

## Survey impact of Marketing master class excellence on performance of food product company in Kurdistan province SME

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### Abstract

Today's based of diversity of product and develop of method for marketing use of best approach to introduce product such as master class excellence is advantage competition for one company. The aim of current study is Survey impact of Marketing master class excellence on performance of food product company in Kurdistan province SME

For access to this aim 395 customers are perches their products directly the produce company are selected as sample. This study is applied and descriptive study. For gathering data is used of questionnaire tools.

The results of this study is indicated Marketing master class excellence have positive impact on factors such as SME performance, value added, marketing oriented, social and ethical responsibility, learning and continues improvement.

**Key words:** Marketing master class excellence, performance, value added, marketing oriented, social and ethical responsibility, learning and continues improvement

### 1. Introduction

The quality concept has been a popular research topic in marketing and management literature where researchers have attempted to identify key dimensions of total quality management (TQM) practices and performance. Researchers have defined the concept of quality in different ways ranging from perception of value (Feigenbaum, 1951) to conformance to requirements (Crosby, 1996), fitness to use (Juran et al., 1974) and finally to meeting customer's expectations (Parasuraman et al., 1985; Adis, 2003). While a number of studies have addressed the desired features of practices, facilities, staffs that contribute to the TQM implementation and hence organizational performance (Al-Mashari et al., 2005), the role of market orientation (MO) has received relatively less attention. There is likely to be a strong logical relationship between MO and implementation of TQM practices since both constructs explicitly focus on customer satisfaction.

Day (1994) admits that there has been limited engagement in marketing research to take advantage of the tools, frameworks and implementation methods associated with TQM. While studies on TQM implementation appear to focus on identifying the role of TQM practices on organizational success, TQM practices are still directed from within the organization. MO, however, requires more external engagement and shares the same ultimate aim as TQM implementations. Thus, MO and TQM practices appear to complement each other.

Although both MO concept and TQM practices share the same objectives, there is a paucity of empirical research investigating the two constructs and their association with organizational performance. Despite its conceptual rigor, TQM's role in affecting organizational performance (whether facilitative or causative) particularly within the context of small businesses requires more research attention. Although the relationship between MO-TQM implementation and organizational performance has been discussed in the prior literature (Day, 1994; Mohr-Jackson, 1998) there is no research hitherto been recorded investigating the topic from the viewpoint of small and medium size enterprises (SMEs).

The majority of existing research has focused on TQM implementation, leadership and performance relationships (Hendricks and Singhal, 2001; Vokurka, 2001; Kaynak, 2003; Prybutok and Custshall, 2004; Prajogo and Sohal, 2006), whereas the impact of MO on TQM and performance relations in the context of SMEs is largely neglected. This study therefore fills this lacuna and contributes to the extant literature by incorporating TQM practices in MO and performance relationship within the context of an emerging country SMEs. Since, previous research in this area tends to focus on larger organizations (Li et al., 2006; Al-Mashari et al., 2005; Hendricks and Singhal, 1996, 2001; Easton and Jarrel, 1998), SMEs with their limited resources may not be in a position to benefit from the findings of previous research based on larger organizations. Further, in the case of emerging market economies, SMEs operate in relatively more turbulent environments with greater uncertainties (Koh and Gunesekaran, 2006), therefore, MO strategy alone may not be sufficient to create better performance.

This study makes a number of contributions to the extant literature. First it focuses on single industry SMEs in an emerging market economy where firms are exposed to the same level of environmental uncertainties. This would help eliminate inter-industry variations. Secondly, this study fills an important gap in the literature by integrating MO dimension to TQM-performance relationship in SME context, as most studies on MO were based on larger organizations. Finally, this study also empirically validates moderating role of TQM in MO-performance relationship in the context of SMEs.

By using structural equation modeling the study analyzes both direct and indirect

effects of each construct on organizational performance. The paper is organized as follows: the next section provides a review of the relevant theoretical literature and sets out the hypotheses of the study.

## **2. Literature review and hypotheses**

The literature review is presented in four sections. The first section deals with the relationship between MO and organizational performance, followed by the examination of the impact of MO on the extent of TQM implementation. Third section reviews briefly the literature on the relationship between TQM implementation and organizational performance. Finally, the rationale for the mediating impact of TQM implementation on the link between MO and organizational performance is provided.

### **2.1 Market orientation and organizational performance**

Conceptual and empirical work on MO appears to take on different perspectives ranging from marketing intelligence perspective (Kohli and Jaworski, 1990; Jaworski and Kohli, 1993; Jaworski et al., 2000), the culture based behavioral perspective (Narver and Slater, 1990; Slater and Narver, 1995, 1999) to the customer focused perspective (Shapiro, 1988; Desphande et al., 1993; Li et al., 2006) and the strategic perspective (Day, 1994; Gatignon and Xuereb, 1997). Each of these perspectives approaches the MO concept from different angles. For example, Shapiro (1988) suggests that MO be treated as synonymous to customer orientation, while Kohli and Jaworski (1990) define MO as the organization wide generation of marketing intelligence pertaining to current and future customer needs, dissemination of intelligence across departments and organization wide responsiveness to it. This definition of MO shares some common dimensions with TQM philosophy (Mandal, 2000) and thus TQM implementation (Davig et al., 2003; Moreno et al., 2005). The main rationale behind MO and organizational performance relationship lies within value creation of sellers and perceived value by buyers of a product and service (Narver and Slater, 1990; Chadam and Pastuszak, 2005). A similar conceptualization has been used by Parasuraman et al. (1985) and Zeithaml et al. (1996) in explaining service quality. As firms endeavor to achieve sustainable competitive advantage through value creation and providing better value for the customer, they need to develop an organizational culture that will maintain such a competitive edge in the market place. Market oriented firms also create potential sources of sustainable competitive advantage by creating intelligence and communicating the relevant intelligence within their departments. Narver and Slater (1990, p. 21) point out that a seller creates value for a buyer mainly in two ways: by increasing benefits to the buyer in relation to the buyer's cost or by decreasing the buyer's cost in relation to buyer's benefit. Therefore, a

market-oriented firm will be in a position to create superior value for the buyers (Reed et al., 1996), which will in turn leads to a better organizational performance. Empirical evidence on the relationship between the extent of MO and organizational performance appears to be mixed. Some researchers found positive associations between MO and organizational performance (Jaworski and Kohli, 1993; Narver and Slater, 1990; Slater and Narver, 1994), while others could not find any direct relationship between MO and performance measures such as ROI (Greenley, 1995; Harris, 2001). This led Harris (2001) to conclude that MO did not have a direct effect o performance in all national cultures, as its influence might not be dependent on environment. Similarly, Diamantopoulos and Hart (1993) and Han et al. (1998) could not find a direct relationship between MO and firm performance. In contrast, relying on the scale developed by Narver and Slater (1990), some authors reported a positive relationship between MO and business performance in different contexts (Horng and Chen, 1998; Appiah-Adu and Ranchhod, 1998; Kumar et al., 1998).

## **2.2 Market orientation and TQM implementation**

There is a paucity of empirical research examining the relationship between MO and TQM implementation in both quality management and marketing literature. There have been some descriptive works suggesting the link between MO and TQM practices (Mohr-Jackson, 1998), though most empirical evidence appears somewhat sketchy (Raju and Lonial, 2002). Both marketing activities and implementation of TQM practices require close co-ordination among other departments in the organization and also necessitate systematic data collection for the purpose of satisfying customer expectations. Value creation for customers also calls for close co-ordination between marketing and quality departments (Slater and Narver, 1995; Lai, 2003). Day (1994) argues that initiatives to enhance market sensing and customer linking capabilities are integral parts of building a market oriented organization. TQM implementation appears to facilitate such capabilities and “at the heart of the TQM is the concept of an organization as an interrelated collection of processes rather than an interacting set of functional units” (Day, 1994). Both TQM implementation and MO require an organizational structure to be designed around the flow of value-adding activities and should also empower employees to manage organizational change. Given the information oriented nature of TQM practices and market oriented firm, TQM implementation may offer a rich array of tools that organizations could be transformed in achieving market orientation. One weakness as Day (1994) identifies in TQM implementation to achieve MO is that the effectiveness of TQM practices is internally contained and a repetitive process which may not go beyond the bounds of the organization. An organizational change toward being more market oriented requires a steadfast top

management commitment and a bottom up change, which could be facilitated by an effective implementation of TQM practices. Such a change programme needs to be fostered by cross-functional activities, shared objectives and a decentralized structure, which may increase the firms' capabilities to respond to their customers (Day, 1994).

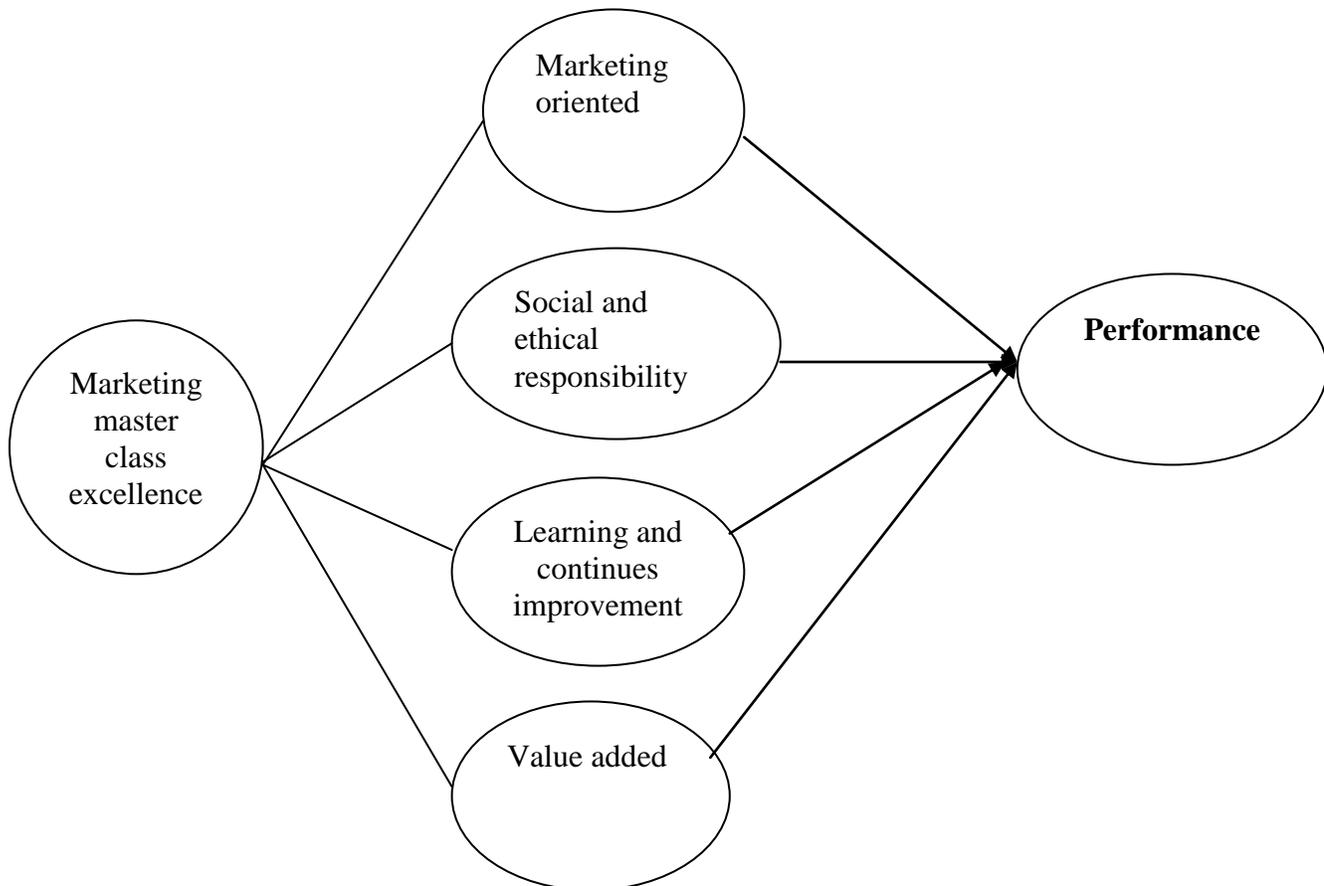
### **2.3 TQM implementation and organizational performance**

Most empirical studies investigating the relationship between TQM practices and financial performance have produced mixed results. Some of these studies either use stock price performance (Hendricks and Singhal, 1996, 2001; Easton and Jarrel, 1998) or perceptual measures developed by researchers themselves (Prajogo and Sohal, 2006; Powel, 1995; Kaynak, 2003; Samson and Terziovski, 1999). Researchers in this group treat TQM awards as a proxy for effective TQM implementation (which seem to exclude SMEs) and tried to establish a link between objective measures of TQM implementation and performance (stock-price performance) (Hendricks and Singhal, 1996; Easton and Jarrel, 1998). While Hendricks and Singhal (1996) failed to establish any causality between the two constructs, Easton and Jarrel (1998) found significant relationship between stock-price performance and TQM implementation. A follow up study by Hendricks and Singhal (2001) based on a larger dataset revealed that the sample of effective TQM implementers significantly outperformed the various matched control groups in the post implementation period. None of these indicators (award winning, stock-price performance) appears to be available for SMEs, hence researchers in this domain use perceptual measures. A group of researchers use both expert rated performance measures alongside perceptual measures (Strubering and Klaus, 1997; Douglas and Judge, 2001, Kaynak, 2003). There is likely to be a strong correlation between expert rated performance and perceptual measures of organizational and financial performance (Douglas and Judge, 2001). Kaynak (2003) also reports a similar correlation between TQM implementation and the perceptual measures of financial performance. In the case of SMEs the evidence, however, appears to be equivocal. Some TQM advocates argue that, due to resource problems (mainly financial and human resources) TQM cannot produce consistent financial performance for SMEs (Schmidt and Finnigan, 1992; Powel, 1995; Strubering and Klaus, 1997). Another group of researchers, however, found some significant performance results of TQM practices in SMEs (Ahire and Golhar, 1996; Hendricks and Singhal, 2001). In comparing larger firms with smaller firms, Hendricks and Singhal (2001) argue that smaller firms tend to benefit more from TQM as compared to larger firms. This argument contradicts with some of the earlier arguments on the role of TQM in SMEs (that TQM is less beneficial to smaller firms).

While financial performance is the ultimate aim of any business organization, other

indicators such as innovation performance (Llorens et al., 2003), market share and other non-financial performance indicators may be equally important in implementing TQM principles. If one treats the TQM implementation as a change programme for SMEs, the significance of such indicators will become more obvious. Further, implementation of TQM principles may not have direct but indirect impact on financial performance (Kaynak, 2003) by increasing innovation (Singh and Smith, 2004), changing organizational culture (Irani et al., 2004), market competitiveness (Chong and Rundus, 2004), overall organizational performance (Powel, 1995), market share and growth of market share (Kaynak, 2003), employee morale (Rahman and Bullock, 2005), productivity (Rahman and Bullock, 2005; Kaynak, 2003; Rahman, 2001). As innovation performance is related to financial performance, relationship between innovation and TQM implementation becomes an important dimension of the argument on treating the TQM as a change programme. Samson and Terziovski (1999) found support for the relationship between some non-financial measures (i.e. export growth, market share growth, innovation growth, cost of quality, etc.) and implementation of TQM practices.

### Conceptual framework and hypotheses



## Hypotheses

1. There are positive relationship between Marketing oriented and SME company performance.
2. There are positive relationships between Social and ethical responsibility and SME company performance.
3. There are positive relationship between Learning and continues improvement and SME company performance.
4. There are positive relationship between Value added and SME company performance.

## Research methodology

### Survey instrument

The survey instrument is composed of questions relating to the following three constructs that include MO, the extent of TQM implementation and organizational performance (PERF). The conceptual definition of MO construct was adopted from the work of Kohli and Jaworski (1990) due to its wide acceptance (Raju and onial, 2002; Lai, 2003) in the extant literature. They developed a multi-item scale to perationalize the MO construct in a manufacturing context (Jaworski and Kohli, 1993; Selnes et al., 1996). Minor modifications were, however, made to some items in the original scale to adjust for semantic meanings and also two items were deleted resulting in a 30-item scale that are measured on a five-point Likert scale ranging from “strongly disagree” to “strongly agree”.

Measures of organizational performance (PERF) were based on items derived from a number of previous studies using this variable (Huang et al., 2006; Rao, 2006; Pearceet al., 1987; Boyd, 1991; Dess and Robinson, 1984). The level of organizational performance (PERF) measures was identified using judgmental measures based on managers’ perceptions of how the organization performed on multiple indicators of organizational performance relative to its rivals based on a five-point scale, ranging from “much worse than rivals” through “much better than rivals”. The PERF construct was composed of financial, non-financial and efficiency indicators which include: revenue growth over the last three years, net profits, profit to revenue ratio, return on assets, investment in R&D aimed at new innovations, capacity to develop a unique competitive profile, new product/service development, market development and market orientation, cost per adjusted discharge, reject rate and waste and return on assets. These items are typically employed to measure performance as they are of interest to, and accessible to, powerful external stakeholders of an organization, such as its shareholders. Dess and Robinson (1984) found subjective measures of performance, assessed relative to a company’s main competitors, were well correlated with objective performance

measures. While performance measurement is traditionally confined to financial performance indices, emerging management paradigms such as marketing and quality management are stressing the use of multiple indicators of performance.

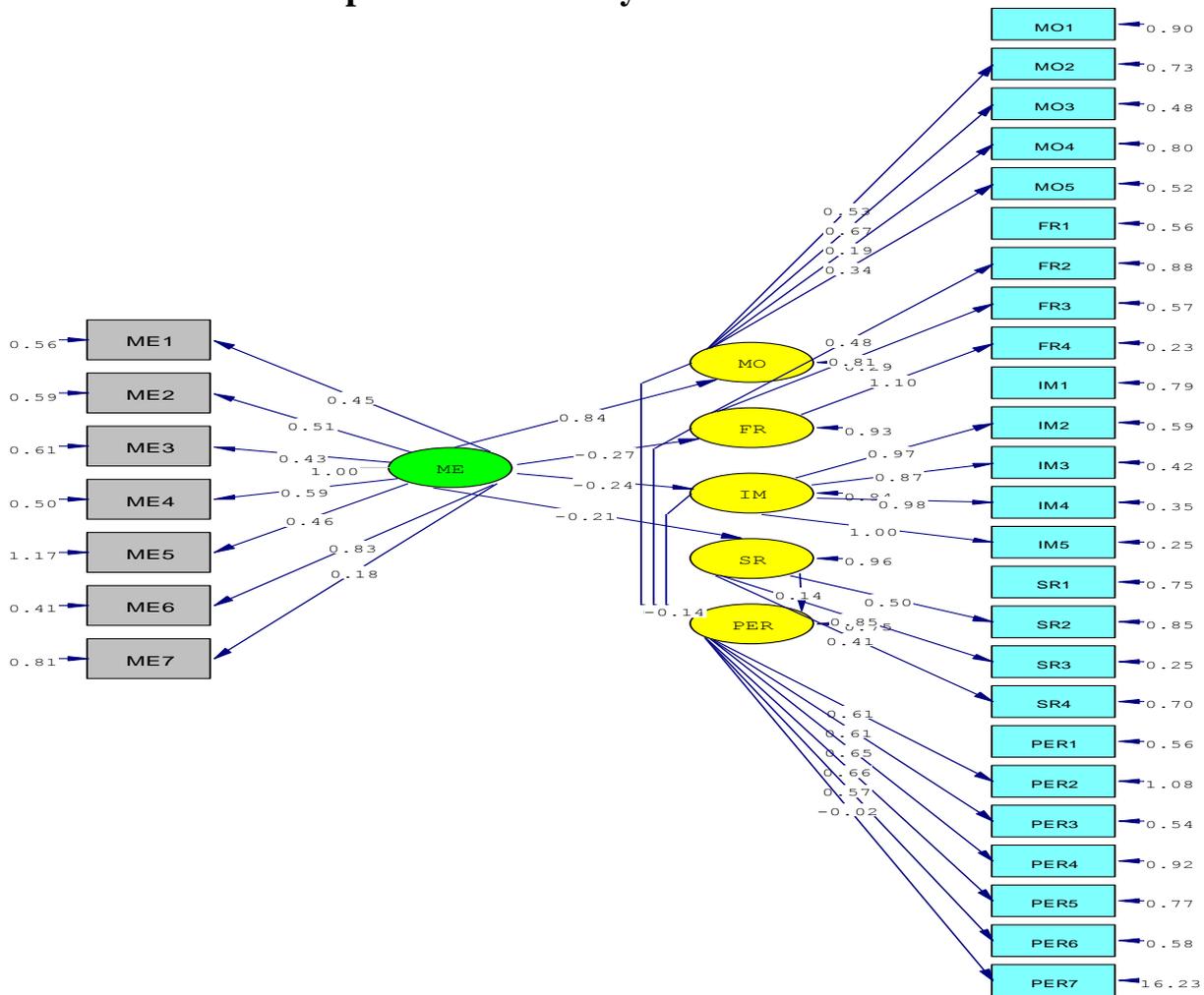
**Results**

In this study is used of koronbakh Alfa for tested of tools validity. The results of this test are shown in table 1.

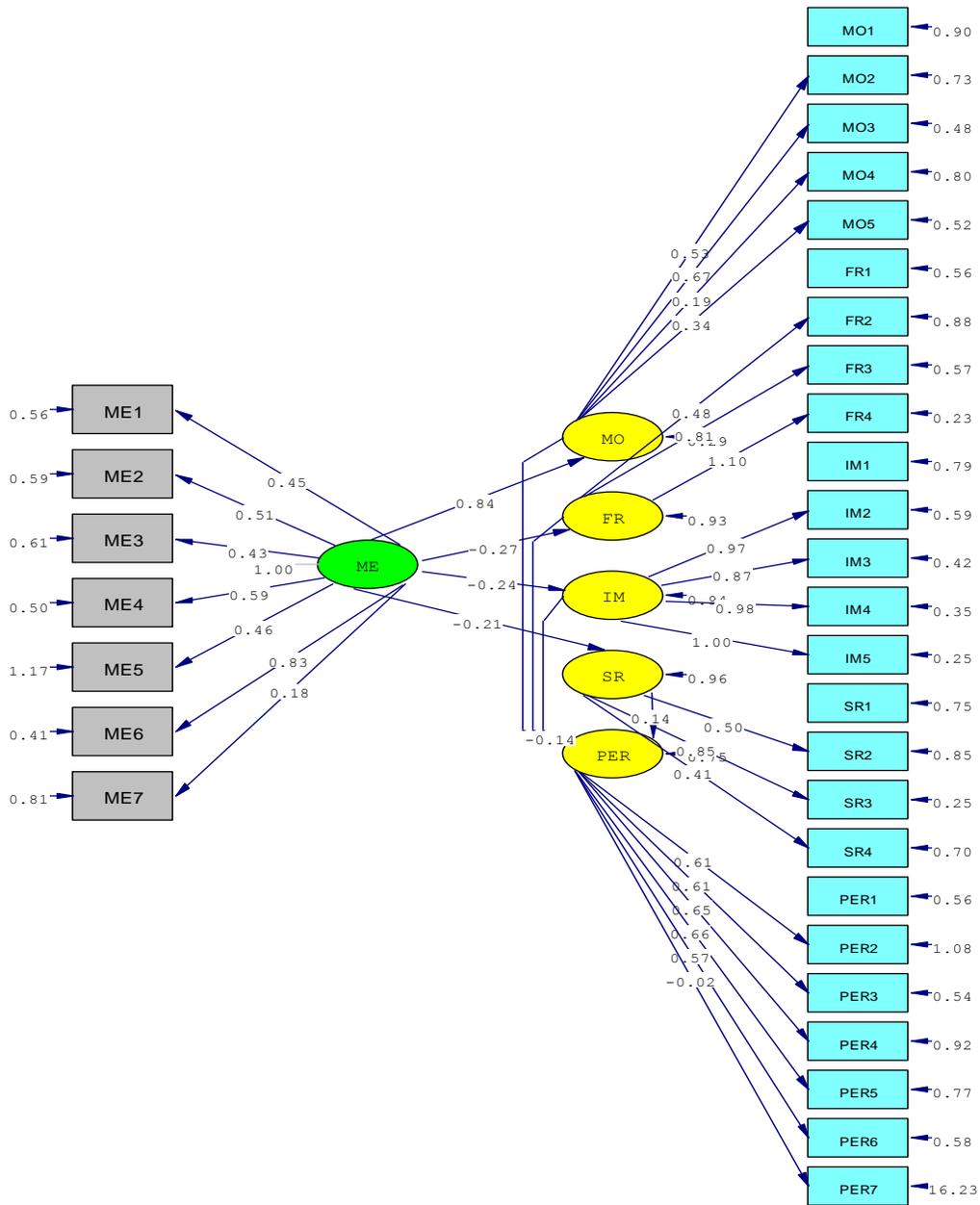
**Table 1.** The results of tools validity

koronbakh Alfa	satament	variable
0.711	ME1.....ME7	Marketing master class excellence
0.593	MO1.....MO5	marketing oriented
0.783	FE1.....FR4	value added
0.900	IM1.....IM5	learning and continues improvement
0.572	SR1.....SR4	social and ethical responsibility
0.738	PER1.....PER7	performance

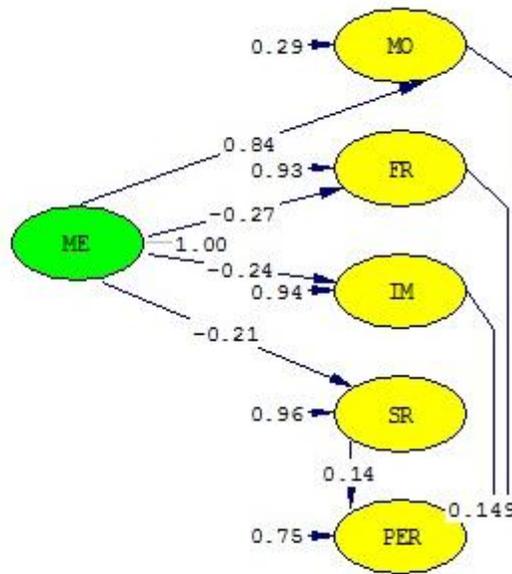
**Structural model and path method analysis**



Chi-Square=935.83, df=456, P-value=0.00000, RMSEA=0.078



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Accept fitness	Good fitness	Fitness index
$2df \leq \chi^2 \leq 3df$	$0 \leq \chi^2 \leq 2df$	$\chi^2$
$2 \leq \chi^2/df \leq 3$	$0 \leq \chi^2/df \leq 2$	$\chi^2/df$
$.01 \leq p \leq .05$	$.05 \leq p \leq 1.00$	P-value
$.05 \leq RMSEA \leq .08$	$0 \leq RMSEA \leq .05$	RMSEA
$.90 \leq GFI \leq .95$	$.95 \leq GFI \leq 1.00$	GFI
$.85 \leq AGFI \leq .90$	$.90 \leq AGFI \leq 1.00$	AGFI

Table 2: Direct and indirect impact of independent and dependent variables

Marketing master class excellence
marketing oriented
value added
learning and continues improvement
social and ethical responsibility
performance

Total impact	Indirect side	Direct side	Path	
			From	→ to
0.88 4.11	-	0.88 4.11	Marketing master class excellence	→ marketing oriented
0.27 (0.09) 2.88		0.27 (0.09) 2.88	Marketing master class excellence	→ value added
0.25 (0.09) 2.76		0.25 (0.09) 2.76	Marketing master class excellence	→ learning and continues improvement
0.21 (0.12) 1.82		0.21 (0.12) 1.82	Marketing master class excellence	→ social and ethical responsibility
0.37 4.11	0.37 4.11		Marketing master class excellence	→ performance
0.48 (0.15) 4.11		0.48 (0.15) 4.11	marketing oriented	→ performance
0.09 (0.09) 1.00		0.09 (0.09) 1.00	value added	→ performance
0.14 (0.09) 1.55		0.14 (0.09) 1.55	continues improvement	→ performance
0.14 (0.10) 1.40		0.14 (0.10) 1.40	social and ethical responsibility	→ performance

### Conclusion and implications

There is a dearth of empirical research which considers a triangulation of market orientation, TQM and organizational performance within the context of SMEs, with previous research however largely examining these constructs either discretely or in a two-way relationship. The novelty of this research lies in its inclusion of TQM practices while investigating the relationship between MO and organizational performance in SMEs. In this study, exploratory and confirmatory factor analyses were used to produce empirically verified and validated underlying dimensions of MO, TQM and organizational performance, respectively.

Based on theoretical considerations, a model was proposed linking the two constructs of MO and TQM to the organizational performance construct. Structural equation modeling was then applied to test the model drawing on a sample of 369

SMEs operating in Kurdistan province industry.

The results indicated that while MO had a strong and positive direct impact on extent of TQM implementation, no significant direct relationship was found between MO and organizational performance. Similarly, a strong and positive relationship was noted between the level of TQM implementation and organizational performance. Finally, it was found that through only a mediating role of TQ Implementation that the MO had a positive and significant impact on organizational performance. This finding confirms the view that a triangulation of MO, TQM and organizational performance outperforms two-way relationship of MO and organizational performance.

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