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**Impact of Marketing Orientation on Firm Performance: The
Mediation Analysis of Customer Value in the Garment Industry,
in case of Nifas-Silk Lafto sub city, Addis Ababa.**

**A RESEARCH SUBMITTED IN PARTIAL FULFILMENT OF THE
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Impact of Marketing Orientation on Firm Performance: The Mediation Analysis
of Customer Value in the Garment Industry: in case of Nifas-Silk Lafto sub city,
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Declaration

I affirm that the thesis titled 'Impact of Marketing Orientation on Firm Performance: The Mediation Analysis of Customer Value in the Garment Industry, focusing on Nifas-Silk Lafto sub city, Addis Ababa, is entirely my own work. It has not been submitted for assessment elsewhere. All materials sourced from other references have been duly acknowledged. I submitted this work as part of my Master of Science in Management (MSc), Specialized in the area of Quality Management and Organizational Excellence program at Addis Ababa University, with proper citations provided for all supporting literature and resources.

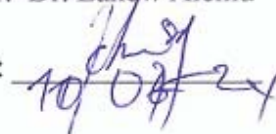
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Abstract

An essential component of organizational culture, marketing orientation places a strong emphasis on providing customers with higher value through ongoing cross-functional learning and coordination efforts. More specifically, market orientation has evolved as critical concept in business strategy, focusing on understanding and meeting customer needs better than competitors. However there has been enough research endeavor on the area. This study exhibits the role of Market Orientation on firm Performance, focusing on garment industry in Addis Ababa. The primary goal of the study is to comprehend how customer value functions as a mediating factor in the relationship between marketing orientation and Organizational performance. The study employs a descriptive and explanatory research design, utilizing both qualitative and quantitative approaches. The target population comprises garment manufacturing firms in the district, with data collected through standardized questionnaires and interview. That analysis revealed a significant positive relationship between Market Orientation and Organizational Performance. Specifically, inter-functional coordination and long-term development emerged as strong predictors of performance. However, customer orientation and competitor orientation showed weak impacts. The mediation analysis indicated that customer value partially mediates the relationship between market orientation and performance, suggesting that while market orientation directly influence performance, as its effect is enhanced through customer value. Implications, limitations, and future research directions are suggested.

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LIST OF ACRONYMS

AGOA	The African Growth and Opportunity Act
GTP I	Growth Transformation Plan II -2010
GTP II	Growth Transformation Plan II -2016
COMESA	The Common Market for Eastern and Southern Africa
ETGAMA	Ethiopian Textile and Garment Manufacturing Association
ITMF	International Textile Manufacturers
CUSTOMN	Customer Orientation
COMPGR	Competitor Orientation
UNIT	Interfunctional Coordination
VALUCUS	Customer Value
LONGT	Long Term Development
PERF	Performance
MARKORN	Market Orientation

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

Customer needs and expectations continually evolve over time. Accordingly, delivering consistently high- quality products and services requires ongoing tracking and responsiveness to changing marketplace needs, that is being market-oriented. Market orientation is the business culture that result in profound performance through its commitment to creating superior value for customers. The values and beliefs implicit in this culture encourage: (1) continuous cross-functional learning about customers' expressed and latent needs and about competitors' capabilities and strategies; and (2) cross-functionally coordinated action to create and exploit the learning (e.g., Shapiro, 1988; Deshpande and Webster, 1989; GS Day, 1994; Kohli and Jaworski, 1990; Narver and Slater, 1990; Slater and Narver, 1995). A market-oriented firm continuously monitors customers' changing needs and attempts to satisfy those needs by modifying its overall offerings. More formally, a market orientation refers to the organization-wide generation of market intelligence, dissemination of the intelligence across departments, and organization-wide responsiveness to it. The market orientation of companies and organizations typifies when organization tailors its product to meet the demand of customers. This important aspect has only been investigated in detail since around 1990. The work of Kohli and Jaworski (1990) and Narver and Slater (1990) had a major impact in this context. In fact, these two research groups assumed different perspectives, which Homburg and Pflesser (2000) refers to as the behavioral and cultural perspective, respectively, in the sense that market orientation is a feature of a company's culture.

In its history, Textile manufacturing is one of the long-established human activities all over the world. But with regard to the modern one, textile production developed in Britain during the Industrial Revolution of the 18th century, as machines such as Richard Arkwright's water frame enabled cotton to be spun into threads for use in weaving cloth and apparel with good durability. Textiles would soon spread to Germany and France, where an inventor by the name of J.M. Jacquard advanced the industry with the creation of the first automated machinery at 1728. And through time the advanced textile technology diffused in to Africa. In agreement with this, textile has been one of Ethiopia's traditional domestic business, from

Ethiopian Business Review 2018, which is full-fledged through traditional spinning materials including the modern textile and garment industry that was established in 1939 in Dire-Dawa by the name of Dire-Dawa Textile.

It is good to underline that in Ethiopia, the textile and garment industry is among the sectors which have been given a great attention as the country's development agenda through enhancing more distribution and export activities among consumers. If this is achieved Ethiopian scholars predicted that the country will be the third biggest economy in Africa. This entails how such industries can have a big share in achieving the descaling of poverty, better earning, employment, competitiveness, social responsibility, transitional technology, and sustainability of the stated industry. Currently, in Ethiopia, the economic developments in the textile- and apparel sector show enormous growth in compared to the year 2010/ 2011. For instance, yarns export, grey fabric, garments and traditional handloom together totaled an export amount of just over 160 million USD in 2014/2015 compared to 60 million obtained in 2010/2011.

In the global aspect of earning competitive advantage of trade exchange, the African Growth and Opportunity Act (AGOA) provides the framework for African versus US trade with duty free exports, a push to be globally competitive that paves the way to the marketing in the international arena which the competitive advancement cannot be withered. It is also stated that the African membership of the Common Market for Eastern and Southern Africa (COMESA) as regional integration for free trade, can significantly increase the volume of investment that is attracting capital from all over the continent and world where the export extend globally to well-known brands in Europe and the United States. However, the Ethiopian Textile and Garment Association (ETGAMA) notes that the textile sector is relatively in an infant stage, and has an enormous export potential in the textile and garment industry which is growing annually at about an average of 25% in the past 10 years. The companies in the textile and garment sector are exporting 172 million USD to the United States and European market destinations in 2019 and attracting foreign investment following the establishment of 13 industrial parks by being voice for businesses operating in the sector.

On the other hand, the textile and garment manufacturing is one of internationalized business that can spin Ethiopia's economy and market through developing customer satisfaction that considers the world at large. However, as it has been practically observed,

the performance of the textile and garment industry has not been aligned with sustainable development and Growth and Transformation Plan of Ethiopia (GTP). This is partly in this regard, some researchers considered the effects of collaboration (e.g. Prahinski and Benton 2004), trust on buyer performance (e.g. Ker-wood 2004; Knemeyer and Murphy 2004) or on supplier performance (e.g. Benton and Maloni 2005), and identified the performance improvements associated with good communication and information sharing practice that can enforce the industry and its organization to be Market oriented.

Further highlight, several studies suggest that top managers play a critical role in shaping an organization's values and Orientation (Felton 1959; Hambrick and Mason 1984). Unless the organization gets a clear signal and reinforcement from top managers about the importance of being responsive to customer needs and managers' risk posture, the organization is not likely to be market oriented (Levitt 1969). Nevertheless, whether the industry under discussion has been making a positive movement on achieving transformational marketing outreach, in order to meet development goals or not has always depicted a room to open questions. In this regard, the impact of market orientation on enhancing performance of textile and garment industry in Ethiopia has a lot opportunity to be studied in particular.

Therefore, the purpose of this research will be directed at examining the impact of market orientation on enhancing performance through mediator element- Customer value in textile and garment in the context of Nifas-Silk Lafto sub city in Addis Ababa.

1.2 Statement of the problem

In Ethiopia, the textile sector is identified as a priority – an industrialization area in the context of current globalized world, for it is believed to contribute to ameliorate the socioeconomic problems of the country. Specifically, the textile and garment industry is believed to be significant to contribute to goals associated with foreign exchange, resource movement and sharing, income generation and maintaining developmental goals (Textile and clothing value chain roadmap report 2016- 2020). This entails achieving the envisaged extended distribution and expansion to the planned target, in addition to improving the productivity and implementing marketing concepts in the success of the industry. In Addis Ababa the trade ministry plan to increase its exports to 30BillionUSD/ yr. by 2030 from its current 135MillionUSD base, to push to see Ethiopia become a lower middle income country by 2025. The Ethiopian government built industrial parks in the city and licensed over 175

manufacturers across the region to increase the export by 10% that represent the 0.6% of the total GDP.

According to Bewuketu (2020) who conducted research on the overview of Ethiopian Textile Industry, the total textile export in 2014 was 3.4% compared to 1.9% in 2010. Through this following study, it depicts that the export value of 2012 – 4% 2.99 Billion (of total trade was less than 2011 – 4.8% (2.88Billion) that show foreign exchange earning decrease. This outcome is contributed by the main process of, transition the cotton raw material is being unsafely transported, the lack of fabric dyeing and finishing technology is underdeveloped leading to, that majorly withholds the cotton cultivation rate in Ethiopia. Thus, the study determined Ethiopia's economic growth as not been benefiting from the expected trade operation. While the Customers' expectations are shifting for a variety of reasons, one of the most important factor in the sector shall be changing marketing alignment and adopt purchasing characteristics through market orientation concepts.

Ethiopia's textile sector recently battelled in, as the demand for the textile products abroad and domestic sales was hindered by the Covid-19 outbreak. Due to the lockdown period, most stores and textile-related factories closed that erupted the supply chain and loss of employment. According to the recent survey by the International Textile Manufacturers-Federation (ITMF), average 8% orders have dropped worldwide and expected turnover on the calendar year went down nearly by 10% over 2019. In Ethiopia the report showed form 2020, 14% reduced staffing level, 24% closed down the business temporarily, 18 % reduced the operation hr and 6% fired staff with temporary staff which the industry requires time to recover and revive its operations. Another factor is the role of political event in the industrialization journey. As exemplary case, when war broke out in the Northern part of the region in Mekelle, the Almeda, one of top supplier of garment to top European and American Brands, as the large scale industries was demolished. The Ethiopian Ministry of Trade and industry confirmed that, it is losing 20Million USD/day in exports when such social factors arise.

Thus strong, mutual and sustainable markets are not yet established to push the industry to reach significant goal of GTP II - Ethiopian- Growth and Transformation Plan II that encompasses. It is underscored that if there is the achievement of an annual average GDP growth, development of domestic engineering and fabrication capacity and improvement productivity, quality, and competitiveness, the customer become both owners and beneficiaries from the industry's achievements and future market strategy awareness.

Here considering also the study of Determinants of Competitiveness of Garment Industry in Ethiopia (Ajit P Singh & Rajwinder S. 2022) that assessed the factors that determine competitiveness of the Garment industry. This done through the study of Porter's Diamond, tools that are used – factor conditions, demand conditions, related and supporting industries, industry's strategy, structure and rivalry, and role of government and chance factors. And these measured the rapidly changing environment with respect to global competition and make use of valuable opportunities that lead to deserved consumption of garment products. Thus it observed that, those Porter's tools as reference of variables, factor conditions and chance factors, have a direct effect on the competitiveness of the garment industry with enticing relation to the market orientating concept.

Referring to the study, Market Orientation and Business performance, some European evidence (Pitt, L., Caruana, A., & Berthon, P. R. (1996) addresses one of the major reasons is to attain improved business performance, where this link appears to have had little empirical support. For the study, two measuring instruments were used. MARKOR, which is a 20-item instrument developed by Kohli et al. (1993) was utilized to measure market orientation. Then Liker-type scale was used to help reliability (Churchill and Peter, 1984). MARKOR enables the study see the effects of market orientation, as conceptualized by Jaworski and Kohli (1993), where the level of market orientation of a firm depends on the degree of implementation of the marketing concept, then Reliable and valid measures unlikely to maintain the characteristics in a robust way. While more work needs to be done on specific aspects of validity, the instrument does appear to perform reasonably well in partial constructs. This means that it offers opportunities for further research in many areas.

The effect of Market orientation on Business profitability was studied by John C. & Stanley F. Slater 2020. The study measured the three components of customer orientation, competition orientation and Interfunctional coordination by analysing them against/ towards commodity and non-commodity businesses. The impact to improve the market performance using the measurement of SBU's strategic business unit showed monotonic and varying in one increase or decrease on non-commodity businesses. For the commodity business, it shows the positive effect of market orientation on profitability which are above the average market orientation performers. The study shows insinuations for further research.

Among ample studies done in Ethiopia, The effect of Market Orientation on Export Performance - The Mediating role of New Product Development capability by Gada Gizachew Wakjira 2023 explored the role of new product development practice with Positive effect of export performance provides firms with opportunity to grow, and enhance the dynamism in the new product development. In this observation , two main strategies that are refer to Market Orientation and new product development is investigated and determines the Export Performance on Coffee trading and Factory PLC Ethiopia. The results demonstrated the mediating role of new product development capability in the descriptive effect of market orientation on export performance. Nonetheless, the market orientation has a far greater impact on export success than it does on new product creation, which is influenced by engagement from cooperative unions, coffee suppliers, coffee collectors, and PLC employees.

Bernard J.Jaworski. & Ajay K Kohli researched the Market orientation Antecedents and Consequences. The study analysed the main questions on Antecedents and consequences, if some organizations are market-oriented than others, the impact on employees and business performance, and the role if environmental characteristics on performance. The hypothesis was laid out to in relation to the antecedents which are external factors and consequences, and tested with large-scale sections against factors like top management emphasis, formalization and centralization, departmentalization, and Market turbulence. Findings show market orientation is an important determinant of business performance regardless of top manager engagement in market orientation is highly important to determine the lever of the business. Although the relationship with the market share was not supported, formalization is unrelated to market-oriented and does not share much light on the change processes involved, which this imply further study

Interfirm Cooperation and Customer Orientation, Arick Rindfleisch & Christin Moorman 2003 made an overview of how interfirm relations through the marketing theory of the company and cooperative alliances with competitors in their research. The cooperative interfirm relations have been successfully applied in both vertical and horizontal relations with its effect on the environment as well. Through exploration, no distinct attention was given to significant components of customer orientation and competitor orientation, yet the interfirm cooperation does not consider the vast and common information cooperation. While executing the longitudinal survey, they measured and understood the consequences of cooperation among competitors, the negative effect of interfirm alliance with third-party monitors and high degree ties among competing firms helps to achieve strong customer orientation.

It is also noted that marketers are struggling to keep up with the shifting needs of their clients. This is because customers' expectations are changing for a variety of reasons, but one of the most important is changing purchasing behavior. Owing to this, market orientation is one of the most rapidly growing organizational culture that requires the engagement of the customer and their clear needs today. As Kohli and Jaworski, 1990 much of the confusion over the years in defining marketing and in the understanding of the marketing concept results from a failure to make these three distinctions between marketing as a culture, as a strategy, and as a tactic.

From the significant studies observed above, challenges of the socio- factors, political vs environmental, and the gap in the present market orientation application is attain sustainable market. This research will focus on evaluating those impact of Market orientation on firm performance, as utilizing the mediating variable of Customer value and analyse the relationship between market orientation indicators to firm performance that requires additional empirical research. Thus how the industry makes a comeback on the challenges to long professed and earn the development success in the industry's vision must be answered. To this end, the research proposal has developed the following objectives.

1.2.1 General Objective

The overall objective of the study is to assess the impact of Market Orientation in enhancing the performance of the garment manufacturing industry in Nifas-Silk Lafto district.

1.2.2 Specific Objective

The specific objectives of the study are:

1. To explore whether there exists market orientation contribute to customers value and satisfaction or not;
2. To examine the factors that influence market orientation to organizational performance with the four elements of the market orientation;
3. To analyze the extent to which customer value has impacts on organizational performance outcomes and enhancement; and
4. Recommend what the market orientation of the textile and garment industry should be in light of its customers so that it can enhance its performance development.

1.3 Significance of the study

The study will have the possible significances. Its:

- To help various stakeholders to get valuable facts and feedbacks on the impact of market orientation on enhancing performance of an organization;
- To provide the information for reader about the outcome of the study that will give them a direction to understand the level of market orientation in the garment industry selected for the study.
- Help the organization to know its bottlenecks related to market orientation tools and uses so that it can ameliorate the problems faced by organization.
- Benefit those individuals who are investing in the sector to understand their investment return and the global influences and have clear view of the direction of the industry in its business performance targets.
- Benefit the Governmental institution in the sector, in how to formulate marketing strategies adoptable to the firms and upgrade regulations. The result of study will also serve as a supportive material for some other potential researcher who wants to conduct their study on the stated subject matter.

1.4 The scope of the study

The scope of this study is limited to the effect of market orientation, its application as influencing factor in the relationship between firm internal market orientation vs company performance by using primary and secondary data to evaluate garment production firms in Addis Ababa. Also the study well-thought-out the aspects of marketing techniques employed by these organizations that foretell its successes and applies a quantitative approach for the study, that is limited to the focus industry at Nifas-Silk Lafto sub city. Due to time and cost efficiency to the study, as the companies are widely located in Addis Ababa to reach in the given study space, it is inclined to consider sample frame.

1.5 Organization of the Paper

The study is organized under five chapters as stated just below.

Chapter 1 – Introduction This chapter will treat the background of the study, statement of the problem, research questions, and objectives of the study, significance of the study and scope of the

study.

Chapter 2 – Review of Related Literature

This chapter will entail theoretical and empirical review of related literature. It also illustrates the conceptual framework.

Chapter 3 – Research Methodology

Under this chapter; the type and design of the research, the subjects of the study, the sources of data, the data collection tools/instruments employed, the procedures of data collection and the methods of data analysis used will be addressed.

Chapter 4 – Data Analysis Results and Discussion

This chapter will summarize the results/findings of the study, and interpret/discuss the findings. Chapter 5 – Summary, Conclusions and Recommendations this chapter will be devoted to the conclusions, and recommendations of the study

CHAPTER TWO

2. REVIEW OF LITERATURE

This chapter reviews market orientation in relation to textile and garment industry which gives theoretical and empirical understanding of the components concerning, market orientation and organizational performance and how organizational performance can be achieved.

2.1 The Garment and textile sector and the international trade system

The global textile industry impacts every human in the planet. In 2021 the value of the global textile export market adds to 700 Billion USD.

Table 2. 1 Top ten textile export countries based on their export market value in the last year of 2020 which gives a bigger view and impact to the Garment industry as well.

No.	Countries	Export value	Growth index
1	China	266.41 Billion	- low cost production - Raw material quality - industrial structure - High tech-Machinery - level development - Work process and Global market
2	German	38.99 Billion	-synthetic yarn -Textile machinery -manmade fibre -knitted apparel cloth
3	Bangladesh	38.73 Billion	- Growth in revenue and expansion -Advanced green factories (sustainability)
4	Vietnam	37.93 Billion	-Expanded export channels to the world -Low labour cost
5	India	37.11 Billion	-Generated work for skilled and unskilled employees -Good quality of yarn, trail and fabric
6	Italy	36.57 Billion	-Fibre, cotton, Lennon, silk and wool.
7	Turkey	27.56 Billion	-Broad range of products
8	USA	27.14 Billion	-Range of products
9	Hong Kong	20.43 Billion	-Print and dyeing production
10	Spain	20.20 Billion	-spinning cloth, dyeing and finishing

(Source: Textile Vlog. (2021, June 25). Top textile exporting countries in the world)

2.2 Theoretical Review

2.2.1 View of the Market Orientation over the years

Market Orientation is believed to be an approach that prioritizes identifying the needs of consumer through focusing on creating product and service that satisfy the market. Also It is when the organization places the business focus of the product on the realization of customer needs at the core of the decision making process in the firm. As years goes by it requires the firm a close look at the behavior of the customer, by channeling that understating in to creating and improving new products. That also requires a coherent set of ideas on how successfully design and sell a product with the distinct characteristics and quality that a market is willing to consume. In the study of (Kohil and Jaworski, 1990) market related information are essential indicators in terms of acquisition and dissemination of market- related information in the organization's environment.

Wilkinson (2001) regards Adam Smith's assertion in Wealth of Nations that "consumption is the sole end and purpose of all production and the interest of the producer ought to be attended to only so far as it may be necessary for promoting that of the consumer" as one of the earliest articulations of marketing concept.

The practice of management on market orientation (Peter Druker), is when the whole business seen from the point of its final result, which is from the customer's point of view.

2.2.2 Market Orientation Concepts

The Goal of a company are achieved by knowing and understanding the needs of target markets better than the competition. And leads to profit making. Thus the success of the company comes from creating the right product for the identified target group.

Marketing concept is defined, by American Marketing Association 2007 as institution and a set of processes for creating, communicating, delivering and exchanging of offerings with a value to the customer. Identifying the customer's choice is a prior and core activity of every organization through creating a sustainable and profitable relations. The main market orientation concepts are:

2.2.2.1 Production concept

Refers to customer's preferring to buy easily accessible (by improving efficiency of

production) and affordable (distribution process) of product. Since its focus on internal process, it ignores customer satisfaction and its production focused.

2.2.2.2 Product concept

Refers to customer wanting product with the best quality and unique innovative solutions. Its marketing target is to continuous product improvement and it ignores packaging, integrated marketing communication or adjusting price to target group.

2.2.2.3 Selling concept

Based on the believe that customer will not buy enough product, thus large promotion and sales activities need to be done. It is concept that finds the customer and sell them the benefit offered by the product. Yet it lacks establishing long-term relation with customer and ignore customer needs.

2.2.2.4 Marketing concept

Works if the customer know their needs and the job of marketer is to reach them. If buyer knew exactly what they want, the world best brands would not have come to be innovated. Thus the success comes from getting to know the customer needs better than they know themselves. It lacks the focus on identifying the potential needs of the future. It focuses on their expectation yet awaits account to wellness.

2.2.2.5 Societal marketing concept

Focuses on the long-term wellbeing of the society and care for the natural environment. At the same time the company's operation should increase the ability to future generation to meet their needs. It requires the balance in the company's profits, customer satisfaction, and human well fair.

While on marketing concept fills the gap of the other, the organization would succeed encompassing those tools to derive and attain customer value at its best.

2.2.3 Market orientation as organizational culture

The cultural domain key to market orientation (Loyd C. Harris 1998), and the cultural perspective is defined by Narver and Slater (1990, p. 21) stating that, Market orientation is

the organizational culture, most effectively and efficiently creates the behaviors which ensure superior value for the customers and, thus, continuous superior performance of the business.

Hajipour, B., & Ghanavati, M. (2011) analyzing the simultaneous effect of market orientation and organizational culture, on small to medium-sized industrial manufacturing firms that show performance and identify the most important direction of performance enhancement to manager's assessment of customer performance. It also show unique knowledge about the organizational culture effects in Small to medium-sized businesses against other larger organizations.

Small to medium-sized enterprises (SMEs) are the lifeblood of modern economies. (Ghobadian and Gallear, 1996) and considered to be the engine of economic growth and employment (Collinson and Houlden, 2005; Radas and Bozic, 2009). These organizations constantly face challenges as they react to changing environmental factors such as the emergence of worldwide markets and standards for better product quality, demands for faster delivery times and closer business partnerships. It is well documented that SMEs have unique characteristics that differentiate them from marketing operation in large organizations (Ghobadian and Gallear, 1996; Raju et al., 2011) which are determined by the inherent characteristics and behaviors of the entrepreneur or owner/manager.

According to the behavioral theory of Narver and Slater (1990), market orientation consists of three behavioral components: customer orientation, competitor orientation and Interfunctional coordination and two decision criteria including profit objective and long term focus.

- a. Customer orientation and competitor orientation include all of the activities involved in acquiring information about the buyers and competitors in the target market and disseminating it throughout the businesses. Considering customer needs allows a company to provide superior value and higher levels of customer satisfaction.
- b. Simultaneously concentrating on competitors their strengths and weaknesses rapidly allows to response competitive threats. Production businesses are often highly market oriented and known to compete effectively with larger organizations, making it valuable to gain a better understanding of market orientation in the industrial environment (Raju et al., 2011)

- c. Interfunctional coordination refers to the integration of all firm members in meeting customer needs and is based on the customer and competitor information and comprises the business's coordinated efforts, typically involving more than the marketing department to create superior value for the buyer.

The study showed in the analyzed hypothesis that - Findings of Singh et al. (2004) show that, it is necessary for a company to cultivate a culture to achieve and maintain superior performance by developing high-quality products that are specific to customer needs. They should develop a customer-oriented culture before they endeavor to become competitor oriented. Also Martin et al. (2003) illustrate that having information is not enough to drive supplier relationships; and Supply Chain Management is related to having a culture that fosters cross-functional sharing of information. To be willing to share information with suppliers, the company must have a culture for sharing information internally across functional areas of the firm.

The outcome presents that market orientation plays a more important role in influencing the financial performance of the industrial firms. Moreover, the results of the present study indicate that market trends are to some extent aroused by organizational culture in these organizations and managers' customer performance activities don't affect the financial performance.

2.2.4 Strategic Management Issues in Emerging Markets

Combination of business strategy, market orientation, and adopting local marketing practices instead of a common global approach (Adhikari, A. 2018), provide some insights into how these emerging markets are different in terms of challenges, location, people, cultural and social practices. That social economic factors entail about how to solve these issues, understanding the dynamics of each emerging market. The reason why this is so important in the current times is the business markets are changing at a rapid pace than ever before. These developed nations are looking at emerging markets as the place for next 'Gold Rush' because these nations have around 60% of their population as 'Millennials', 'Rising Income Levels' and the population in most of the developed nations are transitioning and aging.

2.2.5 Measuring Business performance

The concept's poor market orientation (Baker and Saren 2010) also follows from the suggested view of the customer as someone to whom something is done – by the cake mixer – and not as someone for whom something is done. The stimulus-response approach that is attributed to the marketing mix is at the same time criticized for proposing to lump individuals into a market of homogeneous respondents. Presence or absence, as well as degree of market orientation, depends on factors like market structure, power balance between parties, organizational structures and procedures, personal attitudes, and corporate culture, mission and goals. However, to blame the mix concept for causing a lack of market orientation is intellectually incorrect. This basic, but by its very nature limited, concept is a factual device in any market approach.

The first version of MKTOR by Narver and Slater (1990) was included on the three behavior components (customers orientation, competitors orientation and Interfunctional co-ordination) and two decisions components (long-lasting and profit). MKTOR has 15 items on the basis 7 degree Likert scale- commonly used to measure attitudes, knowledge, perceptions, values, and behavioral changes, also involves a series of statements that respondents may choose from in order to rate their responses to evaluative questions (Vogt, 1999). Customer orientation includes 6 items, competition orientation contains 5 items, Interfunctional co-ordination has 4 items. It has shortcomings of only two stakeholder orientation (customers and competitors) and neither reflect particularity of a firm and does not stress the speed of gaining market information and the dissemination in the firms. The Langerak (1997) declare that the indicator of validity is not satisfactory. The MKTOR does not measure customers value (Pelham, 1997). The other significant critics of the MKTOR are Webster (1994), Siguaw and Diamantopoulos (1994) and Rivera (1995).

MARKOR by Kohli and Jaworski (1993) contains 20 items on the basis 5degree Likert scale. There are three components too, but the perception of MARKOR is different. The first component measures gaining information (6 items), the second deals with dissemination of the information (5 items) and the last center to two activities – the planed response and the implemented response.

2.2.6 The Determinant

From the marketing perspective, the competitive advantage is derived from the nature of the firm's product, marketing, technological orientation and resources. And from the Non marketing perspective, it can be achieved through flexibility, production, product technology and access to financial resources. These two factors have a positive impact on the willingness of firms to pursue more aggressive international marketing strategies.

Another two determinants outlined by Bilked (1978), are International Orientation of top management that triggers where managers with positive impressions of the desirability of international marketing will be more responsive to strategies that exploit international opportunities. That is critically important to increase the international involvement the manager's contribution in the values, attitudes, foreign workers, experience and education. His second determinants explains the lever of resource committed by the firm and the willingness in the face of competition from other important areas could potentially be direct consequences of these positive perceptions.

Coming to the external determinants of the international marketing environment is by the influence of the firm's competitive advantage include political factor, economic, social, and technical and culture. As a result it is important for firms to increase their ability to gather information so they can anticipate and react strategically to environmental changes that are affected by nature of demand, supply, product demand, and organizational factor employer size and so on.

2.3 Empirical Review

Comparative advantage

To further investigate, in a related study of Comparative advantage of Ethiopian Textile and Apparel Industry by Merertu R., Daniel A., Eshetie B., 2019 elaborated how the government would consider to diversify the exports of the industry. The two indicators were used (Balassa Index and Lafay Index) were used to evaluate the competitive advantage of textile and apparel sectors and to identify which industry as a priority in Ethiopia. This growth has been accompanied by progressive shift in the balance of the industry from industrialization to the developing country.

It resulted in identifying the Export and import performance of the textile sector and the apparel sector and a better performance was measured to increase the number of enterprises with expansion capabilities internally as well. Thus, Ethiopia was more competitive in the textile sector. Yet the country focused on apparel sector because of the opportunities for job creation.

Market Orientation on Business Profitability

Through the study of John C. Narver and Stanley F. Slater, the effect of the market orientation on business performance was observed. The market orientation is a business culture that most effectively and efficiently creates a superior value for the customer. The value of seller's offering to a buyer is the difference between what the buyer perceives as the offerings expected benefit and what the buyer perceives as its expected total acquisition and use costs (Zeithaml 1988).

The literature sum up, the market orientation consists of three behavioral components- customer orientation, competitor orientation, and Interfunctional coordination and two decision criteria long-term focus and profitability. The study used the Business Practice survey and reliability analysis that evaluate the item-to-total the target market behaviors in to giving equal importance, a business's market orientation score is the simple average in performance for return on asset of the score of the three components. In this the interrater reliability is satisfactory.

Our inferences about the behavioral content of market orientation is consistent with findings of Kohli and Jaworski (1990). They define market orientation as the organization wide

information generation and dissemination and appropriate response related to current and future customer needs and preferences by examining more closely the three behavioral components and the two decision criteria in market orientation.

H- study validated the market orientation vs performance relationship. The findings suggests after controlling for important market- level and business – level influences, market orientation and performance are strongly related.

Market Orientation – Antecedents and Consequences.

Bernard J. Jaworsk and Ajay k. Kohli explored, why some organizations are more market oriented than others? What effects does a market orientation have on employee and business performance? And dependence on the environment. It is observed that the linkage between a market orientation and performance appears to be robust across environmental context that are characterized by varying degree of market turbulence, competitive intensity and technological turbulences. And this requires an organization to be more responsive to changing market place, through market orientation intelligence.

The study looks in to advanced arguments that, market orientation may have a strong or a weak effect on business performance, depending on the environmental conditions such as market turbulence and competitive intensity (Houston 1986); such potential variations in the impact of a market orientation on performance remain to be empirically investigated. In this, existing scales (measuring concepts like – Formalization, interdepartmental conflicts, centralization, organizational commitment, etc...) were used to measure market orientation organizational structure where indicators were generated in corresponding to those three market orientation components.

H- The study reports, through focusing on three important factors of the managers' being responsive to the customer needs, having risk posture to adopt occasional failures and pertain interdepartmental dynamics to adhere connectedness and conflicts, Market orientation is an important determinant of business performance.

The Capabilities of market Driven Organization

George S. Day challenged the argument in his study that market driven business, understand what they do and measuring the bottom-line consequences of their orientation to their markets. Following, it is also to understand how this organizational orientation to the

market can be achieved and sustained.

In-depth of the study, marketing concept is yet to be fully exercised and managers had little guidance on how to improve or redirect their organizations external orientation toward their market. Yet in recent years emergence, market orientation represents superior skills in understanding and satisfying customers (Day 1990).

The two distinctive capabilities were analyzed as the two concepts. Market Sensing – identifies where the manager's ability to learn about the customers, competitors and channel member in order to continuously sense and act on present market. Then, customer linking brought the understanding of creating and managing close customer relationship became highly important.

The evaluation is done through the capability approach by contrast, locate the source of justifiable competitive position in distinctive resources the firm has developed (Itami 1987; Rumelt, Schendel and Teece 1991). Through this capability measure, the comprehensive change program influences - anticipation of customer needs, bottom-up redesign, top down direction and commitment and creative use of information technology.

H- Superior business performance is the result of superior skills in understanding and satisfying customer. The attributes of the market – driven organization, highlights the role of culture, information utilization and Interfunctional coordination.

Culture Orientation: Its relationship with Market Orientation, Innovation and Organizational performance

F Mavondo, M Farrell saw to organizational culture, business environment, strategy and functional strategy which seems to be studied rarely. With regards to culture, It is viewed as set of broad tactical understanding rules and procedures that inform organization members on what and how to react under variety of undefined situations. Schein 1985 defines corporate culture as set of business assumptions invented, discovered or developed by a given group as it learns to cope with its problem of external adoption and internal integration, ie it's to think and feel in relation to those problems. Market orientation in relation as culture, it is considered as an organizational response to consumer needs and tests (Narver and Slater 1990; Ruekert 1992). It is also defined as a role that puts the customer in the center of the firm's thinking about strategy and operation. The reliability scales were taken to measure relationships among culture with business environment, strategy and functional strategy

which implies the movement from reactive to the most proactive strategies measure.

H- All cultural hypothesis were positively supported except for the relationship with marketing implementation and direct effect on organizational performance with scale outcome.

2.4 Conceptual Framework

Conceptual framework of the study presents, concepts that relate to one another and also address independent aspects to the research that show strong impact on Market Orientation of the Garment Manufacturing Industries in N.S. Lafto Addis Ababa. This framework will also be utilized to provide answers to the study questions and best address the stated problems. The variables are actors that have an aligned with the objective of the study.

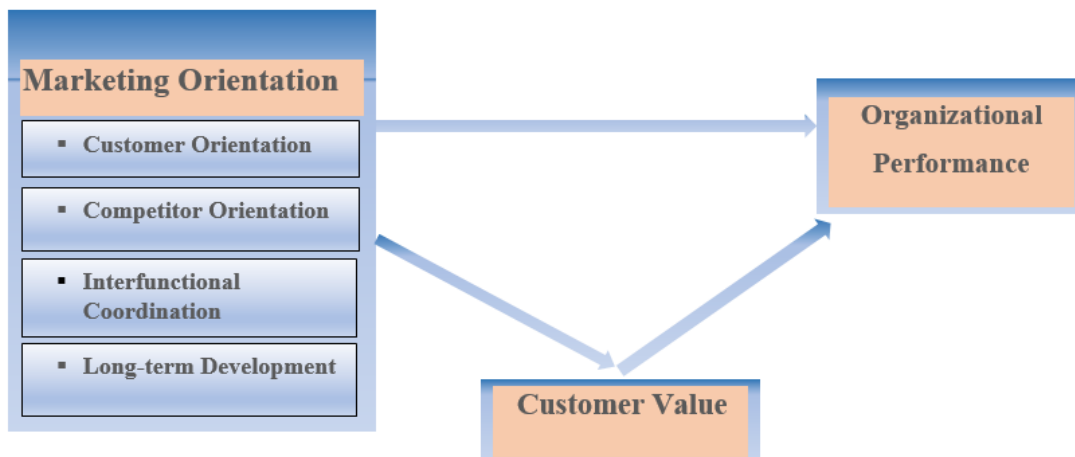


Figure 2. 1 Source: Researcher compilation, Conceptual Framework study from Narver, J. C., & Slater, S. F. (1990).

Market orientation as an important part of organizational cultures, Is a business philosophy where it focuses on identifying customer needs and wants and meeting them. When a company has a market Orientation approach, it focuses on designing and selling goods and services that satisfy customer need, in order to be profitable. In that, the business focuses on the market that enrolls mainly the customer demand and it responds to the needs and wants. It explains:

- Important characteristics of the customer need;
- To successfully design and sell the product;
- To interface with competitors and better communicate to the consumer;

- Where the product is to be sold and related factors to enhance marketing perspectives.

With the elaboration of Atanu A.2018, market orientation is business strategy and adapting local market practices instead of a common global approach. It is also with the provision of some insights in to how these emerging markets are different in terms of challenges, location, people, culture and social practices.

Consumer Value/ Worthy: represents a diverse dynamics in terms of lifestyle, age and the significant need that highly influence customer satisfaction through marketing. It is easy to depict, if there is no customer/ customer need of the product neither the marketing stands alone or exists, in the study of determinants of three sides of customer trust, in A marketing model of Japanese buyer-supplier relationship (T Miyamoto, N Rexha 2003). In such perspective, psychology, sociology and Cultural anthropology is imbedded in the customer and showed how it affect the purchase and consumer behavioral dimensions.

- A direct relation can be observed in a manufacturing industry, where the organization mainly has a set of beliefs that puts the customer's interest first ,while not excluding those of all other stakeholders such as owners, managers and employees, in order to develop long-term profitable organization.
- Customer satisfaction is an input to the Customer retention strategy, for example bring brand loyalty and customer commitment when the product is intended to fulfil customer needs. From review of George S.Day 1999, Unless the customer is happy with the product, its challenging to establish trust, continuous, and committed relation with the seller that plays a major role in the profitability of the organization; in return achieving superior customer value.

2.5Hypothesis

H1- Market orientation vs Performance - after controlling market- level and business – level influences, market orientation and performance are strongly related.

H2- Focusing on the important factors of the managers', being responsive to the customer needs and connectedness.

H3- Superior business performance is the result of superior skills in understanding and satisfying customer through the role of culture, information utilization and Interfunctional

coordination.

H4- All cultural hypothesis were positively supported and direct effect on organizational performance with scale outcome.

H5- Customer Value has a positive impact on organizational performance through attaining customer satisfaction; roll over competitor and cross cutting marketing strategies of the framework.

CHAPTER THREE

3 RESEARCH METHODOLOGY

3.1 Introduction

This chapter explores the research methodology used for conducting this research. The research approach, research design, Population and Sampling Techniques, Data source and types used Data Collection procedures, Data Analysis Approaches used. Also the model specification of the study and finally, ethical issues related to the study are explained and justified.

3.2 RESEARCH APPROACH

Research approaches are plans and procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. Creswell (2009). According to Creswell (2009) there are three research approaches.

The first one, Qualitative research is an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem that involves emerging questions and procedures, data typically collected in the participants' setting. Secondly Quantitative research is for testing objective theories by examining the relationship among variables, which asks specific narrow questions, collects numerical (numbered) data from participants. These variables, in turn, can be measured, typically on instruments, so that numbered data can be analyzed using statistical procedures that replicates findings at the report in an objective manner (Glasow 2005). Third is Mixed methods research is an approach to inquiry involving collecting both quantitative and qualitative data, integrating the two forms of data, and using distinct designs that may involve philosophical assumptions and theoretical frameworks with a thorough understanding of a research problem.

According to Market al. (2009:101) mixing qualitative and quantitative approaches gives the potential to cover each method's weaknesses with strengths from the other method. In this study, a combination of qualitative and quantitative approaches of doing research was employed, which has been practiced, as recommended by Creswell (2009:203-216).

3.3 Research Design

Research design is the blueprint for fulfilling research objectives and answering research questions (John A.H. et al., 2007:20-84). In other words, it is a basis for specifying the methods and procedures for collecting and analyzing the needed information. It ensures that the study would be relevant to the problem and that it uses economical procedures. The same authors discuss three types of research design, namely:

- Exploratory (emphasizes discovery of ideas and insights);
- Descriptive (concerned with determining the frequency with which an event occurs or relationship between variables); and
- Explanatory (concerned with determining the cause and effect relationships).

The types of research to employ in this study are descriptive and explanatory research. The major purpose of descriptive research is talks of the situation as it exists at present. Then this study describes and critically assesses the factors affecting the performance of Garment Industry site in Nifas-Silk Lafto sub city of Addis Ababa. Second, the study employs explanatory in that the relationship between variables is correlated to estimate the integrated influence of the factors on performance and through assessing the ‘What’ and ‘How’ constructs under the study.

Moreover, the study utilized cross-sectional in the sense that all relevant data was collected at a single point in time. The reason for preferring a cross-sectional study is due to the vast nature of the study and the limitation of time. And obtaining information from a cross-section of a population at a single point in time is a reasonable strategy for pursuing many descriptive kinds of research (Janet M. Ruane, 2006:94).

3.4 Population and Sampling Techniques

3.4.1 Target Population and sampling

Addis Ababa Nifas-Silk Lafto subCity Administration was selected for the study because it fits the purpose of the study where the industrial focus groups exist. The garment industry sector was selected purposely as this sector is believed to have competing marketing management philosophies. Enterprises in this sector can apply production, customer, production, or marketing orientation. According to sub cities namely, enterprises are selected based on the vast consumer outreach. Although it was difficult to obtain accurate data on the population size of such enterprises in the city as well as the significant sub cities relatively, the determined

sample size allocated and sub sectors are based on proportional sampling to population with the by focusing of the managerial group over the vast average coverage of the 1,550 the industry population.

Finally, collect data from the two types of sampling: probability, where the chances of each case being selected from the population are known and are usually equal for all cases, and non-probability - sampling where the chances of each case selected from the total population are not known (Saunders et al., 2009, p. 213).

This is an Accessible section of the target population from where a sample can be drawn. From Asiamah, N., Mensah, H., & Oteng-Abayie, E. F. (2017), the sampling frame of these studies is customer value strategists and the performance of the organization.

Table 2. 2 The list of target population selected for the purpose of this study.

No.	Garment Industry – Companies
1.	Africa Cottons Plc
2.	BM Ethiopia Garment & Textile S.C.
3.	Concept International Ethiopia plc
4.	Dawit Garment
5.	Else Addis Textile Plc
6.	EMD Garment
7.	Ethio Craft
8.	Firke Factory Plc
9.	Feleke Garment
10.	GG Super Garment Plc
11.	GMM Garment plc
12.	Haile Garment
13.	Haya Garment Manufacturing P.L.C
14.	Lucy Garment Industry plc
15.	MM Garment
16.	MNS Manufacturing plc
17.	Nigist/ Sammy Export/
18.	Solis Abyssinia Garment
19.	Trio Craft Factory

20.	Wossi Garment Design Factory
21.	Yirgalem Addis
22.	Yonis Garment

Source: Researcher location assessment

3.4.2 Sample size

For this study purpose, the researcher used simplified formula of (YamaneT, 1967; Louangrath, P. (2017) sample size determination that helps to calculate the sample size. Also for the study, the research used the probability sampling method (Stratified sampling) which may have resulted in more reliable and detailed information. And also helps to draw a sample representative from population of the study that does not constitute a homogeneous group. To form a stratum, the research used the stated enterprise categories and followed the proportional allocation method from each stratum. And after allocating the sample size of each stratum researcher drew items using simple random sampling.

Table 3.2

Category	Total organizations	No. of focused Managerial group
N.S.Lafto industrial site	22	220

Lastly, using published tables saved time for the researcher because calculating many sample sizes for a different given set of criteria was made available. The study adopted (YamaneT, 1967) formula for sample size determination for customers given as:

$$no = \frac{N}{1 + N(e^2)}$$

No= is the sample size

N= is the total population size, and

e = Accepted error limit (0.05) based on 95 percent degrees of confidence.

Given that the number of companies in the N.S.Lafto Sub City the industrial focal site are 22 companies were taken for the study. There are ten managers on average in each company and the target population is calculated as follows.

$$no = \frac{220}{1 + 220(0.5^2)}$$

n=141 is the sample size if the research.

3.5 Types of Data /sources of data

There are two types of data, primary or secondary types of data.

- I. Primary data - In order to realize the target, the study used well-designed standardized questionnaire as the best instrument. This was completed by the owner-managers/or operators of the enterprises who lead the enterprises in the selected sector depending on the research design adopted for the study (Creswell JW, 2009). The interview method of data collection is preferred due to its high response rate which allows interacting and getting details on the questions and answers. Also through interviews, clarification of issues is easily achievable leading to the accuracy of data from the respondents.
- II. Secondary data from files, pamphlets, office manuals, circulars, and policy papers were used to provide additional information where appropriate. Besides, a variety of books, published and/or unpublished government documents, websites, reports, and newsletters were reviewed to make the study fruitful. It is essential to include information found within journal articles, websites, and catalogs and provides information that may have been collected for other purposes (CreswellJW, 2009).

3.6 Data Collection Instrument/Method

A standardized questionnaire that is divided into sections was used to collect the data. The profile of the respondent, industry internal features, and market orientation measurement structures. The first section covers general information about the owner and the company. While group factors that describe market orientation features of the management, Customer orintaion, Competitor orientation, Inferfuncational coordination, Long term development Customer value were included in the orderly sections. Lastly the sole organization's Firm Performance mechanism is constructed. This section is structured using a six-point Likert scale. Each element has a scale with 1 denoting strongly disagree and 6 denoting strongly agree. There will be open-ended question sections later on in case any respondents would want to add anything that would be helpful for the research.

Self-administered questionnaires are less costly than sending interviewers to the field, according to Atkeson R., Adams N. & Alvarez, R. M. (2014). especially when respondents are

scattered over a wide area. Due to this, the respondent would have ample time to reflect on questions before filling in the answers. The advantages of the self-administered questionnaire stated are the reasons for the selection of that tool for the collection of the quantitative data.

3.7 Data analysis method

The purpose of data analysis is to reduce accumulated data to a manageable size, develop summaries, look for patterns, and apply statistical techniques (Angrist, J. D., & Pischke, J. (2010). The collected questionnaire was first edited for clarification in case of any discrepancies. The data analysis is quantitative and uses descriptive statistics where mean and standard deviation, frequency distribution and percentages were applied. In carrying out quantitative research there are several software packages for the analysis of quantitative data some of which are broader in scope and user-friendly such as SPSS - Statistical Package for the Social Sciences. Data were organized in terms of the research questions and presented using tables. Therefore the study used SPSS version 27 for the analysis, of the objective of the study, the influence of market orientation on organizational performance with the mediating effect of customer value will be achieved. Descriptive statistics, regression, and mediation analyses will be carried out to find out the level of relationship between the two variables.

3.7.1 Descriptive analysis

Descriptive statistics such as frequency, percentage, mean, and standard deviation was used to show independent variables and the level of organizational performance.

3.7.2 Regression Analysis

Regression is simply the relationship between two variables, in this study. Therefore, the dependent variable is performance and other market orientation components were be used as independent variables and also the expertise of customer value used as a mediating variable.

In the regression model, the relationship between the dependent variable and the independent variables is expressed as a linear combination of the independent variables plus an error term. Following Greene (2003), the multiple linear regression models are specified as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where: Y= Customer Satisfaction β_0 = Constant term

X1 = Customer orientation

X2 = Competitor orientation

X3 = Inter-functional coordination

X4= Longe term development

Where the β s are coefficients of independent variables, Xs are column vectors for the independent variables in this case; Customer orientation, Competitor orientation, and Inter- functional coordination, and ϵ is a vector of errors of prediction. The errors are assumed to be normally distributed with an expected value of zero and a common variance.

3.7.3 Mediation Analysis

The greatest analytical tool for determining the nature of the link between three or more variables is mediation modeling. Moreover, it is employed to demonstrate how a variable modifies the association between intervention levels and results (Baron and Kenny, 1986).

Does Innovation Orientation Mediate the Link Between Market Orientation and Business Performance? Based on Data from Ethiopian Large Scale Manufacturing Firms, Meskela Dejene Tulu & Singh Apar Aug 2018, developed the following study. Research on the connection between corporate success and strategic orientation has been conducted for a number of years. Prior research in the field of strategic management has concentrated on the connection between or the effects of market orientation on the operations of businesses. Finding any intervening elements in the link between these organizational characteristics has been the focus of yet another set of studies. How ever the research was carried out in the wealthiest nations, there is a lack of generalization for businesses operating in emerging markets, particularly in Sub-Saharan Africa. Innovation orientation has a partially mediating role in the market orientation-performance relationship. Furthermore, the results also showed that innovation orientation has a considerable direct impact on business performance in addition to its partly mediating effect.

By speculating on a causal chain, mediation models also provide an explanation for how a result came about. A third variable known as a mediator clarifies the relationship between an independent and dependent variable (Fairchild and McQuillin, 2009). A partial mediation or a complete mediation can be the mediation effect that explains the link between two variables. When industries' market orientation strategies are backed by customer value, the impact of market orientation on business performance is projected to improve.

3.8 Reliability and Validity

3.8.1 Reliability and Validity

The two foundational elements of scientific research procedures are validity and reliability. As stated on Cooper D. Schindler's 2003 book, a measure is considered dependable if it consistently yields the same results. Even before the measurement instrument's validity is taken into account, its reliability must be guaranteed. According to Fuchs and Diamanto Puolos (2009), reliability is the degree to which measurements are error-free, ensuring consistency of results. Reliabilities below 0.6 are deemed poor, those between 0.7 and 0.8 are considered acceptable, and those above 0.8 are deemed good. It is best when the dependability coefficient approaches 1.0. The alpha of a scale is expected greater than 0.700 for items to be used together as a scale. Therefore minimum 0.700 coefficient alpha values are accepted to finalize the item reliability (Alkhatabi ,2014).

Conversely, validity pertains to whether an instrument measures the intended assesment in the specific context that it is used (Bless and Higson-Smith, 1995). Questionnaires were created using the results of prior research and a study of relevant literature to ensure validity. Additionally, a hypothesis from a theory that is pertinent to the idea is reduced in this investigation.

3.9 Ethical Considerations

Prior to taking part in the study, participants were asked for their consent. They were informed about the goals of the study, the procedures for their selection, what is expected of them, and their right to withdraw from the study at any time during the consent process. They were also given assurances regarding the confidentiality of the data collected during the study, which was maintained by avoiding the use of personal identifiers and only analyzing the data in aggregates. To ensure the anonymity of the information provided, respondents were not required to write their names. Furthermore, the questionnaire clarified that the research's sole objective was academic.

CHAPTER FOUR

4 DATA ANALYSIS AND RESULT DISCUSSION

The aim of this chapter is to present the empirical findings from the survey and map out the results. This chapter examines, effect of market orientation on business performance, including the mediating effect of customer value. In addition, the research elaborates on the analysis through reliability analysis, descriptive statistics, correlation, regression analysis, and moderated regression analysis. Following the hypotheses are tested by analyzing correlation to evaluate market orientation and business performance measures, accompanied by a discussion of the results.

4.1 Data Screening

Out of the 141 questionnaires distributed, only 19 (13.5%) did not elicit responses, leaving 122 (86.5%) completed surveys collected through self-administration. These completed surveys underwent rigorous analysis using descriptive statistics, facilitated by SPSS version 27 software.

Throughout the survey administration process, meticulous steps were taken to ensure data integrity. All responses were thoroughly examined to confirm the absence of missing values, ensuring that each data point was duly recorded and accounted for. This meticulousness was further emphasized during the data collection phase to ascertain that all questionnaire items were appropriately filled in by the participants.

To uphold the accuracy and relevance of numerical codes corresponding to variables and cases, a comprehensive data cleansing procedure was implemented. Each variable was assigned a numerical code ranging from 1 to 6, consistent with the scale utilized in the questionnaire. Any discrepancies in data values were meticulously identified and rectified by referring back to the original questionnaire. This process aimed to maintain the uniqueness and coherence of the dataset by addressing any outliers or unusually high data values associated with specific variables and cases. Through these measures, the dataset's reliability and validity were enhanced, ensuring the robustness of subsequent analyses and interpretations.

4.2 Demographic Characteristics of Respondents

This section is designed to discuss the general demographic characteristics of respondents such as service year, gender, position, and education level of the respondents which was consisted in the end part of the questionnaire.

Table 4. 1 Demographic characteristics of respondents

Variables	Category	Frequency	Percentage	Valid percentage	Cumulative Percent
Gender	Male	73	59.8	59.8	59.8
	Female	49	40.2	40.2	100.0
	Total	122	100.0	100.0	14.8
Age	25 below	18	14.8	14.8	41.0
	25-35	32	26.2	26.2	87.7
	36-45	57	46.7	46.7	100.0
	45 above	15	12.3	12.3	14.8
	Total	122	100.0	100.0	35.2
Experience	1-5	43	35.2	35.2	66.4
	6-10	38	31.2	31.2	75.4
	11-15	11	9.0	9.0	100.0
	15 and above	30	24.6	24.6	35.2
	Total	122	100.0	100.0	
Education status	certificate	17	13.9	13.9	13.9
	Diploma	34	27.9	27.9	41.8
	Degree	71	58.2	58.2	100.0
	Total	122	100.0	100.0	
Position	owner	47	35.2	35.2	35.8
	CEO	18	31.1	31.2	53.3
	Quality control and manager	32	9.0	9.0	79.5
	administrator	25	24.6	24.6	100.0
	Total	122	100.0	100.0	

Source: Researcher Own Survey, computed in SPSS, version 27

The survey analysis provides a comprehensive overview of the demographic and professional characteristics of a sample group consisting of 122 individuals. In terms of gender distribution, the majority of respondents were male, accounting for 59.8% of the sample, while females made up 40.2%. Regarding age demographics, the largest proportion fell within the age range of 36-45, constituting 46.7% of the sample, followed by the 25-35 age group at 26.2%. When considering professional experience, the analysis reveals that a significant portion of respondents had 1-5 years of experience (35.2%), followed closely by those with 6-10 years (31.1%). In terms of educational attainment, the majority of respondents held a degree (58.2%), while 27.9% had a diploma, and 13.9% possessed a certificate. Lastly, concerning positions held within their respective organizations, the sample was largely composed of owners (35.2%) and CEOs (31.1%), with smaller percentages occupying roles such as quality control and manager (9.0%) and administrator (24.6%).

Overall, this survey analysis offers valuable insights into the demographic and professional makeup of the surveyed population, providing a foundation for further research or decision-making processes within the relevant context.

4.3 Reliability

Table 4. 2 Reliability

Components	Cronbach's Alpha	Number of Items
Independent Variable		
Customer orientation	.801	4
Competitor orientation	.721	3
Interfunctional coordination	.815	6
Long-term Development	.886	4
Dependent Variable		
Organizational performance	.902	5
Mediator Variable		
Customer Value	.775	6

Source: Researcher Own Survey, computed in SPSS, version 27

The reliability of a measurement instrument, as assessed through Cronbach's Alpha test, is crucial in ensuring the consistency and accuracy of the results obtained from the variables being measured. Before considering the validity of the measurement instrument, it's essential to establish its reliability, as consistent results are indicative of a reliable instrument.

According to Cooper and Schindler (2003), a reliable measure should yield consistent results when computing variables. This consistency is particularly important when dealing with multi-item questions, as single-item questions may not provide sufficient reliability. Reliability, in this context, refers to the degree of consistency in the results obtained from the measurement instrument (Fuchs & Diamantopoulos, 2009).

Reliability coefficients below 0.6 are considered poor, those between 0.6 and 0.7 are acceptable, and those above 0.8 are deemed good, with higher values indicating better reliability.

The reliability test in this study falls within the acceptable category, with Cronbach's Alpha ranging from 0.721 to 0.902. This indicates a satisfactory level of consistency in the results obtained from the measurement instrument.

To ensure the right scale and improve reliability, an evaluation was conducted by excluding certain questionnaire items related to customer orientation, competitor orientation, and long-term development. This process aimed to refine the measurement instrument by removing items that may have introduced inconsistency or noise into the results.

Overall, the reliability test underscores the importance of ensuring consistency in measurement instruments, as it forms the basis for obtaining accurate and reliable results in research studies.

4.4 Descriptive Analysis variables

This section delves into the outcomes of the survey concerning both the dependent and independent variables. Consequently, we will explore the status of elements within each of the variables examined. To achieve this, descriptive statistics such as arithmetic means and standard deviations were calculated for the various variables and dimensions evaluated through the questionnaire. The ensuing section presents and elucidates upon these findings.

4.4.1 Descriptive statistics of customer orientation

To gauge and depict the degree of employee engagement within the industry, ten sets of five-item scales were formulated. These scales were specifically crafted to assess participants' psychological commitment to their job and organization. Respondents were tasked with indicating their levels of engagement using a five-point Likert-type scale ranging from (1) strongly disagree to (6) strongly agree. Subsequently, the average rating (mean) for each statement was calculated and subjected to descriptive statistical analysis to determine its significance. The findings of this analysis are presented in Table 3 below.

Table 4. 3 Descriptive Statistics for customer orientation

Descriptive Statistics		
N= 122	Mean	Std. Deviation
We involve customer in our new product development	5.0574	.80596
Customer complaints are handled	4.9590	.81715
Consult Customer to improve quality of product	4.6803	.82589
Customer satisfaction is regularly measured	3.8770	.93223
Look for ways to offer customer - more value	4.7049	.9507
Valid N (listwise)	4.6557	.51699

Source: Researcher Own Survey, computed in SPSS, version 27

The provided table presents descriptive statistics for customer orientation, encompassing five key aspects related to customer engagement and satisfaction within the organization. Each item is evaluated based on its mean score and standard deviation.

Customer involvement in product development received the highest mean score of 5.0574, indicating a strong level of engagement in this area, with a relatively low standard deviation of 0.80596, suggesting a consensus among respondents. Similarly, handling customer complaints received a high mean score of 4.9590, with a relatively low standard deviation of 0.81715, implying effective management of customer grievances. Customer consultation to improve product quality received a slightly lower mean score of 4.6803, indicating a positive but slightly lower level of engagement compared to the previous two aspects, with a standard deviation of

0.82589, suggesting some variability in responses. Regular measurement of customer satisfaction received a comparatively lower mean score of 3.8770, indicating a need for improvement in this area, with a higher standard deviation of 0.93223, suggesting greater variability in responses among respondents. Lastly, looking for ways to offer more value to customers received a mean score of 4.7049, indicating a positive level of engagement, with a standard deviation of 0.95076, suggesting some variability in responses.

Overall, the organization demonstrates strong customer orientation, particularly in areas such as product development involvement and complaint handling. However, there are opportunities for improvement in regularly measuring customer satisfaction and consistently seeking ways to provide added value to customers.

4.4.2 Descriptive statistics of Competitor orientation

The descriptive statistics table presents data from a survey conducted among 122 participants, focusing on various dimensions of competitor orientation within an organization.

Table 4. 4 Descriptive Statistics for competitor orientation

Descriptive Statistics		
N= 122	Mean	Std. Deviation
Top management team discusses competitor's strengths and weaknesses	4.1066	1.01075
We target customer groups and opportunities to gain a competitive advantage.	4.6148	.99956
We try to predict the behavior of our main competitors	4.5574	.98794
People in charge of various service units respond timely to competitors' actions	4.2459	.80609
Top managers discuss competitors' strategies attracting customer	3.5574	1.27952
Valid N (listwise)	4.2164	.52545

Source: Researcher Own Survey, computed in SPSS, version 27

The table summary provides an insightful analysis of the organization's competitor orientation, shedding light on its strategies and responses concerning competitors. The findings reveal a multifaceted approach:

The organization shows a commendable level of awareness regarding competitors' strengths and weaknesses, as evidenced by the mean score of 4.1066. However, some variability exists in how this aspect is perceived, indicated by the standard deviation of 1.01075.

Strategically targeting customer groups for competitive advantage emerges as a key strength, with a high mean score of 4.6148. The relatively low standard deviation of 0.99956 suggests consistency and confidence in the organization's targeting strategies.

The proactive stance in predicting competitors' behavior is evident from the mean score of 4.5574, with a relatively consistent perception across the organization, as indicated by the standard deviation of 0.98794.

Moreover, the prompt response to competitors' actions by various service units underscores agility and adaptability, reflected in the mean score of 4.2459. The low standard deviation of 0.80609 indicates a high level of consistency in responsiveness.

However, discussions at the top management level regarding competitors' strategies aimed at attracting customers appear to be less prevalent, as indicated by the lower mean score of 3.5574. This aspect also shows greater variability in perceptions, as highlighted by the higher standard deviation of 1.27952.

Overall, the organization demonstrates a proactive and strategic approach to competitor orientation, with strengths in targeting customer segments and predicting competitors' behavior. Nonetheless, there are opportunities to enhance discussions at the top management level concerning competitors' customer-centric strategies. The total average mean score of 4.2164 signifies a positive orientation towards competitor engagement, with room for refinement in certain areas.

4.4.3 Descriptive statistics of Interfunctional Coordination

The provided descriptive statistics offer valuable insights into interfunctional coordination within the organization, derived from responses collected from 122 participants. Each dimension of interfunctional coordination is represented by a row in the table, with accompanying mean and standard deviation values.

Table 4. 5 Descriptive Statistics Interfunctional Coordination

Descriptive Statistics		
N= 122	Mean	Std. Deviation
Various Units work close together to meet customers' needs	4.2295	1.04278
Various service units share business information with each other	4.1230	.99235
Business and Market strategies are integrated between different service units	4.1230	.99235
All service units work across units to create and offer higher customer value.	4.3361	.99262
Different service units share resources with each other	4.4590	.92841
We clearly understand the role of employees in valuing the customer	4.5820	.98619
Valid N (listwise)	4.3634	.63094

Source: Researcher Own Survey, computed in SPSS, version 27

The above summary offers a comprehensive insight into how different service units collaborate within the organization to enhance customer satisfaction and deliver value. Here's a breakdown of the interpretation:

The mean score of 4.2295 suggests a strong collaborative spirit among service units to meet customers' needs effectively. However, the standard deviation of 1.04278 indicates some variability in the perception of this collaboration across the organization.

There's a culture of information sharing among service units, as indicated by the mean score of 4.1230. This fosters cross-functional understanding and collaboration, with a consistent approach highlighted by the standard deviation of 0.99235.

Integration of business and market strategies across service units is robust, reflected in the mean score of 4.4508. This cohesive approach to strategy implementation is underscored by a low standard deviation of 0.97152.

A shared commitment to prioritize customer value creation is evident from the mean score of 4.3361. While there's some variability in perceptions, as indicated by the standard deviation of

0.99262, the collective focus on enhancing customer experiences remains strong.

Resource sharing across different service units is a notable practice, with a mean score of 4.4590 indicating a collaborative approach to resource allocation. The low standard deviation of 0.92841 underscores consistency in this practice.

The organization recognizes and understands the crucial role employees play in delivering exceptional customer experiences, as reflected in the high mean score of 4.5820. Consistent recognition of employees' significance is indicated by the standard deviation of 0.98619.

In summary, the organization exhibits a robust framework for interfunctional coordination, characterized by collaborative synergies, information sharing, strategic alignment, resource utilization, and employee engagement. The total average mean score of 4.3634, along with a low standard deviation of 0.63094, underscores a cohesive and harmonious approach towards organizational excellence through interdepartmental collaboration.

4.4.4 Descriptive statistics of Customer Value

The descriptive statistics provided offer insights into different dimensions of customer value, based on responses from 122 participants. Each dimension is represented in the table with its respective mean and standard deviation values.

Table 4. 6 Descriptive statistics of customer value

Descriptive Statistics		
N= 122	Mean	Std. Deviation
We determine customer unique benefits and customer costs	3 .9590	.81715
We ask the customer if the product is providing superior value/ fulfillment	4.1230	.98399
We consult the customer the sustainable improvement of quality	4.2787	.97287
We actively follow up with customers to make their need clear and understand 4.3689	.97235	.97235
We Influence through information not pressure	4.0410	.99915
We frequently Address Honesty, trust and integrity to our product	4.5492	.76171
Valid N (listwise)	4.2199	.56581

Source: Researcher Own Survey, computed in SPSS, version 27

The table provides a detailed overview of the organization's approach to delivering customer value, shedding light on various practices aimed at enhancing customer satisfaction and loyalty. Here's a breakdown of the interpretation:

The organization demonstrates a commitment to understanding and addressing customer needs by determining unique benefits and costs, as indicated by the mean score of 3.9590. The standard deviation of 0.81715 suggests some variability in how this approach is implemented across different contexts.

Engaging with customers to assess whether the product is providing superior value or fulfillment is a key aspect, reflected in the mean score of 4.1230. This practice underscores a customer-centric approach to product evaluation, with a standard deviation of 0.98399 indicating consistency in this engagement.

Consulting customers for sustainable improvement of quality highlights a proactive stance towards continuous improvement, with a mean score of 4.2787. The standard deviation of 0.97287 suggests a consistent approach to soliciting customer feedback for quality enhancement initiatives.

Active follow-up with customers to clarify their needs and preferences is integral to maintaining strong customer relationships, as reflected in the mean score of 4.3689. The standard deviation of 0.97235 indicates a consistent effort in understanding and addressing customer requirements.

Influencing customers through information rather than pressure signifies an ethical approach to marketing and sales practices, with a mean score of 4.0410. The standard deviation of 0.99915 suggests consistency in communicating with customers in a transparent and respectful manner.

Addressing honesty, trust, and integrity in product offerings is paramount for building and maintaining customer loyalty, as reflected in the high mean score of 4.5492. The relatively low standard deviation of 0.76171 underscores a consistent commitment to ethical business practices.

In summary, the organization demonstrates a comprehensive approach to delivering customer value, encompassing practices such as understanding unique benefits and costs, engaging with customers for feedback and improvement, and upholding ethical standards in interactions. The

total average mean score of 4.2199, coupled with a low standard deviation of 0.56581, underscores a cohesive and customer-centric approach towards value creation and relationship management.

4.4.5 Descriptive statistics of long-term development

The provided descriptive statistics offer insights into various dimensions of long-term development within the organization, as perceived by 122 participants. Each dimension is represented in the table with its corresponding mean and standard deviation values.

Table 4. 7 Descriptive Statistics of long-term development

Descriptive Statistics		
N= 122	Mean	Std. Deviation
Our company adopt long term development in matters of profits	4.7131	.96620
Our company satisfy all key communities in the long run	4.5492	.99671
Our company aim for a positive profit margin in the long run	4.6066	.96687
Our company discover and implementing new value for customers	3.8443	.97929
Our company try to overcome any deficiency in production	5.0820	.69935
Valid N (listwise)	4.5590	.57894

Source: Researcher Own Survey, computed in SPSS, version 27

The table summary offers valuable insights into the organization's approach to long-term development, outlining key aspects pertaining to profitability, community satisfaction, innovation, and production efficiency. Let's delve into the interpretation of the results:

The organization demonstrates a strong commitment to long-term profitability, with a high mean score of 4.7131. This indicates a strategic focus on sustainable financial growth over time, with a relatively low standard deviation of 0.96620 suggesting consistency in this approach.

Moreover, the organization prioritizes the satisfaction of key communities in the long run, as reflected by the mean score of 4.5492. This underscores a holistic approach to stakeholder management, with a standard deviation of 0.99671 indicating a consistent effort in community engagement.

Aiming for a positive profit margin in the long run is a strategic imperative for the organization, as indicated by the mean score of 4.6066. This suggests a proactive stance towards financial viability and stability, with a standard deviation of 0.96687 reflecting a consistent pursuit of profitability goals.

While the organization excels in certain aspects of long-term development, such as profitability and community satisfaction, there's room for improvement in discovering and implementing new value for customers, as reflected by the mean score of 3.8443. The standard deviation of 0.97929 suggests variability in approaches to innovation within the organization.

However, the organization shines in its commitment to overcoming production deficiencies, with an impressive mean score of 5.0820. This underscores a proactive approach to ensuring operational efficiency and quality excellence, with a low standard deviation of 0.69935 indicating consistency in production improvement efforts.

In summary, the organization demonstrates a robust commitment to long-term development, with a strategic focus on profitability, community satisfaction, innovation, and production efficiency. While there are areas for improvement, particularly in innovation, the organization's overall dedication to sustainable growth is evident. The total average mean score of 4.5590, coupled with a low standard deviation of 0.57894, underscores a cohesive and forward-thinking approach to long-term development.

4.4.6 Descriptive statistics of organizational performance

The descriptive statistics provided offer insights into various dimensions of organizational performance, as perceived by 122 participants. Each dimension is represented in the table with its corresponding mean and standard deviation values.

Table 4. 8 Descriptive statistics of organizational performance

Descriptive Statistics		
N= 122	Mean	Std. Deviation
Our company achieves customer satisfaction successfully	4.0492	.88935
Our company attained sales growth/ sales has evolved	4.4836	.88358
Our company profitability surpasses competitors	4.4672	.93759
Our profit growth has changed our market share in the last 2-3years	4.4672	.93759
Our company is capable to develop new product or process	4.3770	.98188
We are Successful in building a positive image in the market	4.3607	.85344
Valid N (listwise)	4.4262	.48676

Source: Researcher Own Survey, computed in SPSS, version 27

The table summary provides valuable insights into the organizational performance, encompassing various key indicators such as customer satisfaction, sales growth, profitability, market share, and brand image.

The organization demonstrates a commendable level of success in achieving customer satisfaction, with a mean score of 4.0492. This indicates a positive customer-centric approach, although the standard deviation of 0.88935 suggests some variability in satisfaction levels across different segments.

Sales growth and evolution are prominent features of the organization's performance, as reflected by the high mean score of 4.4836. This underscores a robust sales strategy and market positioning, with a relatively low standard deviation of 0.88358 indicating consistency in sales performance.

Profitability exceeding that of competitors is another noteworthy aspect, with a mean score of 4.4672. This suggests a strong competitive position and effective management practices, supported by a standard deviation of 0.93759 reflecting consistent profitability levels.

The organization's ability to change market share through profit growth in the last two to three years is substantial, as indicated by the mean score of 4.3770. This underscores agility and

adaptability in response to market dynamics, with a standard deviation of 0.98188 indicating some variability in market share changes.

Furthermore, the organization has been successful in building a positive image in the market, reflected by the mean score of 4.3607. This highlights effective branding and reputation management strategies, with a relatively low standard deviation of 0.85344 indicating consistency in brand perception.

Overall, the organization demonstrates strong performance across various indicators, including customer satisfaction, sales growth, profitability, market share, and brand image. The total average mean score of 4.4262, coupled with a low standard deviation of 0.48676, underscores a consistent and robust organizational performance across different dimensions.

Table 4. 9 Summary of Descriptive Statistics for Independent and Dependent Variables

Descriptive Statistics			
Variables	Mean	Std. Deviation	Extent of highest mean score
Customer orientation	4.6557	.51699	1 st
Competitor orientation	4.2164	.52545	6 th
Interfunctional Coordination	4.3634	.63094	4 th
Customer Value	4.2199	.56581	5 th
Long term development	4.5590	.57894	2 nd
Performance	4.4262	.48676	3 rd

Source: Researcher Own Survey, computed in SPSS, version 27

4.5 Pearson correlation analysis

The Pearson correlation coefficient (r) is a metric that gauges both the direction and strength of the relationship between two variables. It ranges from -1 to 1, where 1 signifies a perfect positive correlation and -1 indicates a perfect negative correlation. The value of the coefficient signifies the strength of the relationship: a value closer to 0 suggests a weaker relationship, while values closer to -1 or 1 denote stronger relationships. According to Cooper (2010), correlations ranging from 0.3 to 0.5 are considered weak, those from 0.5 to 0.7 are moderate,

and correlations above 0.7 are deemed strong.

In statistical analysis, both the Pearson's Product Moment Correlation Coefficient and linear regression are utilized to explore relationships between variables. The interpretation of correlation strength is guided by these coefficient values, following Cooper's suggested ranges.

Table 4. 10 Correlations

		Correlations					
		CUSTORN	COMPORN	UNITS	LONGT	VALUCUS	PERF
CUSTORN	Pearson Correlation	1	.261**	.435**	.073	.288**	.328**
	Sig. (2-tailed)		.004	.000	.425	.001	.000
COMPORN	Pearson Correlation		1	.146	.054	.150	.166
	Sig. (2-tailed)			.108	.555	.100	.067
UNITS	Pearson Correlation			1	.096	.291**	.371**
	Sig. (2-tailed)				.293	.001	.000
LONGT	Pearson Correlation				1	.165	.150
	Sig. (2-tailed)					.070	.098
VALUCUS	Pearson Correlation					1	.375**
	Sig. (2-tailed)						.000
PERF	Pearson Correlation						1
	Sig. (2-tailed)						
N							122

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Researcher Own Survey, computed in SPSS, version 27

The table summary offers a comprehensive insight into the Pearson correlation analysis, elucidating the relationships between predictor variables and organizational performance. This output entails:

- Customer Orientation (CUSTORN) exhibits a moderate positive correlation of $r=0.435$ between Customer Orientation and Units, which is statistically significant.
- Competitor Orientation (COMPORN) shows a very weak and not statistically significant correlation of $r=0.166$ between Competitor Orientation and Performance
- Interfunctional Coordination (UNITS) emerges as a moderate positive correlation of $r=0.371$ between Units Sold and Performance, which is statistically significant.
- Customer Value (VALUCUS) demonstrates a moderate positive correlation of $r=0.375$ between Value to Customer and Performance, which is statistically significant.

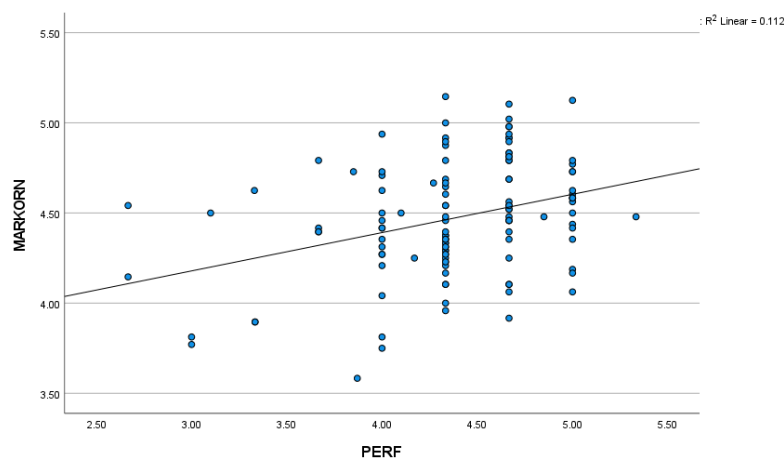
- Long Term Development (LONGT) exhibits a very weak and not statistically significant correlation of $r=0.150$ between Long-term Orientation and Performance.
- Performance (PERF) naturally exhibits a perfect correlation of 1 with itself, reflecting the perfect relationship between organizational performance and itself.

Customer Orientation exhibits strong positive connections with a number of crucial factors, including Performance, suggesting that it is a relevant characteristic. There are no discernible relationships between Competitor Orientation and Long-term Orientation and the study's factors. Performance and long-term development are favorably and significantly connected with value to the customer, though to different degrees. These observations offer insightful direction for the organization's improvement projects and strategic decision-making.

4.6 Assumption of simple linear regression analysis

According to Field (2009), ensuring the reliability and validity of a simple linear regression analysis involves scrutinizing critical assumptions. By verifying these assumptions, researchers can draw accurate conclusions about the population under study. Consequently, to uphold the integrity of our analysis, we meticulously assessed our data for the assumptions of multiple regressions. Subsequently, all of these assumptions were thoroughly examined and met the required standards, thereby validating the suitability of our data for regression analysis. The ensuing results are presented below.

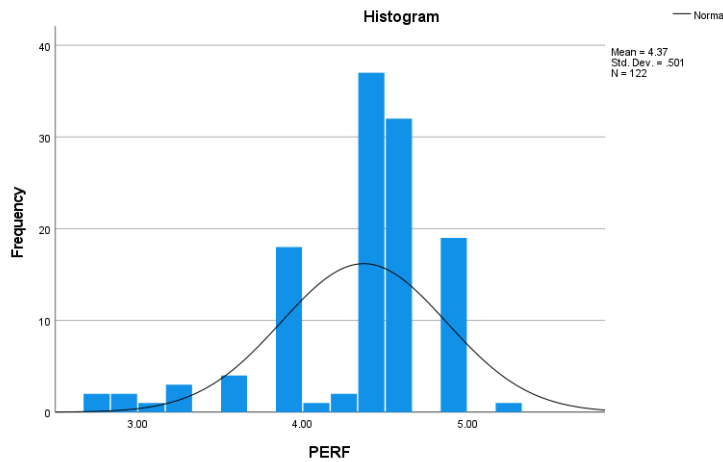
Figure 4. 1 Assumption of simple linear regression analysis



4.6.1 Normality test

Normality testing of data is crucial to ascertain whether it conforms to a normal distribution, offering insights into the likelihood of underlying random variables adhering to normality. Skewness and kurtosis serve as metrics to gauge the normality of data in this study. As Field (2009) underscores, many statistical procedures presuppose a normally distributed sampling distribution; hence, if sample data approximate normality, so too will the sampling distribution. Among the various methods for assessing normality assumptions in simple linear regression analysis, it is prudent to examine distributions for normality using histograms and probability-probability (P-P) plots.

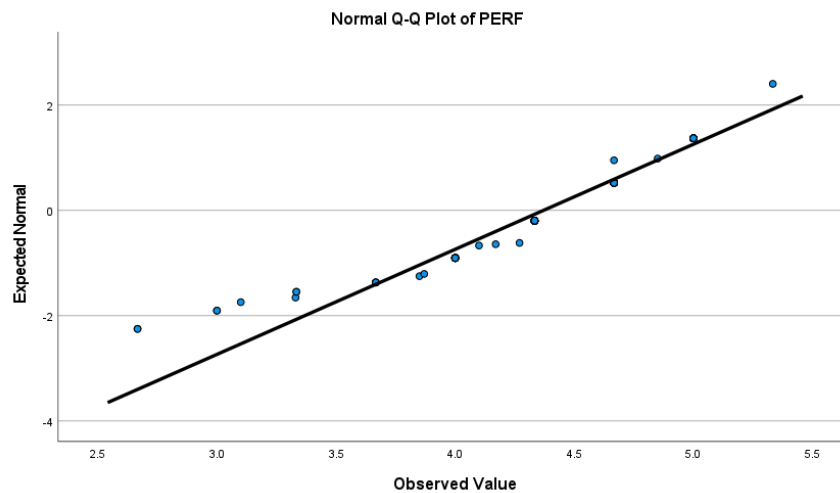
Figure 4. 2 Normality test using Histogram



Source: SPSS Source: *Researcher Own construct, computed in SPSS, version 27*

Krithikadatta (2014) describes a normal distribution as exhibiting a symmetric bell-shaped curve, with the mean, median, and mode being equal or closely aligned. The performance scores appear to be roughly normally distributed, with the majority of values clustered around the mean (4.37), according to the histogram. Given that the performance ratings do not appear to vary greatly, the standard deviation of 0.501 indicates as much. The data thus seems to be well-fitted to a normal distribution provided that the normal distribution curve aligns with the bars of the histogram.

Figure 4. 3 plot of standardized residuals



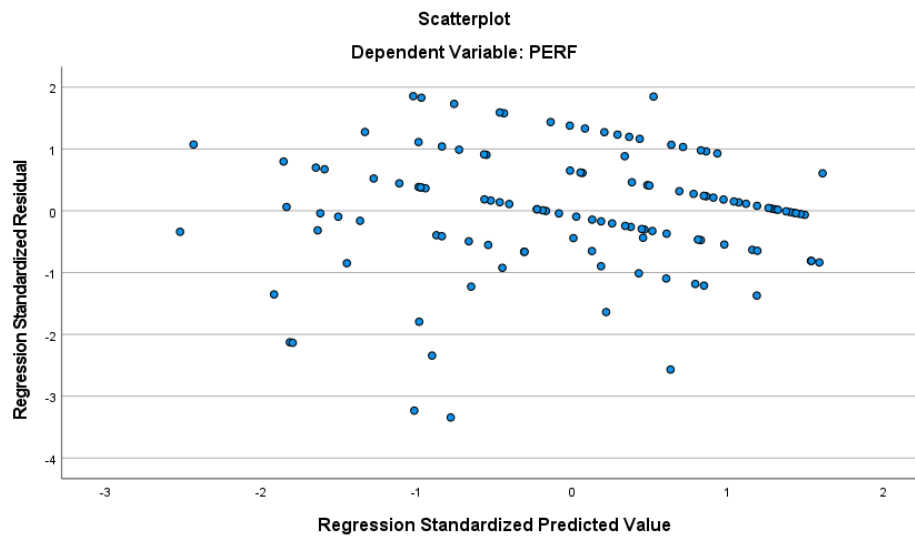
Source: Researcher Own construct, computed in SPSS, version 27

The normal probability plot serves to detect deviations from normality, where the straight line depicts a normal distribution and the plotted points signify the observed residuals. In an ideally normally distributed dataset, all points would fall precisely on this line (Field, 2009). As evidenced in the preceding figure, the data roughly follows a normal distribution with some deviations at the lower and upper ends of the figure, as seen by the data points that generally fall along the line of best fit. All things considered, the data seems to rather closely resemble a normal distribution.

4.6.2 Test for Homoscedastic

Homoscedasticity, or the identical variance of errors across all independent variables, is another essential premise of multiple linear regression (Osborne & Waters, 2002). According to Keith (2006), this assumption suggests that researchers anticipate errors to be uniformly distributed across the variables. Statistical software is usually used to examine this assumption through scatter plots of residuals with independent variables (Keith, 2006). Consequently, scatter plots were used to evaluate the homoscedasticity of the research.

Figure 4. 4 Test for Homoscedastic



Source: *Researcher Own Survey, computed in SPSS, version 27*

It doesn't seem like the residuals are dispersed randomly along the horizontal axis. A discernible trend indicates that there may be some kind of systematic variance, with the spread of residuals appearing to shrink as the anticipated values rise. Heteroscedasticity is demonstrated by the scatterplot, where the residuals show a pattern—specifically, a decrease in spread as the predicted values increase.

4.6.3 Tests for Autocorrelation

The autocorrelation test examines whether errors from adjacent observations are significantly correlated, potentially leading to an underestimation of coefficient standard errors. In multiple linear regression models, it's assumed that residuals are independent. The Durbin-Watson statistic serves as a common tool to assess serial correlation among residuals both dependent and Independent variable. This statistic ranges from 0 to 4, with a value of 2 indicating no autocorrelation. Values approaching 0 suggest positive autocorrelation, while those nearing 4 indicate negative autocorrelation. According to Field (2009), values below 1 or above 3 raise concerns.

We utilize the Durbin-Watson statistic to verify the independence of our residuals. When performing regression analysis, the Durbin-Watson statistic is an essential diagnostic tool for spotting residual autocorrelation. Ideally, this value should approximate 2 to satisfy the

assumption. Deviations below 1 or above 3 may jeopardize the validity of our analysis.

Table 4. 11 Durbin-Watson Autocorrelation Test

Model	Durbin-Watson
1	1.806
a. Predictors: (Constant), LONGT, COMPORN, UNITS, CUSTORN	
b. Dependent Variable: PERF	

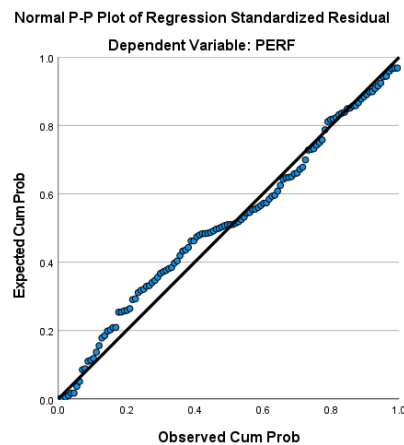
Source: Researcher Own Survey, computed in SPSS, version 27

The Durbin-Watson statistic obtained from our model summary indicates that this assumption has been fulfilled. Specifically, the computed Durbin-Watson value of exactly 1.806 suggests the absence of autocorrelation.

4.7 Linearity

Testing for non-linearity is crucial in general linear models since they assume linearity. As highlighted by Garson (2012), one common method for assessing non-linearity is visually inspecting scatter plots. Therefore, the researcher conducted simple scatter plots to examine the relationship between the dependent and independent variables. Linearity tests were performed for each independent variable, Market orientation segments against the dependent variable of Performance, and the scatter plots are provided. Upon examining the scatter plots generated by SPSS, it is evident that the relationship between the independent and dependent variables can be adequately modeled by a straight line, indicating a linear relationship.

Figure 4. 5 Linearity



Source: Researcher Own construct, computed in SPSS, version 27

4.7.1 Tests for Multi-collinearity

In regression analysis, multicollinearity occurs when independent variables in the model are highly correlated with each other, potentially more so than with the dependent variable. This situation arises when independent variables essentially measure the same underlying concept. One method to assess multicollinearity involves examining correlations among the independent variables. Hair et al. (2006), as cited by Mohammed (2012), suggest that correlation coefficients below 0.90 may not pose a serious multicollinearity issue. Additionally, multicollinearity can be identified through tolerance and variance inflation factor (VIF) values. An insignificant tolerance value suggests that the variable in question is nearly a perfect linear combination of the independent variables already in the equation and may warrant exclusion from the model.

Table 4. 12 Test of Multi-co linearity

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	CUSTOM	.771	1.297
	COMPORN	.930	1.076
	UNITS	.806	1.241
	LONGT	.988	1.012
a. Dependent Variable: PERF			

Source: Researcher Own Survey, computed in SPSS, version 27

Little multicollinearity is indicated by a tolerance value near 1 while severe multicollinearity is indicated by a tolerance value near 0. If a predictor is regressed on all other predictors, its coefficient of determination, or r Square, is what defines it. The Variance Inflation Factor (VIF) defines the relationship; in the measure table, it is well below the scale of 10, suggesting very low multicollinearity.

Looking at the results, all variables exhibit relatively high tolerance values, ranging from 0.771 to 0.988, indicating that each variable retains a substantial amount of unique variance not explained by the other independent variables; meaning that it quantifies the extent to which each predictor is linearly independent of the others. The tolerance values are above the

threshold of 0.1, indicating that no variable is a near-linear combination of others. Additionally, the VIF values for all variables are close to 1, ranging from 1.012 to 1.297.

Thus, based on these results, the assumption of multicollinearity appears to be adequately met for this regression model. That is explained more , regression model does not appear to be concerned with multicollinearity, as evidenced by the Tolerance and VIF values for each of the predictors (customer Orientation - CUSTORN, competitor orientation - COMPORN, Infterfunctional coordination - UNITS, and Long term development - LONGT) being well within acceptable bounds. Out come grants predictor's unique impacts on the dependent variable, PERF, because they are sufficiently independent of one another.

4.2 Regression Analysis

The study's model has undergone rigorous testing to ensure compliance with the assumptions of classical linear regression, including normality, multicollinearity, heteroscedasticity, and autocorrelations. With these assumptions satisfactorily met, the regression analysis can proceed, allowing for meaningful inferences about the population.

Regression analysis, a fundamental statistical technique, is employed in this study to estimate the relationships between one or more predictor variables and a response variable. To investigate the influence of each independent variable (Customer Orientation, Competitor Orientation, Interfunctional Coordination, Long-term Development, and Performance) on the dependent variable, Organizational Performance, multiple regression analysis was conducted.

Table 4. 13 Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.434 ^a	.189	.161	.45897
a. Predictors: (Constant), LONGT, COMPORN, UNITS, CUSTORN b. Dependent Variable: PERF				

Source: *Researcher Own Survey, computed in SPSS, version 27*

The degree and direction of the linear relationship between the predictors and the dependent variable are determined by the correlation coefficient, often known as Pearson's r. A moderately positive linear relationship between the predictors and the dependent variable is indicated by the correlation coefficient (R) of 0.434. The standard error denotes the standard deviation of the residuals, or the variations in the dependent variable's observed and projected values. The

average difference between the observed and projected values of the dependent variable is given by the estimate of (0.45897). The summary explains about 18.9% of the variance in the dependent variable (PERF) using the predictors (LONGT, COMPORN, UNITS, CUSTORN). lues of the dependent variable.

Table 4. 14 ANOVA result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.735	4	1.434	6.806	.000 ^b
	Residual	24.647	117	.211		
	Total	30.381	121			

a. Dependent Variable: PERF

b. Predictors: (Constant), LONGT, COMPORN, UNITS, CUSTORN

Source: Researcher Own Survey, computed in SPSS, version 27

We reject the null hypothesis since the p-value (Sig.) is less than 0.05, assuming a conventional significance level of 0.05. The F-statistic evaluates the overall significance of the regression model, and this shows that the regression model is statistically significant in explaining the variance in the dependent variable (PERF).

In summary, there is a statistically significant link between the dependent variable and at least one of the independent variables (LONGT, COMPORN, UNITS, CUSTORN). You can continue to analyze each predictor variable separately to learn more about how it specifically contributes to the model.

4.7.2 Tests of significance of Multiple regression

The coefficient table in the test of significance evaluates the individual significance of predictors in influencing the dependent variable using standardized Beta coefficients. These coefficients indicate the average change in the dependent variable for a one-standard-deviation increase in the independent variable, holding other variables constant. Examining Beta coefficients helps identify predictors with significant impacts on the dependent variable. A larger Beta coefficient indicates a stronger effect, while statistical significance suggests a relationship beyond chance. Overall, the coefficient table informs the interpretation of the regression model and identifies key drivers of the outcome.

Table 4. 15 Regression Coefficients of the Variables

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	1.892	.542		3.487	.001
CUSTOMN	.165	.086	.184	1.935	.055
COMPORN	.064	.075	.073	.847	.399
UNITS	.224	.077	.270	2.914	.004
LONGT	.100	.078	.107	1.279	.204
a. Dependent Variable: PERF					

Source: Researcher Own Survey, computed in SPSS, version 27

This summary presents the results of a multiple regression analysis is investigated based on the data being continuous and with linear relation. This part of the regression analysis includes unstandardized coefficients (B) for degree of relation, standardized coefficients (Beta), t-values, and significance levels (Sig.) for significant relation is presented for each Independent variable.

Customer orientation – CUSTOMN shows positively affects PERF with (B = 0.165), but is only marginally significant (p = 0.055), indicating a weak evidence of its effect. Interfunctional coordination - UNITS shows as a positive and statistically with (B = 0.224) ad significant effect on PERF (p = 0.004), suggesting a reliable impact.

Competitor orientation - COMPORN and Long term development - LONGT has a positive effect on PERF with (p = 0.399) and (p = 0.204) respectively, but is not statistically significant indicating no strong evidence of its effect.

With a sizable positive impact, the variable UNITS is the most important predictor of PERF in this model. On PERF, CUSTOMN exhibits a favorable but marginally significant effect, although LONGT and COMPORN do not. There is a baseline performance level in the absence of these variables, as indicated by the significant intercept of the model.

4.8 Mediation Analysis

Following the model's fitness test using observed data, the role of the mediating variable- Customer value in explaining the connection between market orientation and organizational performance was investigated. Some of the study findings, Ni Made Wahyuni & Made Sara

2020, has aligning result that assess market orientation has a significant positive effect on dependent variable of innovation performance, following market orientation has a positive effect on mediator variable of customer engagement, and customer engagement partially mediates the relationship between market orientation and innovation performance. Gizaw, K. D., & Pagidimarri, V. (2014) customer satisfaction has mediating effect on the relationships between service quality and customer loyalty link, staged the analysis of Customers are lapsed increasingly from the existing providers with fluctuating impact of a customer relationship.

The most recent and widely used bootstrapping technique, which makes use of Hayes PROCESS Macro V4.2, Hayes, Andrew F was used to estimate the impact of market orientation on Performance through the mediation effect of Customer value.

```

Run MATRIX procedure:
***** PROCESS Procedure for SPSS Version 4.2 *****

    Written by Andrew F. Hayes, Ph.D.   www.afhayes.com
    Documentation available in Hayes (2022). www.guilford.com/p/hayes3
*****

Model : 4
Y : PERF
X : MARKORN
M : VALUCUS

Sample
Size: 122

*****

OUTCOME VARIABLE 1:
VALUCUS

Model Summary
   R    R-sq    MSE    F    df1    df2    p
   .385   .148   .260  20.911  1.000  120.000  .000

Model
   coeff    se    t    p    LLCI    ULCI
constant  1.271   .653  1.946  .054  -.022  2.565
MARKORN   .667   .146  4.573  .000   .378   .955

Standardized coefficients
   coeff
MARKORN   .385

*****

OUTCOME VARIABLE 2 :
PERF
Model Summary

```

```

R      R-sq    MSE      F      df1    df2     p
.428   .183     .209    13.355  2.000  119.000 .000

Model
      coeff    se      t      p    LLCI    ULCI
constant  1.676   .594    2.819   .006   .499    2.853
MARKORN   .352   .142    2.491   .014   .072    .633
VALUCUS   .263   .082    3.219   .002   .101    .425

Standardized coefficients
      coeff
MARKORN   .224
VALUCUS   .289

Test(s) of X by M interaction:
      F      df1    df2     p
.700     1.000  118.000 .404
***** TOTAL EFFECT MODEL *****
OUTCOME VARIABLE 3:
PERF

Model Summary
      R      R-sq    MSE      F      df1    df2     p
.335     .112     .225    15.162  1.000  120.000 .000

Model
      coeff    se      t      p    LLCI    ULCI
constant  2.010   .608    3.309   .001   .807    3.214
MARKORN   .528   .136    3.894   .000   .260    .796

Standardized coefficients
      coeff
MARKORN   .335
***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y
      Effect    se      t      p    LLCI    ULCI    c_cs
.528     .136    3.894   .000   .260    .796    .335

Direct effect of X on Y
      Effect    se      t      p    LLCI    ULCI    c'_cs
.352     .142    2.491   .014   .072    .633    .224

Indirect effect(s) of X on Y:
      Effect  BootSE  BootLLCI  BootULCI
VALUCUS   .176   .075   .054   .346

Completely standardized indirect effect(s) of X on Y:
      Effect  BootSE  BootLLCI  BootULCI
VALUCUS   .111   .046   .035   .215

***** ANALYSIS NOTES AND ERRORS *****
Level of confidence for all confidence intervals in output:
95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
5000
----- END MATRIX -----

```

Source: Researcher Own Construct, computed in SPSS, version 27

Amoako, G. K. (2019) study measured Relationship Marketing, Orientation, Brand Equity and Firm Value with the Mediating Role of Customer Value—An Emerging Market Perspective. The findings also indicate that customer value partially mediates firm value and brand equity. The study shows that brand equity components have varying mediating effects on firm value to better understand the Customer context and reliable indicator measures.

Outcome variable 1: Market orientation (MARKORN) has a direct impact on customer value VALUCUS, with a 0.677 increase in customer value for every unit increase. The effect is statistically significant, with a t-value of 4.573 and a p-value of .000.

The standardized coefficient (.385) denotes the magnitude of correlation between MARKORN and VALUCUS concerning standard deviations. A moderately positive link is suggested by a standardized coefficient of .385.

The findings show that the mediator variable VALUCUS (M) is significantly positively impacted by MARKORN (X). MARKORN accounts for around 14.8% of the variance in VALUCUS, and this connection is statistically significant.

Outcome variable 2: According to the VALUCUS Coefficient, PERF rises by 0.263 units for every unit increase in VALUCUS while keeping everything else constant. After taking into account their respective scales, Standardized Coefficients is moderate for both the MARKORN and VALUCUS coefficients, which suggests their relative relevance in predicting PERF.

The MARKORN Coefficient (0.352) illustrates that, while keeping everything else equal, PERF improves by 0.352 units for every unit increase in MARKORN, with a significance level of p-value = 0.014.

It can be shown from the mediation model that MARKORN and VALUCUS both significantly predict PERF. MARKORN and VALUCUS interact, however it has no appreciable effect on PERF. MARKORN has a direct effect on PERF and an indirect effect through VALUCUS, meaning that the action of MARKORN on PERF is partially mediated by VALUCUS. This suggests that PERF may be affected by both indirect as well as direct pathways.

Outcome variable 3: Keeping everything else equal, PERF rises by .528 units for every unit increase in MARKORN. With $p=0.14$, the constant and MARKORN have statistically significant influence on PERF. According to the mediation analysis, MARKORN and PERF are significantly correlated. This suggests that MARKORN has a statistically significant influence and is a substantial predictor of PERF. More research might be done to investigate possible moderators or mediators that could affect the interaction between MARKORN and PERF, offering a more complex comprehension of the underlying mechanisms.

Total Outcome

Through Mediator M, X has an indirect effect of 0.176 on Y via the mediator. When it is employed, the Bootstrapped Standard Error (BootSE) is 0.075. To calculate the indirect effect of the mediator variable (M) in the mediation analysis among the predictor variable (X) and the outcome variable (Y). The completely standardized indirect effect of X on Y through the mediator M is .111 that show the strength of the mediation effect is in standard deviation units.

The direct effect of X on Y is .352, indicating the relationship between X and Y when M is not considered. This effect is statistically significant, suggesting that X has a direct impact on Y beyond its effect through the mediator M. The significance of this indirect impact demonstrates that the mediator M partially mediates the relationship between X and Y.

The important nature of this indirect impact demonstrates that the mediator M partially mediates the relationship between X and Y. The mediation analysis underscored the importance of customer value as a mediator between market orientation and performance. The results suggest that the positive effects of market orientation on performance are amplified when organizations effectively deliver superior customer value.

CHAPTER FIVE

5 CONCLUSION AND FUTURE STUDY

5.1 Conclusion:

The study on market orientation within the garment industry of in the district of N.Silk Lafto, Addis Ababa provides significant insights into the industry's current dynamics and challenges. The research underscores the critical role of market orientation in driving business performance, highlighting that superior customer understanding and satisfaction are pivotal for organizational success in the Garment industry. Companies that align their strategies towards market orientation tend to exhibit better adaptability, improved customer relationships, and enhanced competitive positioning.

The regression analysis demonstrated a strong positive relationship between these variables and performance, highlighting that organizations committed to understanding and responding to customer needs, monitoring competitor actions, and fostering inter-departmental collaboration perform better.

One of the findings of the research is that customer orientation positively affects Performance with ($B = 0.165$), but is only marginally significant by ($p = 0.055$), indicating weak evidence of its effect. Inter-functional coordination shows a positive correlation effect on performance with ($B = 0.224$) and significant effect on performance with ($p = 0.004$).

The study further illustrates that Competitor orientation and long-term development have a positive effect on performance with ($p = 0.399$) and ($p = 0.204$) respectively, but is not statistically significant indicating no strong evidence of its effect.

In addition, through Mediator M, X has an indirect effect of 0.176 on Y. When it is used, the Bootstrapped Standard Error (BootSE) is 0.075 to calculate the indirect effect of the mediator variable (M) in the mediation analysis between the independent variable (X) and the outcome variable (Y). The significance of customer value as a mediator between market orientation and performance was emphasized by the mediation analysis. The findings imply that when businesses successfully provide greater customer value, the benefits of market orientation on performance are magnified.

This finding underscores the need for businesses to not only focus on market-oriented strategies but also ensure these strategies translate into tangible value for customers where the product of the industry products ends at.

Additionally, the research highlighted the influence of organizational culture on market orientation. A culture that prioritizes customer needs and integrates market feedback into strategic decisions tends to perform better. The conceptual framework presented in the study effectively captures the interconnectedness of various factors influencing market orientation and business performance.

In summary, the garment industry in N. Silk Lafto industry village, can achieve superior business performance through a well-implemented market orientation strategy that emphasizes customer satisfaction, competitive awareness, and internal coordination as a vital determinant of success. These findings provide a valuable roadmap for garment manufacturers aiming to enhance their market position and achieve sustainable growth.

5.2 Limitations

Given the specific sample size, in terms of geographical scope and the sample data covered within the garment industry, the findings of the research may not allow for generalization of conclusions that apply to other districts in Addis Ababa and beyond without further research. In the same token, more data stores may be considered, like customer feedback and objective performance metrics to measure how individual attain a goal in the organization.

The measurement of market orientation and organizational performance relies on self-reported data, which may be subject to biases. And the study focuses on specific components of market orientation, namely customer orientation, competitor orientation, and inter-functional coordination. There may be other relevant dimensions or moderating factors, such as market turbulence and business operational changes, that were not considered but could influence the relationship between market orientation and Customer.

This study has significant implications for the Garment industry, and the level of awareness of managers, quality controllers and administrators on the some of the pertinent issues is critical. Here are some of the limitations in that regard that the research highlights:

1. Those respective mangers have a gap in fully understanding the context of Market Orientation and its impact on either on production, product, selling, marketing, customer and societal marketing concept.

2. There is gap in collaboration between the inter-functional units and help them to understand, while immediate sales and profitability are important, companies should also invest in long-term initiatives such as sustainability practices, innovation, and continuous improvement to ensure lasting success.
3. The Garment industry plays a role of within the company by providing the necessary training and guidance to the staff, understand the importance their role in achieving market oriented organizational goal.
4. Gap in the effort to work on creating/ adopting/ advancing to a sustainable market without shacking customer needs.
5. The industry is not fully open neither easily accessible to such research opportunities that would allow it to identify the market orientation gap in the company to better take measurable action.

5.3 Recommendation

The scope of variables considered in the study are considered by the researchers' view, which makes it open for further study through different dimensions of Market Orientation; such as varying cultural contexts within the same industry influence market-oriented behaviors and outcomes. Some areas to explore could include:

- Enhance Inter-functional Coordination by focusing on improving communication and collaboration across different departments. Regular cross-functional meetings and integrated project teams can help ensure that market insights are effectively shared and acted upon.
- Such industries should invest in Customer Relationship Management (CRM). This will help companies better understand customer needs and preferences. Personalized marketing and tailored product offerings can significantly enhance customer satisfaction and loyalty.
- Top level managers should harness market-oriented Culture in the organizations to foster a culture that values market intelligence and responsiveness by analyzing customer and competitor information.
- Enhance Customer Value Delivery by focusing on creating and delivering superior customer value. This can be achieved by understanding customer needs deeply and aligning product offerings and services to meet these needs effectively.
- Measure market trends and customer behavior, enabling more informed strategic decisions.

- Focus on long-term Development while immediate sales and profitability are important, companies should also invest on - such as sustainability customer feedback channel, product improvement to customer changing need, and continuous drive to ensure lasting success.

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Addis Ababa University

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College of Business and Economics

Department of Management

Prepared by – Mrs. Eleni Hailu

Addis Ababa University

E-mail: ele.alexander20@gmail.com

Dear Respected Participant, this questionnaire is designed to gather information on the impact of Market Orientation on Organization's Performance through Customer Value on the garment industry in Addis Ababa. It specifically focuses on producing the marketing aspect of garment and textile products.

Kindly request that your company take your precious time duly filling out this questionnaire and returning it to us. The information supplied by you will be held strictly confidential and is used for academic purposes only. You will not be held responsible for anything arising thereof.

Thanking You in advance for your kind cooperation.

Part 1: Background Information - Respondent's Characteristics

Sr No.	Question	Response Option
1.	What is your age in time of the questionnaire?	1. Less than 25 2. 25 – 35 3. 36 -45 4. More than 45
2.	Gender	1. Male 2. Female
3.	Educational Status?	1. Certificate 2. Diploma 3. Degree 4. Masters 5. PHD
4.	How many years of experience in the enterprise?	1. 1-5 2. 6-10 3. 11-15 4. 1 & above
5.	Your Position in the Enterprise?	1. Owner/ Head Manager/CEO 2. Higher Manager

		3. Control and leadership (Eg. Quality manager) 4. Administration
6.	Nature of ownership of your enterprise?	1. PLC 2. Family owned 3. Share company 4. Partnership, 5. corporation, ...Any other.
7.	Establishment date of your Enterprise?	
8.	Number of employees in your enterprise?	
9.	The company's monthly average sale/profit?	

Part II: MARKOR Questionnaire

Please use "✓" on the space provided. Scale used: 6 points Likert's scale Where applied as follows:

(1) Strongly Disagree (2) Disagree (3) Weak (4) Nural (5) Agree (6) Strongly Agree

SCALE DESCRIPTION OF MARKET ORIENTATION							
Sr. No.	DESCRIPTION	1	2	3	4	5	6
1.	Customer orientation						
	1. We regularly collect information about customer needs						
	2. We involve Customers in our new quality product development processes						
	3. Customer complaints are handled well						
	4. We consult the customer to improve quality of the product						
	5. We regularly measure the customer satisfaction						
	6. We look for more ways to offer customer – more value						
2.	COMPETITOR ORIENTATION						
	1. The top management team discusses competitor's strengths and weaknesses						
	2. We target customer groups, where we can find opportunities to gain a competitive advantage.						
	3. We try to predict the behavior of our main competitors						
	4. People in charge of various service units respond timely to competitors' actions						
	5. Top managers discuss competitors' strategies attracting customers						

	3. INTERFUNCTIONAL COORDINATION						
	1. Various service units work close together to meet customers' needs						
	2. Various service units share business information with each other						
	3. Business and Market strategies are integrated between different service units						
	4. All service units work across units to create and offer higher customer value						
	5. Different service units share resources with each other						
	6. We clearly understand the role of employees in valuing the customer						
	4. CUSTOMER VALUE						
	1. We determine customer unique benefits and customer costs						
	2. We ask the customer if the product is providing superior value/ fulfillment						
	3. We consult the customer the sustainable improvement of quality						
	4. We actively follow up with customers to make their need clear and understand						
	5. We Influence through information not pressure						
	6. We frequently Address Honesty, trust and integrity to our product						
	5. LONG-TERM Development						
	1. Our company adopt long term development in matters of profits						
	2. Our company satisfy all key communities in the long run						
	3. Our company aim for a positive profit margin in the long run						

	4. Our company discover and implementing new value for customers						
	5. Our company try to overcome any deficiency in production						
6. PERFORMANCE							
	1. Our company is capable to develop new products or processes						
	2. Our company achieves customer satisfaction successfully						
	3. Our company attained sales growth/ sales has evolved						
	4. Our company profitability surpasses competitors						
	5. Our profit growth has changed our market share of the industry in the last two – three years						
	6. We are Successful in building a positive image in the market						

Electorates constituencies

ውድ የተከበራችሁ ተሳታፊ፣ ይህ መጠይቅ የተዘጋጀው በአዲስ አበባ ውስጥ ባለው የደንበኞች እሴት አማካይነት የገበያ አቅጣጫ በድርጅት አፈጻጸም ላይ ያለውን ተጽእኖ መረጃ ለመስጠት ነው። በተለይ የጨርቃጨርቅና አልባላት ምርቶችን በማምረት ለገበያ በማቅረብ ላይ ያተኩራል።

ወድ ግዜዎን መስዋት በማድረግ ይህንን መጠይቅ ሞልተዉ በግዜዉ እንዲመልሱልን በትህትና እየጠየቅን፤ እርስዎ ሞልተዉ የመለሱልን መጠይቅ በታማኝነትና ለጥናት ብቻ የምንጠቀምበት ሲሆን ይህንን ጉዳይ አስመልክቶ በማንኛዉም መልኩ ተጠያቂ እንደማይሆኑ ልንገልፅሎት እንወዳለን።

በቅድሚያ ስለ ትብብርዎ እናመሰግናለን።

ክፍል 1: መሰረታዊ መረጃዎች - መጠይቁን የመለሰዉ ሰዉ መገለጫዎች:

ተ.ቁ	ጥያቄ	ምርመራ
	እድሜ መጠይቁ የተኪያሄ ጊዜ ?	5. ከ 25 በታች 6. 25 – 35 7. 36 -45 8. ከ 45 በላይ
2.	ፆታ	1. ወንድ 2. ሴት
3.	የትምህርት ደረጃ	1. የምስክር ወረቀት 2. ዲፕሎማ 3. ዲግሪ 4. ማስተርስ 5. ፒ. ኤች. ዲ
4.	የአገልግሎት ዘመን በድርጅቱ ውስጥ?	
5.	በድርጅቱ ውስጥ ያለዎት የሃላፊነት ቦታ?	5. ባለቤት/ ዋና ስራ-አሰኪያጅ 6. ከፍተኛ አስተዳዳሪ 7. ቁጥጥር እና አመራር (ለምሳሌ፤ የጥራት አስተዳዳሪ) 8. አስተዳደር/አስተባባሪ
6.	የድርጅትዎ የባለቤትነት አመራር ሁኔታ	1. ፒ ኤል ሲ 2. የቤተሰብ 3. ሼር ኩባንያ፣ 4.አጋርነ 5.ኮርፖሬሽን፣ ...ማንኛውም ሌላ?
7.	ድርጅትዎ የተቋቋመበት ዘመን?	
8.	የሰራተኛ ብዛት?	
9.	የኩባንያው ወርሃዊ አማካይ ሽያጭ/ትርፍ?	

ክፍል 2: መጠይቅ

እባክዎ ይህንን ምልክት “✓” በተሰጠው ቦታ ላይ ያስፍሩ።
መለኪያ መስፈርት 6 ነጥቦች - ‘የላይከርት ልኬት’ እንደሚከተለው፡

- (1) በእጅጉ አልሰማምም (2) አልሰማምም (3) ደካማ
(4) መካከለኛ (5) እሰማለሁ (6) እጅጉ እሰማለሁ

ጥያቄዎችና መግለጫዎቻቸው		መለኪያ					
ተራ ቁ	DESCRIPTION መግለጫ	1	2	3	4	5	6
1.	የደንበኛ አቀማመጥ						
	1.1. በመደበኛነት ስለ ደንበኛ ፍላጎቶች መረጃ በተደጋጋሚ እንሰበስባለን						
	1.2. ጥራት ያለው የምርት ሂደቶችን ውስጥ ደንበኞችን እናሳትፋለን።						
	1.3. የደንበኞች ቅሬታ በደንብ ይስተናገዳል።						
	1.4. የምርቱን ጥራት ለማሻሻል ደንበኛውን እናማክራለን።						
	1.5. በመደበኛነት የደንበኞችን እርካታ በተደጋጋሚ እንለካለ						
	1.6. ለማቅረብ ተጨማሪ መንገዶችን እንፈልጋለን - የበለጠ ዋጋ						
2.	የተፎካካሪ ድርጅት መርህ አቅጣጫ						
	2.1. ማኔጅመንቱ በተፎካካሪ ድርጅቶችን ጠንካራና ደካማ ጎን ዙሪያ ወይይት ያካሂዳል						
	2.2. ማኔጅመንቱ ትኩረት የሚሰጠው ደንበኛው ላይ በመሆኑ የሚያመርተውም ዕቃ የድርጅቱን አቅም የሚያጎለብት ነው						
	2.3. የዋና ተፎካካሪዎችን ባህሪ ለመተንበይ እንሞክራለን።						
	2.4. በተለያየ የሃላፊነት ቦታ ላይ የተቀመጡ የድርጅቱ ሰራተኞች ተፎካካሪ ድርጅቶች ለሚወስዱአቸው እርምጃዎች አፀፈዊ ዕርምጃዎችን ይወስዳሉ						
	2.5. ሓላፊዎች በተፎካካሪ ድርጅቶችን ስትራቴጂ ዙሪያ ወይይት ያካሂዳሉ						
3.	ቅንጅታዊ አሰራር						
	3.1. በድርጅቱ ስር የሚገኙ ክፍሎች የደንበኛውን ፋላጎት ለማርካት ተቀናጅተው ይሰራሉ						
	3.2. በድርጅቱ ስር የሚገኙ ክፍሎች የቢዝነስ መረጃዎችን ይለዋወጣሉ						
	3.3. የቢዝነስ ስትራቴጂዎች በመንደፍ ዙሪያ ላይ ክፍሎች በአንድነት ሆነው ይሰራሉ						
	3.4. በድርጅቱ ስር የሚገኙ ክፍሎች በተቀናጀ መልኩ ለደንበኛው ዋጋ/ጥቅም ያለው ነገር ለማቅረብ ይሰራሉ						
	3.5. በድርጅቱ ስር የሚገኙ ክፍሎች የድርጅቱን ሃብት በጋራ በመቀናጀት ይጠቀማሉ						
	3.6. የሰራተኞቹ ሚና በደንበኞች ላይ ያልውን ተጽዕኖ በመመዘን በግልፅ እንረዳለን።						
4.	የደንበኛ ዋጋ						
	4.1. የደንበኞችን ጥቅሞች እና የደንበኛ ወጪዎችን እንወስናለን						

	4.2. ምርቱ ዋጋ/አሴት እያቀረበ ከሆነ ደንበኛውን እንጠይቃለን						
	4.3. ምርት ጥራት ቀጣይነት ያለው መሻሻል ደንበኛውን እናማክራለን						
	4.4. ደንበኛው በየጊዜው ፍላጎቱን ግልጽ እንዲያደርግ/እንዲያውቅ ይጠይቃል						
	4.5. ተጽዕኖ መፍጠር በመረጃ እንጅ በግፊት አይደለም						
	4.6. ለምርታችን ሐቀኛ፣ እምነት እና ታማኝነት ደጋግመው ያነጋግሩ						
	5. የረጅም ጊዜ ልማት						
	5.1. ትርፋማነት ላይ ያተኮረ መርህ በስራ ላይ እናውላለን						
	5.2. የድርጅታችን የደንበኛን ተቀባይነት/እረካታ ለረጅም ጊዜ ማስደሰት						
	5.3. የማያጠራጥር ትርፋማነትን ለረጅም ጊዜ ማለም						
	5.4. አዳዲስ ነገሮች ለገበያው በማስተዋወቅ የደንበኛው ዋጋ/ጥቅም መጨመር						
	5.5. በአሰራር ላይ የሚታዩ ግድፈቶችን ማስወገድ						
	5.5						
	6. አፈጻጸም						
	6.1. ከባንያችን አዳዲስ ምርቶችን ወይም ሂደቶችን ማዘጋጀት ይችላል						
	6.2. ከባንያችን የደንበኞችን እርካታ በተሳካ ሁኔታ አግኝቷል						
	6.3. ከባንያችን የሽያጭ ዕድገት/ሽያጭ ተሻሽሏል						
	6.4. የኛ ከባንያ ትርፋማነት ከተወዳዳሪዎቹ ይበልጣል						
	6.5. የትርፍ እድገታችን ባለፉት ሁለት - ሶስት አመታት የኢንዱስትሪውን የገበያ ድርሻ ለውጦታል						
	6.6. በገበያው ውስጥ አዎንታዊ ገጽታ በመገንባት ረገድ ስኬታማ ነን						