph deals with the impact experiment to adopt the dimensions customer orientation in market share which is included by the second main hypothesis stipulating that (there is an impact relation of significance level to the customer orientation dimensions and market share. The four hypotheses arising from the second one have been experimented as follows.

A. Experiment of the First Secondary Hypothesis

(There is an impact relationship of significance level for the price dimension in market share).

For approving the above secondary hypothesis, it has been used the experiment of constant (t) to analyze the meaning of the simple linear regression sample as shown in table (3) and it has been made according to the following equation.

$$Y = 1.392 + 0.633 * x_1$$

(y) represents the dependent variable (market share).

(x) represents the independent secondary variable (price dimension)

Table 3: Assessment of the Information of Simple Linear Regression to Measure the Impact of Price Dimension and Market Share (N=37)

Explanation Coefficients R	T Value		Advertisement Dimension	constant	Independent X1 Dependent y
	scheduled	Counted	B	A	
0.536	6.09	21.1	0.633	1.39	

Source: made by the researcher due to the computer results

It has been shown from the mentioned results in table (3).

1. The counted value of the constant (t) to the simple linear regression sample for the price dimension(x1) has been amounted (21.1) , it is greater than that scheduled value of the constant (t) amounted (6.09) about the significance level (0.01).

It has been indicated that the proof of regression coefficients ($b=0.633$) in that mentioned level of significance.

However, any change in an amount of single unit from the price dimension affecting of the market share in a rate (0.633). This means that the proof of significance of simple linear regression

Due to that, the price dimension (x1) of a significance level impact in market share(x)

2. The value of explanation coefficients (R) has been amounted (0.536), this means that the price dimension (x1) explained what its proportion is 53.6% from the changes being happened on the market share, whereas the remained proportion which is amounted to 64.4% returned to the distribution of other variables not included in the outline of present study.

According to what is above-mentioned, it has been shown that the authenticity of the first secondary hypothesis, its content (there is an impact relation of significance level for the price dimension in the market share arising from the secondary hypothesis.

B. Experiment of the Second Secondary Hypothesis

(There is an impact relation of significance level for the quality dimension in market share)

For approving the above secondary hypothesis, it has been used the experiment of constant (t) to analyze the meaning of the simple linear regression sample as shown in table (4) and it has been made according to the following equation

$$Y = 1.56 + 0.579 * x_2$$

(y) represents the dependent variable (market share).

(x2) represents the independent secondary variable (quality dimension).

Table 4: Assessment of the Information of Simple Linear Regression to Measure the Impact of Price Dimension and Market Share

Explanation Coefficients R	T Value		Advertisement Dimension	Constant	Independent X2 Dependent y
	Scheduled	Counted	B	A	
0.563	6.09	23.10	0.579	1.56	

Source: made by the researcher due to the computer results

It has been shown from the mentioned results in table (4).

1. The counted value of the constant (t) to the simple linear regression sample for the quality dimension(x2) has been amounted (32.10) , it is greater than that scheduled value of the constant (t) amounted (6.09) about the significance level (0.01).It has been indicated that the proof of regression coefficients ($b=0.633$) in that mentioned level of significance.

However, any change in an amount of single unit in the quality dimension affecting on the market share in a rate (0.579)

This means that the proof of significance of simple linear regression. Due to that, the quality dimension (x2) of an impact on market share(y) this impact has significance level in already mentioned level (0.01)

- The value of explanation coefficients (R) has been amounted (0.563), this means that the quality dimension (x2) explained what its proportion is 56% from the changes being happened on the market share, whereas the remained proportion which is amounted to 43.7% which cannot be explained by explanation coefficients (R) returned to the distribution of other variables not included in outline of present study.

According to what is above-mentioned, it has been shown that the proof of the first secondary assumption, its content (there is an impact relation of significance level for the price dimension in the market share arising from the secondary hypothesis.

C. Experiment of the Third Secondary Hypothesis

(There is an impact relationship of significance level for the service dimension in market share)

For approving the above secondary hypothesis, it has been used the experiment of constant (t) to analyze the meaning of the simple linear regression sample as shown in table (5) and it has been made according to the following equation.

$$Y = 1.716 + 0.522 * x_3$$

(y) represents the dependent variable (market share).

(x3) represents the independent secondary variable (service dimension)

Table 5: Assessment of the Information of Simple Linear Regression to Measure the Impact of Price Dimension and Market Share

Explanation Coefficients R	T Value		Advertisement Dimension	constant	Independent X3 Dependent y
	Scheduled	Counted	B	A	
0.581	6.09	51.8	0.522	1.716	

Source: made by the researcher due to the computer results.

It has been shown from the mentioned results in table (5).

- The counted value of the constant (t) to the simple linear regression sample for the service dimension(x3) has been amounted (15.8), it is greater than that scheduled value of the constant (t) amounted (6.09) about the significance level (0.01).It has been indicated that the authenticity of regression coefficients (b=0. 522) in that mentioned level of significance.

However, any change in an amount of single unit in the service dimension affecting of the market share in a rate (0.522). This means that the proof of significance of simple linear regression. According to what is previously mentioned, the service dimension (x3) of an impact in market share (y) and that impact is of significance level (0.01)

- The value of explanation coefficients (R) has been amounted (0.581), this means that the service dimension (x3) explained what its proportion is 58.1 % from the changes being happened on the market share (y), whereas the

remained proportion which is amounted to 41.9%% returned to the distribution of other variables not included in the outline of present study. According to what is above-mentioned, it has been shown that (the authenticity of the first secondary assumption, its content (there is an impact relation of significance level for the service dimension in the market share arising from the secondary hypothesis).

C. Experiment of the forth secondary hypothesis

(There is an impact relation of significance level for the price dimension in market share).

For approving the above secondary assumption, it has been used the experiment of constant (t) to analyze the meaning of the simple linear regression sample as shown in table (6) and it has been made according to the following equation

$$Y = 1.644 + 0.604 * x_4$$

(y) represents the dependent variable (market share).

(x) represents the independent secondary variable (advertising dimension)

Table 6: Assessment of the Information of Simple Linear Regression to Measure the Impact of Price Dimension and Market Share N=37

Explanation Coefficients R	T Value		Advertisement Dimension	Constant	Independent X4 Dependent y
	Scheduled	Counted	B	A	
0.593	6.09	27.1	0.604	1.644	Market Share

Source: made by the researcher due to the computer result

It has been shown from mentioned incoming results in table (6)

1. The counted value of the constant (t) to the simple linear regression sample for the price dimension(x4) has been amounted (77.8) , it is greater than that scheduled value of the constant (t) amounted (27.01) about the significance level (1%).

It has been indicated that the authenticity of regression coefficients (b=0. 604) in that mentioned level of significance. However, any change has been quantified to single unit from the price dimension affecting of the market share in a rate (0.604). This means that the proof of significance of simple linear regression. Due to that, the advertising dimension (x4) of an impact in market share(y) and that impact is of significance level 1%

2. The value of explanation coefficients (R) has been amounted (0.593), this means that the price dimension (x4) explained what its proportion is 59.3% from the changes being happened on the market share, whereas the remained proportion which is amounted to 40.7% returned to the distribution of other variables not included in the outline of present study.

According to what is above-mentioned, it has been shown that (the authenticity of the first secondary assumption, its content (there is an impact relation of significance level for the advertisement dimension in the market share arising from the secondary hypothesis). Table (7) shows the arrangement of impact power for the interest dimensions toward customer(x) in market share(y) according to explanation coefficients (R) as follows.

Table 7: Arrangement of Impact Power of Interest toward Customers in Market Share

Dimensions of Interest toward Customers	Explanation Coefficients (R)	Arrangement of impact Power
Advertising	0.593	first
Service	0.581	Second
Quality	0.563	Third
Price	0.536	Forth

Source: made by researcher according to results of computer

1. The advertisement dimension (x4) has been scored the first class due to the impact power in market share through explanation coefficients being amounted (0.593).
2. After-sale service dimension (x3) has been scored the second class due to the impact power in market share through explanation coefficients being amounted (0.581).
3. The quality dimension (x2) has been scored the third class due to the impact power in market share through explanation coefficients being amounted (0.563).
4. The price dimension (x1) has been scored the forth last class due to the impact power in market share through explanation coefficients being amounted (0.563).

According to the former scored results , it has been shown that the advertisement dimension (x4) is important in impact power as it has been explained that variables which their value represents (59%) and being happened on sample and other variables which represents (40%) explained by other variables.

The Third Main Hypothesis

There are no extracted factors of a significance impact as a result of interacting variables (customer orientation) with each other.

Table 8: Statistical and Describing Fact Which Depends on Medium Average of Items of Customer Orientation

Variables		Measurement Average	Standard Regression	Standard Line	Oscillations of Medium Average within 95%		Min	Maximum
					Min	Max		
MQ1	Advertising	3.791	0.532	0.188	3.346	4.236	3.000	4.667
MQ2	Price	3.291	0.517	0.182	2.858	3.724	2.667	4.000
MQ3	Quality	4.250	0.660	0.233	3.697	4.802	3.333	5.000
MQ4	After-Sale Services	3.916	0.462	0.163	3.529	4.303	3.000	4.333

And then under factors analysis has been conducted by using the Principle Factor Analysis as Multi-correlation Square used as variables to the Commonalities.

The result has been shown in table (9)

Variables	Primary Amount	Final Result
MQ1	1.000	0.395
MQ2	1.000	0.563
MQ3	1.000	0.592
MQ4	1.000	0.618

Below, the most important results related with analysis process.

1. Correlation Matrix

It has become clear through the review of results of simple correlation coefficients and their significance level being found great correlations between variables represented by customer orientation in one hand and increasing the significance level for all those correlations in other hand in table (10), in general, it is being confirmed the relative significance for these variables to create the function of relationship.

Table 10: Correlation Matrix

	MQ1	MQ2	MQ3	MQ4	MQ5
MQ1	1.000	0.497	0.500	0.502	0.371
MQ2	0.497	1.000	0.478	0.412	0.643
MQ3	0.500	0.478	1.000	0.582	0.408
MQ4	0.502	0.412	0.582	1.000	0.458
MQ5	0.371	0.643	0.408	0.408	1.000

1. Factors Level Matrix (Variance Explained)

It has become clear through the review of results of variance explained in table (11) that the great distinctive amount comes to (4.679). which reserved in common variance ,its amount is (58.494) from total variance which ensured only one factor being penetrated by all customer orientation dimensions with significance level due to Kaiser’s measurement.

Table 11

Component s	Primary Distinctive Amounts			Total Variance	Variance Proportion	Congregati onal Proportion
	Total	Variance Proportion	Congregation al Proportion			
1	4.679	58.494	58.494	4.679	58.494	58.494
2	0.872	10.902	69.396			
3	0.764	9.544	78.914			
4	0.443	5.535	84.476			

2. Matrix of Factors Degree (Relative Significance for the Main Factor Variables) Variance Degree

According to what is mentioned in previous paragraph, it has been indicated that there is single factor penetrated by all variables of customer orientation dimensions so this factor has been contained all the variables because of the importance degree, each of which come together to form the significance level in the participation of all variables of customer orientation in the study of market share which is one of the function made the study of customer orientation dimensions.

Table 12: Degree of Relative Significance of Customer Orientation

	1	2	3	4
Customer Orientation	Advertisement	Price	Quality	After-Sale Services
Relative Significance	0.836	0.786	0.775	0.752

Source: Table made by researcher.

It has been observed that the values of accomplished commonalities from those dimension which consequently

coming according to the priority and to the degree of relative significance for the customer orientation as well. As shown in table (12).

Table 13: Accomplished Commonalities Agreed with Relative Significance of Customer Orientation

No	Commonalities	Components	Variables
1	0.699	0.836	MQ1 Advertisement
2	0.647	0.786	MQ2 Price
3	0.618	0.775	MQ3 Quality
4	0,600	0.752	MQ4 After-sale service

According to what is above-mentioned, it has been become clear to us the significance of customer orientation which coming together in the study of market share. This indicates disapproval of hypothesis of research stipulated that there are not extracted factors of a significance impact as a result of interacting the variables (customer orientation) with each other in the view of Kaiser's measurement reversing the variables significance according to the factors to study the function of market share.

CHAPTER FOUR

CONCLUSIONS AND RECOMMENDATIONS

1. Due to the response of the study sample, it has been shown that the views give an attention to the (interest towards customer), this is positively reversed on their responses.
2. It has been indicated that the company do not distinct with competitive prices in business market where the company price reversely attributed to the demand extent to the producers. However it has assumed the policy of selling by installments and offered various discounts to the customers so the company prices suited with product quality it offered. Communalities of variable (xi) are different values being explained by extracted factors.
3. The product quality is the constant method to the company to draw the customers' attention. As it has offered high quality products, increasing the market share to the company so the product quality suited with the message and objectives of company. Moreover, the company continuously seeking to offer high-quality products to the customer that means the company offers products suited with needs and desires of customers.
4. The company considers the after-sale service as a part of its sales strategies, where the after-sale service helps get reasonable market share. So the company depends on the after-sale services to draw customers attention, and the after-sale service are various as well. According to certain views, it has been observed that there is a satisfaction from customers to the after-sale services offered by company.
5. It has been observed that the advertisement makes to increase the inclination of demand to the company product and it provides with necessary information which help customers take their decisions of purchase. So the company uses the excellent and various media. It has been indicated the sales greatly increasing due to the experience of media.
6. The responses of study samples have confirmed that the dimension of service has got the first level and has been indicated that it is the dimension which has greater importance and has more sharing in enhancing the customer orientation according to the views of study samples. The advertisement dimension has got the second level and then the quality dimension has come third, the last level for the price dimension so it is being confirmed on the

lack of homogeneity of responses to this dimension in respect with other dimensions.

7. The study sample has seen that the company sales are very high comparing with competitors, and it sees that the company seeking to get accessed in new markets which never get accessed before. So the company has intended to expand the kinds of its products. The company establishes positives ties with customers and it has timetable for its sales intending to reach it.
8. The statistical results have shown the positive correlation relationships between the interest dimensions and market share. As the organization intention has been increased to the customer orientation, it will have positive reflections on achieving the market share. Basing on what is mentioned before, accepting the first main hypothesis stipulating that (there is correlation bond of significance level between the interest dimensions toward customer and market share)
9. The statistical results have shown the impact relation between the interest dimensions and market share where it has been confirmed the authentication of the second main hypothesis stipulating that (there is impact relation of significance level between the interest dimensions toward customer and market share).
10. According to the impact power in market share, the advertisement dimension has been achieved the first level, the quality dimension the third level and then the price dimension forth last one.
11. The results has not confirmed the authentication of the third main hypothesis stipulating that (there is no extracted factors of significance level as a result of interacting the variables(interest dimensions toward customer) with each other in the view of Kaiser's measurement reversing that the significance of variables in the view of factors of studying the function of market share.
12. The researcher has seen the organization has given more attention to the two dimensions after-sale and advertisement than two dimensions price and quality according to the sample responses represented by the directors of highest and intermediate administration. It has become clear through the positions being got in the level of strength of relation and impact as shown in (6) and (10).

RECOMMENDATIONS

1. If the company has not distinguished with competitive prices in business market, it is prerequisite for the company to focus more on drawing customers' attention to it through offering its products with competitive prices that has raised the sales proportion and finally increasing its market share.
2. It is necessary to give more important to the interest towards customer in terms of doing periodical and marketing research and taking an advantage from the results of marketing research, to identify how the customers response to the prices.
3. The Company has expected and taken into account the customers who they have knowledge about the exciting alternatives in market because of raising their sensations for the fixed prices of the company. So the pricing should be suited with customers' classes and their incomes. It has to be made studies on their needs and desires.
4. It should be give greater importance to study the pricing flexibility for the demand and analyze that study which reflects real vision to the price and the customers' reactions toward it. As it contributes to form more clear vision

in respect to the change of price in future.

5. It is necessary for the company to depend on long-term profit through releasing the products in prices which are almost the same as the industrial cost with simple and reasonable profit which enable it to get more numbers of customers.
6. It should be more focusing on customer orientation through quality in shape to meet the desires and impressions of customers and reaching excellence which helps to confront the competition these days. To get increasing in the interest, it should be adopted the new technology and developments being applied in the products industries that will contribute to the development of company performance in its products.
7. The company should keep the standard through which it has produced high-quality products in appropriate prices as well as offering after-sale services such as maintenance, spare parts and intensifying the propaganda which show the way of products working and how high their capacities are.
8. keep offering of the after-sale services to increase customers' satisfaction through offering extra-services while purchasing. It should be undertaken to surprise the customers with an unexpected services which are hardly to be offered by the competitors to obtain the customers of competitors in market and business. It has to get the missing customers back in terms of studying and analysis the reason why the customers leave the company products and then it should reform the faults and improve the purchase condition and after-sale services.
9. the Interest toward customer should be undertaken through advertisement and the company should resort to the modern advertising means. Taking an advantage from internet to its daily deals as well as getting information though adjustment of data of technical and informative revolution, the requirements of digital economics and accessing anything new in modern advertisement such as TV which is the most important mean to draw customers' attention and it is rarely being used by the company in its business. Conducting study and analysis the advertisements of competitors and threaten them before broadcasting any advertisement so that the advertisement could not lose its weight to the customers.
10. The study of customer's behavior towards company products to know what the customer likes from specifications and features being provided in products.
11. Trying to study the competitive products to know the strength points reflecting the reasons why the customers accept them as well as to know the strength and weakness points for these products in case of their availability in company products, it should leave them. This will support the development of product and make it stronger to confront the competitive products.
12. The researcher realized that the organization attention should be more on interest towards customer according to price and quality dimensions despite the importance of after- sale services and advertisement dimensions, the customers highly prefer or attracted to the high quality and appropriate prices. The company has the ability to achieve that by development of its manufacturing factors and by hard-working. Preparation and equipment of the company factors through which the company can be got back to its previous feasibility and also enable it to manufacture to all its parts completely in the company instead of exporting. It can do that by its senior experts' efforts and the Iraqi young proletariat, so it has contributed in national economy, profits being returned it and decrease the costs of importing and transportation as well as lessen the unemployment ratio.

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BABYLON UNIVERSITY
COLLEGE OF ADMINISTRATION & ECONOMICS
SUB/ QUESTIONNAIRE

I am putting forward my research entitled "the customer orientation and its affect on determining the market share. I kindly ask you to participate in this study by filling the Questionnaire. You are free to participate or not. All the information provided will be used only for the sake of this study, and will be kept secretly.

Note: you will find (5) alternatives for each question (Agreed, Strongly agreed, Neutral, disagreed and strongly disagreed). Can you kindly put the tick (/) as appropriate expressing on your points of view.

Yours sincerely

The researcher

Professor. Assis. Dr. Thamir Hadi Aljanabi

General Informations:

1. Sex: Male () Female ()
2. Position
3. Education: High school () . BA, Bsc () Diploma() MA, Msc () PhD ()
4. Number of the years in employment.
Less than 5 years (), between 5 – 9 years () . 10-14 () ,
15 – 19 () , 20 years or more () .
5. Number of years in current position
6. Number of courses in which the manager participates.
One () two () three () four or more ()

First: The Aspects of Customer Orientation

The customer orientation means organizational understanding of customers in order to create continuous value for them.

A. Price: It means the cash value of products or service paid by customers. It is the value of products or services been exchanged in the Market.

SN	Phrase	Agreed	Strongly Agreed	Neutral	Disagreed	Strongly Disagreed
1	The company is distinguished by its competitive prices in its market.					
2	The company adopted the policy of selling by installments					
3	The company offered various discounts to the customers.					
4	The company prices matches products quality.					
5	The company prices related negatively to size of demand on its products.					

B. Quality: it means a set of characteristics and features which make the company services and products are able to meet the needs and desire of customers and beneficiaries, depending on the quality of design and specifications matching as well

SN	Phrase	Agreed	Strongly Agreed	Neutral	Disagreed	Strongly Disagreed
1	The product quality is a constant policy of the company to win the customer orientation towards it.					
2	The company offers highly quality products to increase its marketing share.					
3	The product quality goes along with the message and goals of the company.					
4	The company seeks to offer highly quality products to the customers constantly.					
5	The company offers to its customer products meets their needs and the desire from the specification point of view.					

C. After-Sale-Services: It means the services provided by the company after the sale of the product such as repairs, maintenance, assembling, and replacement of the product or parts of it due to tear and ware.

SN	Phrase	Agreed	Strongly Agreed	Neutral	Disagreed	Strongly Disagreed
1	The company considers after-sale-services part as an integrated parts of its sales strategy.					
2	After-sale-services will enable the company to obtain reasonable market share.					
3	It is used to attract customers and to distinguish the company from its competitors.					
4	The company adopts various After-sale-services					
5	Satisfaction of clients of the after-sale-services are related to the behavior of employees, their skills, and dedications.					

Second Advertisement: It means a set of mediums used by commercial or industrial firms to present its products to customers and try to convince them to purchase.

SN	Phrase	Agreed	Strongly Agreed	Neutral	Disagreed	Strongly Disagreed
1	The advertisement aims to increase the inclination of demand to the company products by the customers.					
2	The advertisement provides the necessary information to enable the customers to take the appropriate purchase decision.					
3	The company uses various distinctive media tools.					
4	The advertisement being directed to customers is characterized with truthfulness.					
5	The sales are greatly increased as a result of using advertisements.					

E. Market Share: It means the ratio of the company sales to the whole sale of the industry. It is an important measurement of successful marketing performance, and to distinguish itself among competitors.

SN	Phrase	Agreed	Strongly agreed	Neutral	disagreed	Strongly disagreed
1	Increase company sales greatly compared to its competitors.					
2	The company seeks to enter new markets which are not accessed previously					
3	The company seeks to increase the variety of its products.					
4	The company establishes a positive relation with customers to support its marketing share.					
5	The company set sales targets and seeks to achieve them.					

