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**ADDIS ABABA UNIVERSITY**

**COLLEGE OF BUSINESS AND ECONOMICS**

**SCHOOL OF COMMERCE**

**EFFECT OF MARKETING CONCEPT ON ETHIOPIAN  
POLITICAL PARTIES' PERFORMANCE**

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**By: BERHANU DEFABACHEW**

**ID: GSE/6726/12**

**Advisor: Dr. MESFIN WORKINEH**

**JUNE, 2022**

**ADDIS ABABA, ETHIOPIA**

# **EFFECT OF MARKETING CONCEPT ON ETHIOPIAN POLITICAL PARTIES' PERFORMANCE**

**Advisor: Dr. MESFIN WORKINEH**

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Fulfillment of the Requirements for the Degree of Master of Art in Marketing  
Management

**JUNE, 2022**

**ADDIS ABABA, ETHIOPIA**

## DECLARATION

I, Berhanu Defabachew, declare that this thesis "*Effect of Marketing Concept on Ethiopian Political Parties' Performance*" is my original work, prepared under the guidance of Dr. Mesfin Workineh. All sources of materials used for this thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or full to any other higher learning institution to earn any degree.

**Name:** Berhanu Defabachew **Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

## STATEMENT OF CERTIFICATION

This is to certify that Mr. Berhanu Defabachew has carried out his research work on the topic entitled "*Effect of Marketing Concept on Ethiopian Political Parties' Performance*" is his original work and suitable for submission for the award of Masters degree in Marketing Management.

**Name:** Dr. Mesfin Workineh    **Signature** \_\_\_\_\_    **Date** \_\_\_\_\_

# APPROVAL SHEET

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

DEPARTMENT OF MARKETING MANAGEMENT

POSTGRADUATE PROGRAMME

“This is to certify that Berhanu Defabachew thesis study, “*Effect of Marketing Concept on Ethiopian Political Parties’ Performance*”, submitted to the Master of Arts in Marketing Management, meets the required quality and originality standards.”

APPROVED BY BOARD OF EXAMINERS

Dr. Mesfin Workineh

---

**Advisor**

**Signature & Date**

Dr. Belaynesh Tefera

---

**Internal Examiner**

**Signature & Date**

Dr. Taye Amogne

---

**External Examiner**

**Signature & Date**

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## **DEDICATION**

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## **LIST OF ACRONYMS**

|              |   |
|--------------|---|
| <b>EPRDF</b> | Ethiopian Peoples Republican and Democratic Front |
| <b>EZEMA</b> | Ethiopian Citizens for Social Justice             |
| <b>PP</b>    | Prosperity Party                                  |
| <b>SBU</b>   | Strategic Business Unit                           |

## ABSTRACT

*This study was undertaken to investigate the effect of marketing concept on Ethiopian Political Parties' performance. The study applied explanatory design and quantitative research approach. It also used both secondary and primary data sources. The primary data was collected via questionnaire. Convenience sampling techniques was applied. The study distributed 154 questionnaires and the analysis is made based on 134 successfully responded questionnaires. A multiple regression model was constructed using SPSS software for the dependent variable (party performance) and three independent variables (potential voters' orientation, opponents' orientation and inter-functional coordination). The results show that at 5% level of significance all the three independent variables such as potential voters' orientation, opponents' orientation and inter-functional coordination have a significant positive effect on the performance of selected Ethiopian political parties. Furthermore, the result indicates that voters' orientation dimension has the foremost significant effect on selected Ethiopian political parties' performance which is followed by the opponent's orientation dimension and inter-functional coordination dimension. Among others, the study suggests that the management of these selected Ethiopian political parties needs to design policies and programs based on voters' needs and wants to keep on voters' satisfaction.*

**Keyword: Ethiopian Party Performance, Potential Voters' Orientation, Opponents' Orientation and Inter-Functional Coordination**

# CHAPTER ONE

## INTRODUCTION

This chapter deals about background of the study; statement of the problem; objectives of the study; hypothesis of the study, definition of key terms, significance of the study, scope of the study and organization of the study.

### 1.1. Background of the Study

For many years the term marketing understood with the old sense of simply making a sale i.e. telling and selling, however it is largely relying on keeping satisfying customers' needs and wants (Kotler & Armstrong, 2011). There are around five commonly accepted concepts where organizations design and undertake their marketing strategies namely the production, product, selling, marketing, and societal marketing concepts Kotler and Armstrong (2011).

Kotler and Armstrong (2011) defines 'Marketing concept' as, in order to achieve organizational objectives firms should clearly identify the needs and wants of their target market and deliver the ultimate satisfaction better than competitors do. Kotler (1972) suggested that marketing concept is a broaden concept which pinpointed with customer centered and respond philosophy. Similarly, Kohli and Jaworski (1990) define marketing concept as, taking into account the inner and outer of the market environment that affect customer needs and preferences and current as well as future needs of customers”

Marketing concept has been studied in many business literatures though there is inconsistency in using the term 'Marketing concept' and 'Market orientation' among scholars (McNamara, 1972). According to Narver & Slater (1990) as well as Kohli & Jaworski (1990) marketing concept and market orientation are entirely two different equivocal concepts. They indicated that market orientation has represented the implementation of the marketing concept.

In this regard, Kohli and Jaworski (1990) explained that market orientation is not merely the marketing unit task rather the organization – wide activities in generation of market intelligence pertaining to existing and potential customer needs, dissemination of the intelligence across the departments, and organization-wide responsiveness to it. Similarly,

Narver and Slater (1990) briefed market orientation as the organization culture where firms pursue by creating an essential behavior so as to create superior value for both the buyers and performance for the firms. Further, Hult (2005) suggested that without the support of a market oriented organizational culture, managers will find it difficult to implement organizational initiatives.

In line with this, political party applies marketing concept to their political process in order to satisfy voters' needs and win the opponents so that to achieve the party's objectives (Newman and Sheth, 1987). Supporting this, Lees-Marshment (2001) and Scammel (1999) stated that political organizations adapt marketing concepts just to achieve their goals (such as win elections or pass legislation). In this aspect, Levitt (1960) revealed that organizations adopt market orientation into their activities to provide consumer satisfaction and achieve their goals.

It is the fact that the primary concern of a candidate and any political party's ultimate move with the electorate is a marketing one and marketing cannot be avoided. Marketing is processes which enable political parties to design and implement their political campaigns with efficiency. Marketing plays a pivotal role for political parties in identifying diverse voter concern and needs by carried out detail marketing analyses, planning, implementation and control of political and electoral campaigns (Kotler, 1975; Niffenegger, 1989 and Shama, 1973).

In Ethiopia, after the Ethiopian Peoples Republican and Democratic Front (EPRDF) overtook power the country political system changed from socialist Ethiopia to Revolutionary Democratic state and since 1991 six consecutive elections have carried out in the country. Among others, the Prosperity Party (PP) which was established on December 2019, by dissolving the former EPRDF coalition, Ethiopian Citizens for Social Justice (EZEMA in Amharic) which are also established in May 2019 were the major contestant in 2021 election.

Getting messages to voters is important in a healthy democracy, and in order to do this, political parties in Ethiopia conducted various marketing activities to reach the audiences. The party promotes its political views through its campaigns and this is marketing. The parties themselves, candidates, employees and volunteers might communicate the potential

voters and challenges the opponents using different promotional methods so as to satisfy voters and gain supports.

In view of the above facts, political parties in Ethiopia require an efficient implementation of marketing concept to be the truly market oriented parties. This study is helpful in advancing the existing knowledge towards the effect of marketing concept on political parties' performance. Therefore, this study was undertaken to examine the effect of marketing concept on Ethiopian political parties' performance.

## **1.2. Statement of the Problem**

Shama (1973) believed that many concepts and tools are shared by marketing of goods and services and political marketing. Posner (1992) and Niffenegger (1989) argued that politicians have become associated to consumer products, complete with marketing strategies and promotion campaigns which allow them to gain major market share and increasingly election campaigns (Kotler, 1975; Kotler & Kotler, 1981 and Mauser, 1983). Thus, political parties should have a keen savvy of the basic marketing concept to be successful in their endeavor not only in short term but also in the long term Niffenegger (1989); Reid (1988).

For many years the marketing concept were overlooked by non-profit organizations (political parties) due to the misconception of the marketing as seldom discipline for profit making organization Kotler & Levy, (1973). This is because, many of non-profit making organizations (political parties) marketing mindset is designed as "organization – centered" is wrongly articulated as their product or services is needed by the market. Andersen and Kotler (2003). However, after the philosophy has gotten acceptance and recognition in wide ranges of contexts, political marketing was emerged as main stream in both political & marketing disciplines Wensley,1990,Kotler,1986).

From the perspective of commercial firms, the core principles of marketing concept is identified the needs and wants of customers and keeping them satisfied better than competitors' through coordinated organizational activities. The application of marketing concept in commercial firms ascertained that all the firms planning and execution is determined by benchmarking customer orientation as their pillars and the objective is

profitable sales volume through coordinated organizational marketing activities. By the same notion, adapting this philosophy into politics, political parties or candidates shall keep their voters' needs satisfied in order to get voters support ultimately meet their objectives (win election over their opponents) Mauser,1983:Newman & Sheth (1987),. Hence, in order to successfully and effectively implement marketing concept, political parties need to have an adequate understanding of marketing concept.

With all due challenge to apply the marketing concept into political parties' sphere, there is a high degree of flukes between the political marketing and commercial marketing Henneberg, 2004; Henneberg & O'Shaughnessy (2007); Scammell (1999). In commercial marketing, the customer orientation is the core concern for any firm Lafferty and Hult (2001), similarly in political marketing the focus of the electioneering is political customers which is Voter and is equivalent to customer orientation Henneberg (2002).This study also adopts competitor orientation of commercial marketing into political marketing by considering the necessity of being aware of the actions of competing parties Lees-Marshment, 2001; Ormrod (2005). The third component of marketing concept i.e. Inter-functional coordination deals about the organizational ability to utilize information taking place with various division in which it was generated in commercial marketing Lafferty and Hult (2001), taking this into political marketing, it focuses on the parties member integration in decision making process Ormrod (2005).

It is currently argued that for major parties to win elections, they need to apply political marketing and become market oriented Lees Marshment (2001). In regard to this, Narver & Slater (1990) stated that organizations having the highest degree of market orientation are associated with the highest profitability. Hence, these all suggest that adopting the marketing concept consciously helps to enhance the candidate's potential, ensuring the campaign's planning more systematic, efficient and voter-oriented.

Furthermore, political parties engaged in democratic election will encounter inevitable competitive environment. Hence, such competition leads to adopt modern marketing philosophies and practices on their political programs O'cass (2001). In addition, Mauser (1983), parties must understand marketing's central elements to be successful, not only in the short term but also in the long term as well.

Taking into account the benefits of adopting marketing concept, different studies have examined the effect of marketing concept in political organizations in different countries. For instance, empirical studies conducted in Australia party by O’Cass (1996), Lees Marshment (2001) in UK labor party, and Ormrod (2005). These studies show improvements in adopting the concept from time to time by political parties considering the value of the concept.

Over the past two decades, the application of marketing concept has been researched and adapted in depth by many researchers and political parties or candidates. Besides, political parties which are found in developed countries spent a huge amount of money; political marketing becomes multi-billion dollars industry by recognizing the leverages of adopting marketing concept in their electoral campaign Johnson (2001). However, in developing countries, like Ethiopia, it is observed that political parties didn’t give much emphasis in applying marketing concept in their political endeavors other than making a simple propaganda and campaign during election season also there is inadequate empirical studies in this regard.

In Ethiopian political organizations, to the best of this researcher knowledge, there is only very few evidences were found within the existing literature on political marketing in Ethiopian context. In this regard, the study conducted by Mulugeta (2016) and Neway (2020) examined political marketing the nexus between theory and practice in Ethiopia and the effect of marketing mix elements on voter’s loyalty respectively. Both researches were focused on political marketing as general. However, either of them was not address the effect of marketing concept as a preliminary objective.

Hence, as per the knowledge of the researcher, it is to be certainly possible to say that the effect of marketing concept on political parties’ performance was very rarely focused by previous empirical studies on Ethiopia context. Hence, this study contributes to the current literature to respond to the inadequacy of the literature towards marketing concept and its effect on Ethiopia political parties’ performance using components of market orientation developed by Narver and Slater (1990) model. The model addresses the marketing concept in three main components; potential voters’ orientation, opponent’s orientation and inter-functional coordination perspective.

### **1.3. Research Question**

This study intended to answer the following basic research questions.

- I. What is the effect of potential voters' orientation on the performance of Ethiopian Political Parties?
- II. What is the effect of opponents' orientation on the performance of Ethiopian Political Parties?
- III. What is the effect of inter-functional coordination on the performance of Ethiopian Political Parties?

### **1.4. Objectives of the Study**

#### **1.4.1. General Objective**

The main objective of the study was to investigate the effect of marketing concept on Ethiopian political parties' performance.

#### **1.4.2. Specific Objectives**

The specific objective of the study includes;

- I. To identify the effect of potential voters' orientation on the performance of Ethiopian Political Parties.
- II. To analyze the effect of opponents' orientation on the performance of Ethiopian Political Parties.
- III. To investigate the effect of inter-functional coordination on the performance of Ethiopian Political Parties.

### **1.5. Definition of Terms**

**Marketing concept:** a business philosophy that holds that long-term profitability is best achieved by focusing the coordinated activities of the organization toward satisfying the needs of a particular market segment (Kohli & Jaworski 1990).

**Market orientation:** the generation of appropriate market intelligence pertaining to current and future customer needs, and the relative abilities of competitive entities to satisfy these needs; the integration and dissemination of such intelligence across departments; and the coordinated design and execution of the organization's strategic response to market opportunities (Kohli & Jaworski 1990).

**Potential voters' orientation:** is defined as the party-wide awareness of voter needs and wants and an acknowledgement of the importance of knowing these (Ormrod, 2005).

**Opponents' orientation:** refers to the party-wide awareness of other parties' attitudes and behaviors and an acknowledgement that cooperation with other parties may be necessary to attain the party's long-term objectives (Ormrod, 2005).

**Inter-functional coordination:** is the third component of the market orientation and can be defined as it is the party-wide awareness and acceptance of the value of other members' opinions, irrespective of position in the party (Ormrod, 2005).

**Performance:** entails a set of performance management metrics used to quantify both the efficiency and effectiveness of actions (Neely, 1995).

**Political party:** A group of persons organized to acquire and exercise political power (Duverger, M., 2021).

## **1.6. Significance of the study**

The findings of the study help Ethiopian political parties to recognize the effect of marketing concept on Ethiopian political parties' performance. Furthermore, it assists the marketing unit of the political parties to gain a better understanding towards role of marketing concept so that the management to design better marketing strategies to improve its performance over times. Further, the study fills empirical gap and serves as spring board for other researchers who are interested in connection with the effect of marketing concept and political parties' performance in Ethiopia.

## **1.7. Scope of the Study**

The purpose of this study was to examine the effect of marketing concept adoption in the context of Ethiopian political parties. Among others, this study took Prosperity Party (PP) and Ethiopian Citizens for Social Justice (EZEMA) political party as area of the study.

Although there are many conceptual frameworks used to analyze for adoption of marketing concept, the researcher used Narver and Slater (1990) framework. This framework used three components of marketing orientation in order to see marketing concept adoption in organization. These components of market orientation are Potential Voters' Orientation, Opponents Orientation and Inter-Functional Coordination.

Moreover, the main data source of this study was questionnaire which enables the researcher to collect the required data from the staffs of the three indicated Ethiopian political parties. Geographically, the study focused on the three Ethiopian political parties' staffs who are working at head office and branch offices located in Addis Ababa, Ethiopia.

## **1.8. Limitation of the Study**

The limitation of the study was lack of detailed and variety prior studies and with this limitation, the researcher believes, the study contributes small thing for the great works yet to come.

## **1.9. Organization of the Study**

This study consists of five major chapters. The first chapter deals with introductory part which consists of background of the study, statement of the problem, research question, research objective, research hypothesis, significance and scope of the study. The second chapter contains review of related literatures including the conceptual framework. Chapter three describes the research methodology. Thereafter, in the chapter four the results findings are presented, analyzed and interpreted. Finally, summary of major findings, conclusions, recommendations are presented in the chapter five.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

This chapter gives an overview of literatures that are related to the research problem and it introduces literature like marketing concept, models of marketing concept. It also shows empirical studies done and conceptual framework of the study.

#### **2.1. Theoretical Review**

##### **2.1.1. Marketing Concept in Political Marketing**

Since the incursion of the term ‘Marketing Concept’ by Drucker in (1954), the concept remains unclear and argumentative to implement in terms of market orientation for many decades. After the work of Deshpande and Webster (1988) which brings the concept into application as a set of organizational culture values and a set of specific set of activities. Further, the concept extended by Narver and Slater (1990) to characterizing market orientation as the organizational culture to create superior customers value. Also, the work of Kohli and Jaworski (1990) explained the market orientation as specific set of activities that translate the marketing concept philosophy into practice.

The marketing concept has been arguing for many times between academicians and executives. Some authors stand with the notion that the adoption of a customer-oriented business philosophy is all about essential for survival in a competitive environment (Levitt, 1960; Kotler, 1977; Crawford, 1983 and Kotler & Andersen, 1987). One basic melting point where authors agreed upon is that marketing concept is process of creating a satisfied customer to achieve business objectives (Drucker, 1954, Keith, 1960, Levitt 1960).

However, the idea marketing concept was more comprehensive Jaworski and Kohli (1990) and Narver and Slater (1990), they made marketing concept practical by developing scientific measure to examine it and hence they propose that the market orientation represents the implementation of the marketing concept.

It is clear that the core reason of existence to profit making organization is their customers, hence organizations strives to identify those needs and exert utmost effort in order to create

long lasting satisfaction. This philosophical concept of marketing is highly applicable on commercial firms in which all their planning and operations focuses on customer oriented and the aim is to be profitable on greater sales volume and that all marketing activities are coordinated towards sustaining the goal (O’Cass, 1996).

However, according to Kotler (1979) marketing concept lagged dramatically in adoption by non-profit organizations, compared to other business practices. Though, adoption of market oriented has significant importance for non –profit organizations such as for political parties, some argues that non- profit organizations has defined their market based on the missions they set prior to and faces challenges to alter this market need based on customers need (Andersen and Kotler,2003).

Since the attribution of the term for the first time by Kelley (1956), there is no ubiquitous definition of ‘political marketing’. As the name describe, it’s the relationship of independent disciplines that is political science and marketing. With a great extent, it was perceived as ‘Propaganda’ where mass persuasion was its primary purpose (Scammel, 1999). According to Marshment (2001) political marketing is the adoption of marketing concept and techniques to politics to achieve their political objectives. Further, political parties are adopted marketing concept in order to satisfy their voter’s needs as their existence also relies on customers voice to win the seat (Newman and Sheth, 1987).

In line with this, many researchers briefed that political parties used to implement the marketing techniques while running for their political campaigns (Kotler & Kotler, 1981 and Newman & Sheth, 1985). If a political party’s design, develop, and deliver the intended product by taking voters’ values and needs into consideration, then the voter satisfaction would be increased. Voters will have a sense of being part of a politically responsive institution (Newman and Sheth, 1987).

According to Kotler and Andersen (1991) the challenge in applying marketing concept into political parties is that, many of them are organization-centered rather than customer-centered; the former believes and counter/oppose the organization’s ability to integrate marketing while the latter is the contemporary view of marketing mindset. However, having adopted the marketing concept, it is not certainly mean to instrument all of the functions rather those which are appropriate to fundamental situations Trustrom (1989).

Generally, the marketing concept has not been exhaustively implemented or exported to party's political activities; however, parties argued that they perform the marketing in terms of advertising and political campaign.

### **2.1.2. Importance of Marketing Concept in Political Marketing**

As Marshment (2001) briefed the political marketing as the adoption of basic marketing concepts and techniques in to politics in order to achieve the intended goals. She also nicely articulates the concept as potentially fruitful marriage between political studies and marketing. Many political parties aim regarding their customers' relation are believed to be long term. In order to effectively and efficiently design and implement political campaigns, marketing plays a pivotal role but not the only perspective (Kotler, 1975 and Shama, 1973).

The primary goals of any political parties which enter into democratic election are to become potential competitor in the race and intended to win/secure the major public seats. Their intentions were not limited at this occasion rather extended to win the election for many successive elections. The basic points which should not be ignored while addressing application of market orientation and marketing concept in politics, initially the concept involves securing winning election and more importantly parties strives to satisfy their voter's needs through deploying coordinated marketing activities (O'cass, 2001).

Further O'cass on his work (1996) strongly argued that the political party decision should be focused on voter oriented circumstance in order to determine their needs and wants and strive to meet and satisfy their expectation within the boundaries of parties ideology and parliamentary seats/numbers, and should not be evaluated on the percentage of the vote as standard marketing performance. In line with this, the authors conclude that, in order to effectively and efficiently achieve the intended target which is winning election, political parties should apply marketing concept by having a clear understanding of voter's needs, wants and offer the political product (Policies/manifestos) of its target voters in which enables satisfy their wants.(O'Cass, 2001).

As explained by O'Cass (2004), the importance of adopting marketing concept in commercial firms asserts in enhancing firm's performance, however, there were inadequate researches performed in non-profit making organization (political parties). The market

orientation has a significant influence on government, society and campaigns. Moreover, successfully adopted marketing concept leads to profitable business performance, i.e. customer retention (voter loyalty), sales growth, and new product developments (policies) Narver & Slater (1990).

To understand the adoption of marketing concept to politics, it is better to have O’Cass (1996) definition; Is a business (and political) philosophy that holds that long – term profitability (and electoral success) is best achieved by aiming the coordinated activities of the organization toward meeting and satisfying the needs and wants of a particular market segment(s). Therefore, political parties should have to have basic features of marketing in order to be successful in the long term Niffenegger (1989).

### **2.1.3. Measurement for adoption of Marketing Concept**

There has been a growing deal of recent researches in developing valuable frameworks for adopting the marketing concept in the organizations. The researcher tried to reflect some conceptual frameworks developed by various scholars which help to implement marketing concept into organizational activities.

#### **2.1.3.1. MKTOR Framework**

The marketing concept has remained the heartbeat of the marketing management for many years, yet, no one was checked its influence in terms of valid measurement. The work of Narver & Slater (1990) brings the development of valid measurement technique of market orientation and its effect on business performance. They used to ‘market orientation’ for implementing adoption of marketing concept in the organizations conceptual model to measure the market orientation so called MKTOR. This MKTOR framework consists of three components namely: Customer Orientation, Competitor Orientation and Inter-functional Orientation.

***Customer-Oriented:*** deals with the understanding of the target buyers want and needs to create superior value, or require that a seller thoroughly understand the buyer’s entire value chain by creating long term relations.

***Competitor-Oriented:*** holds that a seller shall understand its potential and existing competitors, further a seller needs to identify the short –term strengths and weakness and long-term capabilities of its competitor so as to be competitive enough.

***Inter-functional Orientation:*** is the third behavioral component which entails that to create superior value for target customers firms should coordinated and utilized all resources O’Cass (1996). Porter (1985) supports the idea that any individual in any function can create potential value for buyers. Creating superior value to customers is not solely the responsibility of marketing function rather requiring every unit and individual’s attention and commitment. Narver & Slater (1990)

### **2.1.3.2. MARKOR Framework**

This framework was developed by Kohli and Jaworski (1990), these authors also develop astonishing models which consists of Intelligence generation, Intelligence Dissemination and Responsiveness.

***Market Intelligence:*** is a broader concept than customers' verbalized needs and preferences in that it includes an analysis of exogenous factors that influence those needs and preferences.

***Intelligence Dissemination:*** for an organization to adapt to market needs, market intelligence must be communicated, disseminated, and perhaps even sold to relevant departments and individuals in the organization.

***Responsiveness:*** is the action taken in response to intelligence that is generated and disseminated.

### **2.1.3.3. Ormrod (2005) Framework**

Ormrod (2005) proposes eight conceptual model of political market orientation, four of them are comprises of ‘Behavioral’ perspective of the firm from the internal organization while the remaining by ‘Attitudinal’ from the external context. The Behavioral perspective consists of (Information Generation, Information Dissemination, Member Participation, and

consistent external communication). The attitudinal perspective includes (Voter Orientation, Competitor Orientation, Internal orientation, and External Orientation).

#### **2.1.3.4. Niffenegger (1988) Framework**

The other model proposed to measure the marketing concept are that of Niffenegger model, in which he adopts the classic marketing mix of 4P's into political marketing. He further classified the components as;

***Product:*** includes Party platform, Past record, and Personal Characteristics

***Promotion:*** Paid Ads, Publicity from staged events, debates

***Price:*** Economic costs, Psychological costs, and National image conflicts

***Place:*** Personal appearance program, and volunteer program

#### **2.1.3.5. Lees Marshment (2001) Framework**

Lees Marshment develops model which derive from the business organization. This includes;

***Product – Oriented party:*** entails that political parties design policies/manifestos which will assume to suit the voters' interest without the consent of their customers. Here, the parties seem conservative and are not intended to change their ideas or products even if they know that they will fail to achieve their target. The parties assume that their product is the best and will automatically be bought by voters.

***Sales – Oriented party:*** unlike product-oriented parties which focuses on internal believes, the sales –oriented party focuses on selling their ideas and argument to voters. Here, parties' uses market intelligence in order to have clear understanding of voters needs and their response about their policies. The sales-oriented parties deploy aggressive and persuasive advertising and communication techniques but not entirely go to changing their policy.

***Market – Oriented Party:*** the party conducts market intelligence in order to identify and determine voter's needs and develop policies which will be suitable for them. Here the focal points and higher attention is given to voter's interest.

#### **2.1.4. Concept of Performance in Political Marketing**

There is common sense of understanding on the concept of market orientation in which the concepts involve and passed through with the framework of customer focus, coordinated marketing, and profitability.

The work of Narver and Slater (1990) reveals that a significant relationship between market orientation and return on Investment (ROI) on the research conducted on business organization i.e. forest products industry using their own market orientation measurement (Customer orientation, Competitor orientation, and Inter-functional orientation). The finding revealed that the businesses having the highest degree of market orientation are associated with the highest profitability; however, it is not the case in all environments.

In contrary, the research conducted by Kohli and Jaworski (1992) found insignificant relationship between market orientation and return on equity (ROE) using their own measurement of MARKOR model (Market intelligence, dissemination of Intelligence and Responsiveness).

Whilst there is a strong objection on the latter pillars of the marketing concept which is profitability by some authors like Levitt's (1969) & Kohli & Jaworski (1990), due to the reason that profitability would be considered as consequence of a market orientation rather than part of it. To enforce this idea, Levitt describe as 'like saying that the goal of human life is eating'.

When adopting the marketing concept to politics, it should consider the political parties' objectives. O'cass (1996) reflects that in order to measure marketing performance in politics, political parties' decision should focus on voter oriented to determine voter needs and wants and attempts to satisfy them within their ideological bounds and parliamentary numbers rather than the percentage of the vote as standard. According to Ormrod (2005), while applying in election campaign the expected outcomes is to win the election, influence government policy, taking the higher seats etc.

As per O'cass (2001) argument, the objective of meeting voters' needs through a party's offering is to build brand loyalty and repeat voter exchange in long run by satisfying

identified voter needs better than opponents. However, applying marketing concept is not a guarantee to win each election.

Lees –Marshment (2001) argue that, if the party is the most market oriented or adopt the marketing concept than its rivals, then the probability of winning the election is the result. But it doesn't mean that the situation is always working, she also concludes that it is depending on the country's political system and the parties itself.

## **2.2. Empirical Studies**

This section of the study summarizes almost a similar study conducted by different researchers concerning to the study scope.

Winston & Dadzie (2002) examined the Market orientation of Nigerian and Kenyan firms focusing on the role of top managers in studying 450 top marketing managers 250 from Nigeria and 200 from Kenya. The study finds that, though the level of top management emphasis on market orientation is only marginal in these countries, it is likely to increase due to the reasons that the perceived level of competition and privatization of many firms. Also, the impact of top management on adopting market orientation is significant.

Mulugeta (2016) tries to examine the perceptions of two major parties' member in Ethiopia the EPRDF, now changed its name to Prosperity Party and the dominant influential party at a time of 2005 election Coalition for Unity Party to explore the nexus between theory & practice in Ethiopia context. The study found that there was no formal marketing practice used by both parties and no department responsible for establishment of political marketing mix elements rather they seldom undertook conventionally by simply stand for what they believe, or focused on persuading voters to agree with their preplan ideas and policies which were relating with the selling concept and product concept.

On the other hand, the study carried out by Neway (2020) investigated the effect of political marketing mix elements on voters' loyalty on Prosperity Party using Niffenegger (1989) model which integrates each of the classic 4P's of marketing mix into politics and the finding reveals that product strategy and process strategy have positive and a significant influence in determining voter loyalty. In addition, the result shows that the first most essential factor that influences voter loyalty is product strategy.

Lastly, this research is a modest attempt to examine the effect of marketing concept on Ethiopian political party's performance using Narver & Slater (1990) MKTOR model.

### **2.3. Research hypothesis**

The study has the following hypotheses;

**H<sub>1</sub>:** There is positive and significant effect of potential voters' orientation on the performance of Ethiopian Political Parties.

**H<sub>2</sub>:** There is positive and significant effect of opponents' orientation on the performance of Ethiopian Political Parties.

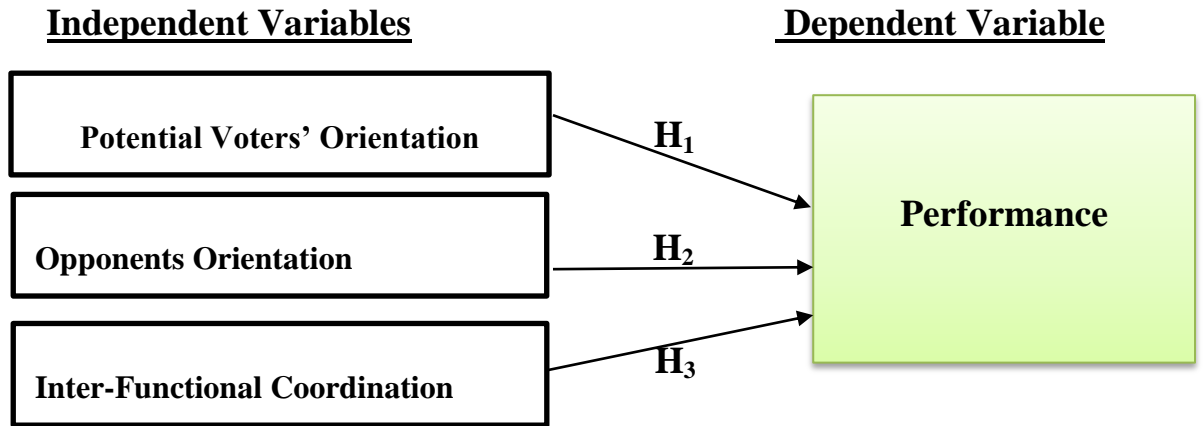
**H<sub>3</sub>:** There is positive and significant effect of inter-functional coordination on the performance of Ethiopian Political Parties.

### **2.4. Conceptual Framework**

In the literature above, Kohli and Jaworski (1990) suggest that "market orientation" is one way of conceptualizing the effect marketing concept in organization. Also, Narver and Slater (1990) applied model to conceptualize "market orientation" of a given organization. This conceptual framework is a valid and reliable measure of market orientation which is labeled as MKTOR model.

This MKTOR model has three core components of market orientation such as customer orientation, competitor orientation and inter-functional coordination and two decision criteria (long-term focus and profitability). In this regard, Kohli et al. (1993) recognized that MKTOR model as being the most comprehensive, reliable, validated and applied in many streams of research on market orientation measurement scales.

Accordingly, in this study, the conceptual framework of Narver and Slater (1990) is adapted to investigate the effect of marketing concept in performance of Ethiopian Political Parties. Therefore, the conceptual framework of the study is presented in the following figure.



**Figure 1: Conceptual framework of the Study**

**Source:** Adapted from Narver and Slater (1990) framework

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

This chapter presents detailed the research methodology employed in the study. Hence, topics related to research approach, research design, population, sampling technique, data type and source, data collection procedure, and method of data analysis are covered.

#### **3.1. Research Approach**

The researcher used a quantitative approach as the study intends to test the hypothesis by analyzing the relationship among variables using statistical procedures. Similarly, Creswell (2005) indicated that quantitative analysis is the best approach while developing the cause and effect relationship between variables that yield statistical data. Supporting this, Kothari (2004) portrays that quantitative research favors methods such as surveys and experiments and attempt to test hypotheses.

#### **3.2. Research Design**

For the purpose of this study the researcher employed both explanatory and descriptive research design. An explanatory research design was employed to identify the effect of marketing concept on Ethiopian political parties' performance. Further, the study also employed descriptive design to systematically describe specific views or opinions about the marketing concept practices under the study matter.

#### **3.3. Population and Sample Size of the study**

##### **3.3.1. Target Population**

According to the National Election Board of Ethiopia, there were twenty (20) political parties that contest for House of Peoples representative during the 6<sup>th</sup> National Election. Among these, Prosperity Party won 413 out of 547 total seats, NAMA party won 5 seats out of 547 total seats and EZEMA won 4 seats and Gedeo Peoples Democratic Organization won 2 seats out of 547, and an independent candidate secured 4 seats.

This study mainly focused on EZEMA party and Prosperity party. The reason for choosing these political parties is because they won the most seats in the country’s parliamentary election than the rest. Besides, both parties’ head offices are resides in Addis Ababa and have many branches and staffs across the province. Therefore, the target population of the study would be head office and branch offices staffs of EZEMA party and Prosperity part who are working in Addis Ababa city. These political parties have 255 staff at head office and branch offices in Addis Ababa city. Accordingly, each of the Parties' number of staff both at head office and branch offices in Addis Ababa city is shown in Table 1 below.

**Table 1: Target Population by Political Parties**

| No.                            | Name of Political Party | Number of Staffs at Head office and Branches |
|--------------------------------|-------------------------|--|
| 1.                             | EZEMA Party             | 112  |
| 2.                             | Prosperity Party        | 143  |
| <b>Total Target Population</b> |                         | <b>255</b>                                   |

**Source: Own Gathering, 2022**

### 3.3.2. Sample Size

To gather data from the whole staff of sampled political parties, the study used sample data. In this regard, Saunders et al. (2003) sample size ensures an appropriate representation of the defined target population. Based on Kothari (2004), the formula to determine the sample size (n) of a finite population is given as;

$$n = \frac{Z^2 \cdot p \cdot q \cdot N}{e^2 (N-1) + z^2 \cdot p \cdot q}$$

**Where:** N =Total number of populations

**n** =sample size

**Z**= Standardized normal at 95% confidence interval equal to1.96

$p$ =sample proportion  $P=0.5$

$q=1-p$

$e$  =Allowable error (0.05)

$$n = \frac{(1.96)^2 (0.5) (0.5) 255}{(0.05)^2 (255-1) + (1.96)^2 (0.5) (0.5)}$$

$$n = \frac{244.9020}{1.5954}$$

$$n = 153.5051 \approx 154$$

As a result, based on the formula this study needed a sample of 154 and distributed to staff of sampled political parties at head office and branch offices in Addis Ababa.

### 3.4. Sampling Technique

To achieve the study purpose, the researcher employed convenience sampling technique. According to Battaglia (2008), in the convenience sampling technique, elements of the samples were chosen from the population based on their accessibility to the researcher or simply where they happened to be located, spatially or administratively. Also, proportionate allocation of sampling procedure is used to increase the representative units of measurement.

**Table 2: Proportionate Stratified Sampling**

| No.                     | Name of Political Party | No. of Staffs | Percentage Share | Sample to be distributed |
|-------------------------|-------------------------|---------------|------------------|--------------------------|
| 1                       | EZEMA Party             | 112           | 43.9%            | 68                       |
| 2                       | Prosperity Party        | 143           | 56.1%            | 86                       |
| <b>Total Population</b> |                         | <b>255</b>    | <b>100%</b>      | <b>154</b>               |

Source: Own Computation, 2022

### **3.5. Data Sources and types**

The study used both primary and secondary data to examine the effect of marketing practices and its effect on the performance of Ethiopian Political Parties. Thus, primary data was collected from the staff of Ethiopian Political Parties by using a closed-ended questionnaire. Moreover, the researcher employed secondary data such as relevant journal articles and research findings to elaborate on this research finding.

### **3.6. Data Collection Procedure**

A questionnaire research instrument was used as the main data tool for quantitative data gathering. The questionnaire method is applied because it is fast and easier to get data from large respondents. The questionnaire comprised a close-ended question format. Given this, the questionnaire was organized in tandem with the study objectives and it included three parts.

The first part shows the demographic profile of the respondents and other important issues. Also, the second part focuses on measuring market orientation. For measuring the component of market orientation (independent variables) the researcher applied Narver and Slater (1990) framework. They developed a market orientation construct known as MKTOR model which consists of 14 items with three underlying behavioral components. These components of market orientation are Potential Voters' Orientation, Opponents Orientation, and Inter-Functional Coordination which consists of 6 items, 5 items, and 3 items, respectively. The last part subject of the questionnaire indicates the degree of agreement with the statement about performance in the context of Ethiopian Political Parties.

The responses to the questions were measured on a five Likert rating scale where: Strongly Agree (SA) = 5; Agree (A) = 4; Neutral (N) = 3, Disagree (D) = 2; and Strongly Disagree (SD) = 1. The use of the Likert scale measurement is to make issues easier for respondents to answer a question simply. Additionally, regarding the language, the questionnaire was prepared in both Amharic and English language.

Before administrating the questionnaire to the selected sample size, a pilot survey was conducted. The pilot survey was undertaken to check if the questionnaire is clear, easy to understand, and straightforward to ensure that the respondents can answer the questions with no difficulty. As a result, the researcher gained an opportunity to learn the various weaknesses of the questions and correct them before the questionnaire was distributed. Following this, the questionnaires were administered and circulated to the staff of EZEMA party and Prosperity party at the head office, and branch offices in Addis Ababa.

Furthermore, the study performed data coding, entry, editing, and cleaning activities then after the statistical package for the social sciences (SPSS) version 23 was applied for processing and analysis of the results.

### **3.7. Method of Data Analysis**

Concerning data analysis, the study applied both descriptive and inferential statistics. In doing so, descriptive statistics such as percentage, frequency, mean and standard deviation were used to analyze and describe the data. Pearson correlation analysis was employed to examine the relationship among variables. In addition, multiple regression analysis was done to investigate the effect of components of market orientation (independent variables) on the performance (dependent variable). Furthermore, before directly dealing with the multiple regression model the researcher checked important assumptions of the multiple regression model such as multicollinearity, normality, and heteroskedasticity.

### **3.8. Model Specification**

According to Gujarat (2004), multiple regressions is a statistical technique that can be used to analyze the relationship between a single dependent variable and several independent variables. The model has the following mathematical form:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n + \epsilon_i$$

Therefore, in this study, a multiple regression equation models was applied to investigate the effect of marketing concepts measured by market orientation on the performance of Ethiopian Political Parties and it is given by:

$$PP = \alpha + \beta_1 (PVO) + \beta_2 (OPO) + \beta_3 (IFCO) + e_x$$

**Where:**

**PP:** Party Performance

**PVO:** Potential Voters' Orientation

**OPO:** Opponents' Orientation

**IFCO:** Inter-Functional Coordination

$\beta_1, \dots, \beta_5$  = Coefficients/Slops,  $\alpha$ : Intercept and  $e_x$ : Error term

### **3.9. Validity and Reliability**

The study improved the data collection instrument construct in three ways. First, the researcher addressed the validity through the review of the literature and adopting the instrument used by Narver and Slater (1990), the MKTOR model. The validation of the MKTOR model construct was checked by many scholars in different disciplines so that no need to check the validity of the instrument. Besides, the researcher discussed with the advisor the questionnaires before it was distributed.

Reliability is defined as the quality of consistency or reliability of a study or measurement. A measuring instrument is reliable if it provides consistent results (Kothari, 2004). For this study, internal consistency reliability was determined by Cronbach's alpha. It is useful in assessing the consistency of the results across items within a test. It represents a number between 0 and 1. According to Zikmund et al. (2010) scales with coefficient alpha greater than 0.7 indicate fair reliability and higher are considered adequate to determine the reliability

**Table 3: Cronbach's Alpha: Reliability Statistics**

| No.                  | Items                         | No of Items | Cronbach's alpha |
|----------------------|-------------------------------|-------------|------------------|
| 1.                   | Potential Voters' Orientation | 6           | .794             |
| 2.                   | Opponents Orientation         | 5           | .911             |
| 3.                   | Inter-Functional Coordination | 3           | .736             |
| 4.                   | Party Performance             | 5           | .809             |
| <b>Overall items</b> |                               | <b>19</b>   | <b>.929</b>      |

*Source: SPSS Output, 2022*

As shown in the table 3, the reliability test for each of the dimensions and overall reliability test is greater than the threshold level (0.7). This implies that the items have relatively a high level of internal consistency.

### **3.10. Ethical Consideration**

The study considers ethical issues. Participation of respondents was strictly voluntary. Measures were taken to ensure the dignity and freedom of each individual participating in the study. In addition, they were informed verbally as well as in writing that any information obtained via questionnaire was purely used for academic purposes and not handled with the highest order of confidentiality.

## CHAPTER FOUR

### DATA ANALYSIS AND DISCUSSION

This chapter contains results and a discussion of data analysis. The findings of this research hold key headings: Response rate, Respondent’s characteristics, Descriptive analysis, Correlation analysis and Multiple regression analysis.

#### 4.1. Response Rate

A total of one hundred fifty-four (154) questionnaires were distributed. From this, one hundred thirty-four (134) questionnaires were returned successfully with the rate of 87.6%. In making conclusions, Mugenda and Mugenda (2003) specified the representativeness of the response rate to undergo the data analysis; a response rate of 50% is satisfactory; 60% is good, 70% and above is excellent. Hence, the response rate of this study is considered an excellent response rate. So, the analysis was carried out based on this response rate.

#### 4.2. Characteristics of the Respondent’s

This section showed the main demographic characteristics of the respondents such as gender, age, education, and workplace.

**Table 4: Respondents Profile**

| Variable          | Description     | Frequency  | Percentage  |
|-------------------|-----------------|------------|-------------|
| <b>Gender</b>     | Male            | 129        | 96.3%       |
|                   | Female          | 5          | 3.7%        |
| <b>Total</b>      |                 | <b>134</b> | <b>100%</b> |
| <b>Age</b>        | 18-30 years     | -          | -           |
|                   | 31-40 years     | 9          | 6.7%        |
|                   | 41-50 years     | 103        | 76.9%       |
|                   | Above 50 years  | 22         | 16.4%       |
| <b>Total</b>      |                 | <b>134</b> | <b>100%</b> |
| <b>Education</b>  | College Diploma | -          | -           |
|                   | First Degree    | 96         | 71.6%       |
|                   | Master Degree   | 38         | 28.4%       |
|                   | PHD             | -          | -           |
|                   | Other           | -          | -           |
| <b>Total</b>      |                 | <b>134</b> | <b>100%</b> |
| <b>Work place</b> | Head office     | 28         | 20.9%       |
|                   | Branch          | 106        | 79.1%       |
| <b>Total</b>      |                 | <b>134</b> | <b>100%</b> |

*Source: Survey Data, 2022*

From the data presented in table 4, most of the respondents were male 129(96.3%) and the remaining respondents 5(3.7%) were female. This implies that almost all of the study respondents were male.

Likewise, the largest share of respondents was in the age group of 41-50 years 103(76.9%) followed by the age group above 50 years 22(16.4%) and the age group of 31-40 years 9(6.7%). This implies that the study comprised of respondents who have different age groups.

Regarding educational background, as also indicated in table 4, 96(71.6%) were first degree holders and 39(28.4%) have a second degree. This implies that all of the respondents can understand the questionnaire and reply to the questions correctly.

In terms of working place, as indicated in table 4, the greater part of the respondents worked at branches which comprise 79.1% whereas the rest sampled respondents (20.9%) were found at head office.

### **4.3. The Practice of Marketing Concept in the selected Ethiopian Political Parties**

The prime objective of the study was to investigate the effect of the marketing concept on the performance of selected Ethiopian Political Parties.

The study used market orientation to conceptualize the effect of marketing concepts in the organization. So, the MKTOR model was employed and it has three core components of market orientation such as voters' orientation, opponents' orientation, and inter-functional coordination. Hence, the practice of effects of marketing concepts in selected Ethiopian political parties was examined using the above three components or dimensions.

To meet this objective, the respondents were asked to state the extent of agreement based on Likert five scale points which are the most widely used to measure attitudes (Rensis Likert, 1932). Additionally, descriptive statistics such as frequency, percentage, mean and standard deviation (SD) were employed to examine the responses of respondents concerning the three dimensions of market orientation.

### 4.3.1. Potential Voters' Orientation Dimension Practice

The extent to which the respondent's agreement or disagreement with the statements concerning potential voters' orientation dimension practice is presented in the table 5 below;

**Table 5: Analysis of Potential Voters' Orientation Dimension Practice**

| <i>No</i>                       | <i>Items</i>   | <i>Rating Scales in percent</i> |             |              |              |              | <i>Mean</i> | <i>SD</i>    |
|---------------------------------|--|---------------------------------|-------------|--------------|--------------|--------------|-------------|--------------|
|                                 |  | <i>1</i>                        | <i>2</i>    | <i>3</i>     | <i>4</i>     | <i>5</i>     |             |              |
| <i>1.</i>                       | Our party policy and program objectives are driven by Voters' satisfaction.                  | <i>1.5%</i>                     | <i>2.2%</i> | <i>14.9%</i> | <i>55.2%</i> | <i>26.1%</i> | <i>4.02</i> | <i>0.799</i> |
| <i>2.</i>                       | Our party monitors the level of commitment and orientation to serving voters' needs.         | <i>1.5%</i>                     | <i>2.2%</i> | <i>16.4%</i> | <i>50.7%</i> | <i>29.1%</i> | <i>4.04</i> | <i>0.826</i> |
| <i>3.</i>                       | Our party strategy for competitive advantage is based on the understanding of voters' needs. | <i>1.5%</i>                     | <i>6.7%</i> | <i>26.9%</i> | <i>38.1%</i> | <i>26.9%</i> | <i>3.82</i> | <i>0.956</i> |
| <i>4.</i>                       | Our party strategies are driven by creating greater value for voters.                        | <i>2.2%</i>                     | <i>2.2%</i> | <i>23.1%</i> | <i>47%</i>   | <i>25.4%</i> | <i>3.91</i> | <i>0.879</i> |
| <i>5.</i>                       | Our party measures voter satisfaction systematically and frequently.                         | <i>0.7%</i>                     | <i>2.2%</i> | <i>13.4%</i> | <i>23.9%</i> | <i>59.7%</i> | <i>4.39</i> | <i>0.858</i> |
| <i>6.</i>                       | Our party gives close attention to the after-election service.                               | <i>0.7%</i>                     | <i>1.5%</i> | <i>17.2%</i> | <i>65.7%</i> | <i>14.9%</i> | <i>3.92</i> | <i>0.667</i> |
| <i>Overall (aggregate) mean</i> |  |                                 |             |              |              |              | <i>4.02</i> |              |

*Key: 1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree*

**Source: Survey Result, 2022**

A total of 109(81.3%) of the respondents agreed that voter satisfaction is at the center of their party's policy and program goals, of which 26.1% strongly agreed. Whereas 5(3.7%) of the total respondents disagreed and 20(14.9%) of the respondents were neutral to the statement. Besides, this item scored a mean value of 4.02 with a standard deviation of 0.799. This implies most of the respondents claimed that voter's pleasure drives their party's policy and program objectives.

Further, 107(79.9%) of the total respondents agreed that the parties monitoring the level of commitment and orientation to serving voters' needs whereas 5(3.7%) respondents disagreed

with the statements. Only 22(16.4%) of the total respondents were indifferent. Further, this item scored a mean value of 4.04 with a standard deviation of 0.826. This implies that the largest number of the respondents believed that the parties keep track of how committed and focused they are on meeting the need of voters.

In the analysis of the opinion of the respondents concerning the party's strategy for competitive advantage, the result displayed that most of the respondents 87(64.9%) agreed that the party's strategy for competitive advantage is based on an understanding of voters' needs. Respondents representing 11(8.2%) were opposed to the issue while 36(26.9%) the respondents were neutral. Additionally, this item scored a mean value of 3.82 with a standard deviation of 0.956. This implies the majority of the respondents approved that the parties' competitive advantage plan is based on a thorough knowledge of voters' requirements.

When we see the respondents' view regarding "Our party strategies are driven by creating greater value for voters", 97(72.4%) of the total respondents agreed, 6(4.5%) disagreed and 31(23.1%) of the respondents were neutral. Also, this item scored a mean value of 3.91 with a standard deviation of 0.879. This implies that the majority of the respondents supported that the goal of their party's strategies is to provide more value to voters.

In response to the question of whether or not there is a practice of evaluating voter satisfaction systematically and periodically, 112(83.6%) of respondents agreed and 4(3.0%) disagreed. The remaining 18 respondents (13.4%) were undecided on the subject. Furthermore, this item received a mean of 4.39 and a standard deviation of 0.858. This means that the majority of respondents confirmed that political parties measure voter satisfaction on a regular and systematic basis.

According to information gathered from respondents, the majority of respondents 108(80.6%) agreed that the parties pay close attention to post-election service, whilst 3(2.2%) respondents disagreed with the issue. Of the total respondents, 23(17.2%) were indifferent. Moreover, this item scored a mean value of 3.92 with a standard deviation of 0.667. This implies the majority number of respondents assured that the parties provide due attention to after-election service.

### 4.3.2. Opponents' Orientation Dimension Practice

The extent to which the respondent's agreement or disagreement with the statements concerning opponents' orientation dimension practice is presented in table 6 below;

**Table 6: Analysis of Opponents' Orientation Dimension Practice**

| No                              | Items   | Rating Scales in percent |      |       |       |       | Mean        | SD    |
|---------------------------------|---|--------------------------|------|-------|-------|-------|-------------|-------|
|                                 |   | 1                        | 2    | 3     | 4     | 5     |             |       |
| 1.                              | Our party frequently collects market data to direct new marketing plans than its opponents.           | 1.5%                     | 3.0% | 25.4% | 41.8% | 28.4% | 3.93        | 0.889 |
| 2.                              | Our party responds rapidly to opponents' actions that threaten the party.                             | 1.4%                     | 3.0% | 24.6% | 41.8% | 29.1% | 3.94        | 0.890 |
| 3.                              | The top management team often discusses opponents' marketing strategies and their marketing programs. | 1.5%                     | 6.7% | 32.1% | 36.6% | 23.1% | 3.72        | 0.943 |
| 4.                              | Our party carries out benchmarking towards main opponents.  | 1.5%                     | 6%   | 30.6% | 33.6% | 28.4% | 3.78        | 0.966 |
| 5.                              | Our party targets opportunities based on competitive advantage.                                       | 1.5%                     | 6%   | 24.6% | 38.1% | 29.5% | 3.88        | 0.955 |
| <b>Overall (aggregate) mean</b> |   |                          |      |       |       |       | <b>3.85</b> |       |

*Key: 1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree*

**Source: Survey Result, 2022**

As revealed in table 6, about 94(70.1%) of the respondents agreed that the parties obtained market data more regularly than its opponents to develop new marketing plans. Representing 6(4.5%) of the respondents disagreed and almost 34(25.4%) of the participants became neutral with this concern. Besides, this item scored a mean value of 3.93 with a standard deviation of 0.889. This implies that the majority of the respondents approved that the selected party more regularly collects market data to direct new marketing plans than its opponents.

The result in the table 6 revealed that about 95(70.9%) respondents agreed that parties respond quickly to opponents' actions that endanger the party, whereas 6(4.5%) of

respondents disagreed and the remaining respondents 33(24.6%) were neutral for this issue. Moreover, this item scored a mean value of 3.94 with a standard deviation of 0.890. This implies that the majority of the respondents agreed that the parties react rapidly to threats posed by the opponents.

Understanding marketing strategies is critical for any organization since it allows them to evaluate their opponents' strengths and shortcomings as well as identify market gaps, giving them a competitive advantage over their competitors. In this regard, the majority of respondents 80(59.7%) agreed that the top management team regularly analyzes opponents' marketing methods and programs, while 11 (8.2%) disagreed and 43(32.1%) were indifferent. In addition, this item had a mean of 3.72 and a standard deviation of 0.943. This implies that opponents' marketing tactics and programs are frequently discussed by the top management team however; more work has to be done into analyzing opponents' marketing strategies and programs

Concurrently, respondents were asked whether or not their party carries out benchmarking toward main opponents. As shown in table 6, 83(61.9%) of the respondents consented that benchmarking is done by our party against major rivals while 10(7.5%) disagreed and 41(30.6%) of the respondents were neutral to this issue. Also, this item scored had a mean of 3.78 and a standard deviation of 0.966. This implies the majority of the respondents asserted that the parties conduct benchmarking against other similar parties to see whether there is a performance gap or best practices that can be closed by improving their performance. However, more work has to be done into conducting benchmark opponents' best practices.

Finally, the majority of the respondents 91(67.9%) approved that the party targets opportunities based on competitive advantage. However, just a small percentage of respondents 10(7.5%) disagreed and 33(24.6%) respondents were indifferent. Further, this item scored a mean value of 3.88 with a standard deviation of 0.955. This implies that the majority of the respondents confirmed that the parties pursue different alternatives based on their competitive advantage however; more work has to be done in searching for opportunities based on competitive advantage.

### 4.3.3. Inter-Functional Coordination

The extent to which the respondent’s agreement or disagreement with the statements concerning inter-functional coordination dimension practice is presented in the table 7 as follow;

**Table 7: Analysis of Inter-Functional Coordination Dimension Practice**

| No                              | Items   | Rating Scales in percent |       |       |       |       | Mean        | SD    |
|---------------------------------|---|--------------------------|-------|-------|-------|-------|-------------|-------|
|                                 |   | 1                        | 2     | 3     | 4     | 5     |             |       |
| 1.                              | In our Party, information about our successful and unsuccessful voters’ experiences is shared across all departments. | -                        | 16.4% | 21.6% | 38.1% | 23.9% | 3.69        | 1.012 |
| 2.                              | Our Party functions are integrated into serving the needs of our target markets.                                      | 0.7%                     | 9.7%  | 22.4% | 38.1% | 29.1% | 3.85        | 0.977 |
| 3.                              | Our Party's top management team understands how everyone in our Party can contribute to creating voter value.         | 1.5%                     | 6.7%  | 41.8% | 32.1% | 17.9% | 3.58        | 0.911 |
| <b>Overall (aggregate) mean</b> |   |                          |       |       |       |       | <b>3.71</b> |       |

*Key: 1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree*

**Source: Survey Result, 2022**

A total of 83(61.9%) of respondents agreed that across all departments, information about successful and unsuccessful voter experiences is shared. Whereas 22(16.4%) respondents disagreed and the rest respondents 29(21.6%) were neutral on this issue. Further, this item scored a mean value of 3.69 with a standard deviation of 1.012. This implies the majority of the respondents reflected that all departments exchange information regarding successful and unsuccessful voter encounters across all departments however, more work has to be done in this area.

As stated in the table 7 above, 90(67.2%) of the total respondents agreed on the integration of parties’ functions in meeting the needs of their target audiences while 14(10.4%) respondents disagreed. But a total of 30(22.4%) of the respondents were neutral on this issue. Besides, this item scored a mean value of 3.85 with a standard deviation of 0.977. This implies the majority of the respondents asserted that the parties’ functions are intertwined with

addressing the demands of their target markets however, more work has to be done into integrating parties' functions and opportunities based on competitive advantage.

In terms of the parties' top management team understanding of how everyone in the party can contribute to building voter value, nearly an average of the respondents 67(50.0%) agreed while 11(8.2%) disagreed. Moreover, 56(41.8%) of the respondents were neutral about this item. In addition, this item scored a mean value of 3.58 with a standard deviation of 0.911. This implies that on average respondents revealed that the top management team of selected political parties recognizes the importance of everyone in the organization contributing to the creation of voter value however, a notable gap is observed in this aspect.

#### 4.4. Correlation Analysis

Correlations measure the direction and association between two variables. The correlation coefficient ranges from +1 to -1; a correlation coefficient of +1 describes a perfect positive relationship, a correlation of -1 describes a perfect negative relationship, and a correlation of 0 describes a situation in which a change in one variable is not associated with any particular change in the other variable (Gujarati, 2003). Hence, in this research Pearson correlation was computed to check whether Party performance has any association with the independent variables.

**Table 8: Analysis Pearson Correlation (r)**

| Variable or Dimension         | Party performance | Sig. | N   | Types of Correlation |
|-------------------------------|-------------------|------|-----|----------------------|
| Potential voters' orientation | 0.737**           | .000 | 134 | Pearson Correlation  |
| Opponents' orientation        | 0.691**           | .000 | 134 | Pearson Correlation  |
| Inter-functional coordination | 0.597**           | .000 | 134 | Pearson Correlation  |

**\*\*.** Correlation is significant at 0.01 levels (2-tailed).

**Sources: SPSS Output, 2022**

As shown in Table 8, Pearson correlation coefficient (r) indicates potential voters' orientation has the strongest positive relationship with the performance of parties ( $r = .737$ ,  $p < .05$ ). This entails that an increase or decrease in potential voters' orientation dimension will improve or reduce the performance of selected Ethiopian political parties.

Concomitantly, the opponents' orientation dimension has the second strong association with the performance of parties at  $r=0.691$   $p<0.05$  which means when the opponents' orientation dimension gets better, then the performance of parties moves in the same direction.

Also, there was a strong positive relationship between the inter-functional coordination dimension and party performance with a coefficient value of 0.597 at the acceptable 5% level of significance. That means if the inter-functional coordination dimension increases then the performance of the selected parties will increase and vice versa.

#### 4.5. Tests of Assumptions

At the beginning of the econometrics analysis, it is required to check the basic assumptions of the classical linear regression model (CLRM). In this research, the basic assumptions of the classical linear regression model such as Multicollinearity, Homoscedasticity, and Normality of the data tests are presented as follows.

##### 4.5.1. Normality Assumption

The normality test is identified using Skewness and Kurtosis and histogram methods According to Hair, et al., (1998) skewness and kurtosis should be within the range of +2 to -2 when the data are normally distributed. As revealed in table 9, the Skewness and Kurtosis result shows that the values for all variables are ranging from +2 to -2. This reflects that the input data are said to be normally distributed.

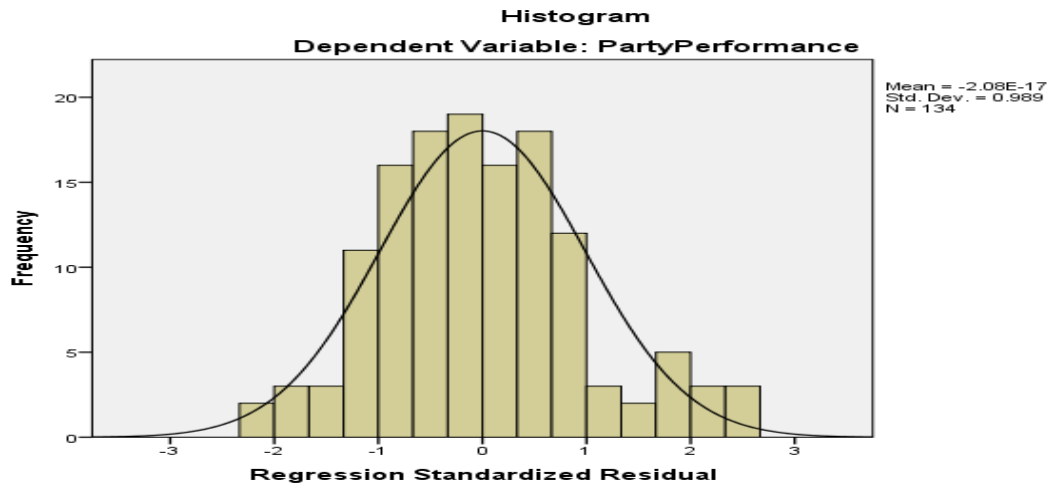
**Table 9: Skewness and Kurtosis**

|                               | N         | Skewness  |            | Kurtosis  |            |
|-------------------------------|-----------|-----------|------------|-----------|------------|
|                               | Statistic | Statistic | Std. Error | Statistic | Std. Error |
| Potential Voters Orien        | 134       | -.923     | .209       | 1.936     | .416       |
| Opponents Orien               | 134       | -.648     | .209       | 1.330     | .416       |
| Inter Functional Coordination | 134       | -.232     | .209       | -.533     | .416       |
| Party Performance             | 134       | -.079     | .209       | -.187     | .416       |
| Valid N (listwise)            | 134       |           |            |           |            |

*Source: SPSS Output, 2022*

Likewise, according to Brooks (2008), if the residuals are regularly distributed, the histogram should be bell-shaped. Figure 2 shows that the histogram is reasonable symmetrically bell-shaped. As a consequence, the result shows that there is no major violation of the assumption's normality.

**Figure 2: Normality-Histogram Graph**

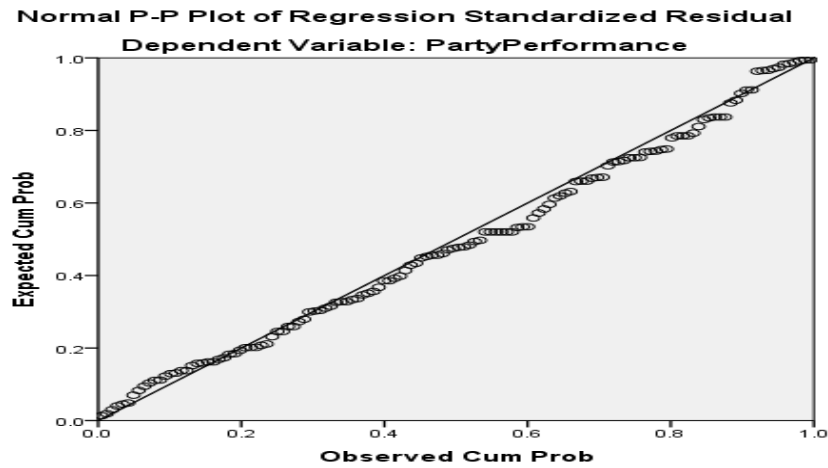


**Source: SPSS Output, 2022**

#### **4.5.2. Linearity Test**

A multiple regression can only predict the link between dependent and independent variables effectively if the associations are linear. As shown in Figure 3, the P-P plot findings demonstrated that all independent factors had a linear relationship with the dependent variables.

*Figure 3: Linearity Test*



*Source: SPSS Output, 2022*

### 4.5.3. Multicollinearity Test

The Variance Inflation Factor is used to identify the existence of multicollinearity in the model. As noted by Gujarati (2004), if the variance inflation factor exactly or exceeds 10 then there is a problem of multicollinearity. As table 10 shows, since the variance inflation factor is below 10, there is no serious multicollinearity problem among the variables and hence all of the independent variables can be included in the model estimate.

**Table 10: Multicollinearity test**

| Model |                               | Collinearity Statistics |       |
|-------|-------------------------------|-------------------------|-------|
|       |                               | Tolerance               | VIF   |
| 1     | Potential Voters Orientation  | .482                    | 2.075 |
|       | Opponents Orientation         | .520                    | 1.922 |
|       | Inter Functional Coordination | .677                    | 1.478 |

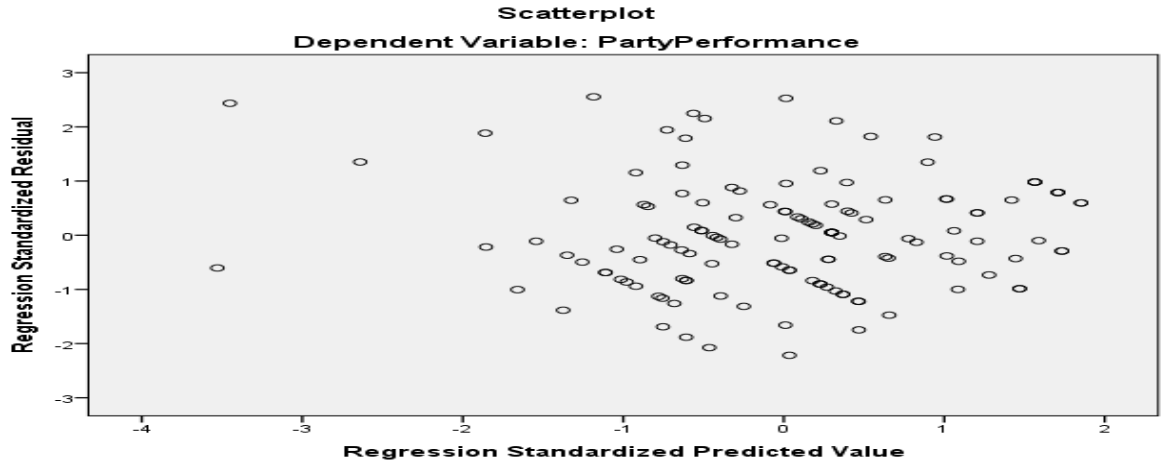
a. Dependent Variable: Party Performance

*Source: SPSS Output, 2022*

### 4.5.4. Homoscedasticity

Hair et al. (1996) defined homoscedasticity as variance homogeneity. The scatter plot is used to assess the homoscedasticity assumption. The scatter plot, as shown in Figure 4, is not a cluster or has no systematic pattern. This implies that the assumption of homoscedasticity is not seriously violated.

**Figure 4: Scatter Plot**



*Source: SPSS Output, 2022*

#### 4.6. Regression Analysis

This study applied a multiple regression model to investigate the effect of the marketing concept on the performance of Ethiopian Political Parties. It contains party performance (PP) as a dependent variable; potential voters’ orientation (PVO) dimension, opponents’ orientation (OPP) dimension, and inter-functional coordination (IFC) dimension as independent variables. The study used a 5% level of significance and SPSS software. The estimation result of the multiple regression model is presented in the subsequent tables below.

##### 4.6.1. Model Summary

*Table 11: Model Fit*

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .804 <sup>a</sup> | .646     | .637              | .38172                     |

a. Predictors: (Constant), Inter Functional Coordination, Opponents Orien, Potential Voters Orien

b. Dependent Variable: Party Performance

*Source: SPSS Output, 2022*

Based on Table 11 result, the coefficient of determination ( $R^2$ ) indicates that 64.6% of the variation in the performance of parties be explained by potential voters' orientation dimension, opponents' orientation dimension, and inter-functional coordination dimension. The remaining 35.4% of variations in the performance of the selected Ethiopian political parties were explained by other variables which are not included in this model.

#### 4.6.2. ANOVA Result

*Table 12: ANOVA Table Result*

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 34.510         | 3   | 11.503      | 78.944 | .000 <sup>b</sup> |
|       | Residual   | 18.943         | 130 | .146        |        |                   |
|       | Total      | 53.452         | 133 |             |        |                   |

a. Dependent Variable: Party Performance

b. Predictors: (Constant), Inter Functional Coordination, Opponents Orien, Potential Voters Orien

*Source: SPSS Output, 2022*

As per the regression result shown in Table 12, a corresponding p-value for F-statistics tests for the joint impact of all explanatory variables on the dependent variable is  $< 5\%$ . This indicates that all the independent variables used in this study collectively have strong statistical predictors of performance at selected Ethiopian political parties.

#### 4.6.3. Regression Coefficient

Table 13 disclosed the effect of each variable on parties' performance. The result shows that all the variables included in the model were found to be statistically significant at a 5% level of significance. Based on the regression result indicated in the table below, all the variables included in the model can be represented in the following multiple regression equation models.

$$PP = \alpha + .408PVO + .304OPO + .226IFC + e_x$$

**Table 13: Multiple Regression Results**

| Model                         | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------------------------------|-----------------------------|------------|---------------------------|-------|------|
|                               | B                           | Std. Error | Beta                      |       |      |
| (Constant)                    | .448                        | .232       |                           | 1.927 | .056 |
| 1 Potential Voters Orien      | .441                        | .081       | .408                      | 5.424 | .000 |
| Opponents Orien               | .241                        | .057       | .304                      | 4.201 | .000 |
| Inter Functional Coordination | .183                        | .051       | .226                      | 3.559 | .001 |

a. Dependent Variable: Party Performance

*Source: SPSS Output, 2022*

In light of the summarized model results above the promising explanations for each significant independent variable are given consecutively as follows.

**Potential voters’ orientation dimension** has a positive and significant effect on the performance of selected Ethiopian political parties at a 5% level of significance with a coefficient value of 0.408. This shows that other things a constant 1% improvement in potential voters’ orientation dimension leads to the performance of selected Ethiopian political parties to increase by 40.8%. The possible explanation is that enhancing voters’ orientation might lead parties to focus on their voters too much and, as a result, to oversee freshly emerging voters' needs and create superior value. As a result, long-term relationships are built thereby the performance of parties improves.

This means a percent increase in potential voters’ orientation dimension items such as measuring voters’ satisfaction systematically, increasing voter’s satisfaction, monitoring the level of commitment, understanding voters’ needs, creating greater value for voters, and paying close attention to after-election service, then the performance of selected Ethiopian political parties improves by 40.8%.

In line with the study findings of Niway (2020) confirmed that product has positive and significant influence in determining voter loyalty. That means if a political party’s product is developed in consideration of voters’ values and needs and the party delivers the proposed

product, voter satisfaction should be increased. He also found that process has positive and significant relationship with voter loyalty. Likewise, O'cass (1996) reflects that in order to measure marketing performance in politics, political parties' decision should focus on voter oriented to determine voter needs and wants and attempts to satisfy them within their ideological bounds *Therefore, the alternate hypothesis, potential voters' orientation dimension has a positive and significant effect on the performance of Ethiopian political parties is supported.*

***Opponents' orientation dimension*** has a positive and significant effect on the performance of selected Ethiopian political parties at a 5% level of significance with a coefficient value of 0.304. This implies that holding all of the other things at remaining unchanged, a 1% improvement in opponents' orientation dimension leads to the performance of selected Ethiopian political parties to increase by 30.4%. The likely reason for the positive relationship could be parties that understand the opponent's short-term strengths and weaknesses as well as its long-term strategies, which enables firms to plan and design strategic strategies that create superior capability and improve competitive performance, resulting in performance superiority.

That means for a percent improvement in opponents' orientation dimension items such as collecting market data frequently, responding rapidly to opponents' actions, discussing opponents' marketing strategies and programs, benchmarking opponents' best practices, and targeting market opportunities, then the performance of parties improves by 30.4%.

In this aspect O'cass (2001) argued that though applying marketing concept is not a guarantee to win each election, the objective of meeting voters' needs through a party's offering is to build brand loyalty and repeat voter exchange in long run by satisfying identified voter needs better than opponents. Similarly, Marshment (2001) argued that, depending on the country's political system, if the party is the most market oriented or adopt the marketing concept than its rivals, then the probability of winning the election is the result. *Therefore, the alternate hypothesis, opponents' orientation dimension has a positive and significant effect on the performance of Ethiopian political parties is supported.*

*Inter-functional coordination dimension* has a positive and significant effect on the performance of selected Ethiopian political parties at a 5% level of significance with a coefficient value of 0.226. This suggests that other things at constant, 1% improvement in the inter-functional coordination dimension leads to a 22.6% increase in selected Ethiopian political parties' performance.

That means if inter-functional coordination dimension items such as sharing market information across all departments, integrating party's functions, and understanding everyone's role in parties improve by 1%, then parties' performance improves by 22.6%.

The possible reasons are that if the political parties could coordinate efforts of an organization's resources and generate cooperation among all departments in the organization, then communication with employees would improve and workplace harmonization, as well as cooperation, would be attained. Regarding this issue, Lees Marshment (2001) reflect that, parties able to identify their voter's needs & wants by 'keeping an ear to the ground' or talking to party activists," and underlines the importance of including grassroots members and their opinions in the formulation of party policy. This was reflected in through party-wide/inter-functional orientation and acceptance of the value of other members' opinions, irrespective of position in the party. As a result, it helps in reaching goals, increasing effectiveness and efficiency, creating superior value for voters, gaining sustainable competitive advantage, and improving organizational performance. *Therefore, the alternate hypothesis, inter-functional coordination dimension has a positive and significant effect on the performance of Ethiopian political parties is supported.*

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

This chapter consists of three sections which include a summary of the findings, conclusion, and recommendations.

#### **5.1. Summary of the Findings**

As a result of the analysis and interpretation, the major findings of the study are summarized below.

- The highest number of the respondents (81.3%) replied that the selected Ethiopian political parties' strategies are driven by creating greater value for voters.
- The largest number of the respondents (72.4%) assured that the voter satisfaction is at the center of the selected Ethiopian political parties' policy and program goals.
- From the analysis, a substantial number of the respondents (79.9%) supported that the selected Ethiopian political parties monitor the level of commitment and orientation to serving voters' needs.
- The finding shows that the majority of the respondents (64.9%) replied that the selected Ethiopian political parties' strategy for competitive advantage is based on an understanding of voters' needs and still needs further improvement.
- A total of 83.6% of the respondents agreed that the selected Ethiopian political parties to measure voter satisfaction on a regular and systematic basis.
- Largely, 80.6% of the respondents confirmed that the selected Ethiopian political parties pay close attention to post-election services.
- Most of the respondents (70.1%) agreed that the selected Ethiopian political parties more regularly collect market data to direct new marketing plans than its opponents.
- The greatest number of the respondents (70.9%) agreed that the selected Ethiopian political parties respond quickly to opponents' actions that endanger the party.
- The majority of the respondents (67.9%) consented that the selected Ethiopian political parties' targets opportunities based on competitive advantage, and still need further improvement

- The majority of the respondents (59.7%) agreed that the selected Ethiopian political parties' top management team regularly analyzes opponents' marketing methods and programs still need further improvement.
- The majority of the respondents (61.9) agreed that the selected Ethiopian political parties' carrying out benchmarking toward main opponents' still needs further improvement.
- The majority of the respondents (61.9%) agreed that across all departments selected Ethiopian political parties, information about successful and unsuccessful voter encounters are shared still needs further improvement.
- The majority of the respondents (67.2%) agreed that the integration of selected Ethiopian political parties' functions is in meeting the demands of their target markets.
- Almost on average (50%) of the respondents agreed that the top management team of selected political parties recognizes the importance of everyone in the organization however it requires the greatest improvement.
- Potential voters' orientation dimension has a positive and significant effect on the performance of selected political parties in Ethiopia at a 5% level of significance with a coefficient value of 0.408.
- Opponents' orientation dimension has a positive and significant effect on the performance of selected political parties in Ethiopia at a 5% level of significance with a coefficient value of 0.304.
- Inter-functional coordination dimension has a positive and significant effect on the performance of selected political parties in Ethiopia at a 5% level of significance with a coefficient value of 0.226.

## 5.2. Conclusion

The main objective of the study was to investigate the effect of marketing concept on the performance of Ethiopian political parties. To meet this objective, the study used market orientation to conceptualize the adoption of marketing concepts in an organization. So, the MKTOR model was employed and it has three core components such as voters' orientation, opponent's orientation, and inter-functional coordination. Further, the study applied descriptive statistics, correlation analysis, and multiple regressions. As a result of the findings, the study concludes with the following points.

From the findings, it can conclude the voters' orientation dimension is highly practiced in the selected political parties which mean these political parties understand the target voters' want and needs to create long-term relations. Also, the majority of the respondents agreed that both opponent's orientation and inter-functional coordination are practiced well. However, the selected political parties need to improve in discussing opponents' marketing strategies and programs, conducting benchmarking opponents' best practices, targeting prevailing opportunities, sharing experiences, integrating parties' functions, and understanding everyone's contribution to creating voter value.

The correlation analysis result explained that the independent variables (voters' orientation dimension, opponent's orientation dimension, and inter-functional coordination dimension) have a positive association with the performance of selected Ethiopian political parties at a 5% level of significance. This implies that an increase or decrease in these independent variables leads to increases or decreases in the performance of Ethiopian political parties.

The multiple regression results showed that at a 5% level of significance all the independent variables such as voters' orientation dimension, opponent's orientation dimension, and inter-functional coordination dimension have a significant positive effect on the performance of selected Ethiopian political parties. Furthermore, the result indicates that voters' orientation dimension has the foremost significant effect on selected Ethiopian political parties' performance which is followed by the opponent's orientation dimension and inter-functional coordination dimension

### 5.3. Recommendation

Based on the conclusions of the study, the researcher recommends the following:

- 👉 The study found that the voters' orientation dimension has the foremost effect on the performance of the selected Ethiopian political parties. Therefore, the management of these selected Ethiopian political parties needs to design policies and programs based on voters' needs and wants to keep on voters' satisfaction.
- 👉 It is also advisable for the management of these Ethiopian political parties to measure voter satisfaction on a regular basis. This is because it enables them to immediately identify issue areas in their performance, evaluate voter relationships, build loyalty and gain source ideas for new opportunities.
- 👉 To maintain a competitive advantage, the management of the selected Ethiopian political parties need continue to excel in post-election service. This can be accomplished by prioritizing the needs and policy priorities expressed by members and supporters.
- 👉 The study found that the opponent's orientation dimension has the second foremost positive and significant effect on the performance of selected Ethiopian political parties. Therefore, to achieve the most complete and accurate course of action toward competitive advantages, the management of the selected Ethiopian political parties need continue to perform market intelligence, benchmark best practices, and target best market prospects.
- 👉 Furthermore, the management of the selected Ethiopian political parties need implement appropriate information-sharing development strategies and programs to encourage an information-sharing culture among the departments' staff.
- 👉 Finally, the management of the selected Ethiopian political party has to ensure that all of the party's departments are integrated, as this is an excellent strategy for optimizing work, engaging teams, and elevating everyone's commitment, all of which results in superior value for voters and party performance.

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## APPENDIX

### *Annex i: Questionnaire*



**Dear respondents,**

My name is Berhanu Defabachew. This survey is developed with an objective to conduct research on the *effect of marketing concept on performance of Ethiopian political parties*. It helps to complete Master of Art in Marketing Management at Addis Ababa University School of Commerce.

I kindly ask you some questions regarding the *effect of marketing concept in your Party*. Dear respondent, you are selected to give information for the given questions below. All the responses you provide are firmly confidential and exclusively used for this research purpose.

**Thank for your valuable time and cooperation!**

### **Part I. Respondent's Demographic Questions**

1. Gender: Male  Female
2. Educational level of the household?  
College diploma  B.A/B.Sc. degree  Masters degree   
PhD degree  Other \_\_\_\_\_
3. Age: 18-30  31-40  41-50  Over 50
4. Working Place: Head office  Branch offices

## Part II. Measurement of Effect of Marketing Concept

Please give your response in terms of level of agreement or disagreement in five levels Likert scale as shown below.

1= Strongly disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree

| No. | 1. Potential Voters' Orientation  | 5 | 4 | 3 | 2 | 1 |
|-----|---|---|---|---|---|---|
| 1.  | Our party policy and program objectives are driven by Voter's satisfaction.   |   |   |   |   |   |
| 2.  | Our party monitors the level of commitment and orientation to serving voters' needs.  |   |   |   |   |   |
| 3.  | Our party strategy for competitive advantage is based on understanding of voters' needs.  |   |   |   |   |   |
| 4.  | Our party strategies are driven by creating greater value for voters.   |   |   |   |   |   |
| 5.  | Our party measure voter satisfaction systematically and frequently.   |   |   |   |   |   |
| 6.  | Our party gives close attention to after-election service.  |   |   |   |   |   |
|     | 2. Opponents Orientation  | 5 | 4 | 3 | 2 | 1 |
| 7.  | Our party frequently collects market data to direct new marketing plans than its opponents.   |   |   |   |   |   |
| 8.  | Our party responds to rapidly to opponents' actions that threaten the party.  |   |   |   |   |   |
| 9.  | The top management team often discusses opponents' marketing strategies and their marketing programs.                                       |   |   |   |   |   |
| 10. | Our party carries out benchmarking towards main opponents.  |   |   |   |   |   |
| 11. | Our party targets opportunities based on competitive advantage.   |   |   |   |   |   |
|     | 3. Inter-Functional Coordination  | 5 | 4 | 3 | 2 | 1 |
| 12. | In our Party, information about our successful and unsuccessful voters' experiences (Market information) are shared across all departments. |   |   |   |   |   |
| 13. | All of our Party functions are integrated in serving the needs of our target markets.   |   |   |   |   |   |
| 14. | All of our Party top management team understands how everyone in our Party can contribute to creating voter value.                          |   |   |   |   |   |

### Part III. Party' Performance

Please give your response in terms of level of agreement or disagreement in five levels Likert scale as shown below.

1= Strongly disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree

| No. | Party's Performance   | 5 | 4 | 3 | 2 | 1 |
|-----|---|---|---|---|---|---|
| 1.  | Our party members pay membership contribution fee on a regular basis.                                       |   |   |   |   |   |
| 2.  | Our party builds and maintains positive public relationship with stakeholders.                              |   |   |   |   |   |
| 3.  | Members of our party are encouraged to recruit new members who are interested in joining a political party. |   |   |   |   |   |
| 4.  | Our party use different integrated marketing communication tools to communicate its voters.                 |   |   |   |   |   |
| 5.  | During the election campaign, our party members were actively engaged.                                      |   |   |   |   |   |



**አዲስ አበባ ዩኒቨርሲቲ የንግድ ስራ ትምህርት ቤት**  
**ማርኬቲንግ ማኔጅመንት ዲፓርትመንት**  
**ድህረ ምረቃ ፕሮግራም**

**ውድ የመጠይቁ ተሳታፊዎች፡**

እኔ ብርሃኑ ድፋባቸው በአዲስ አበባ ዩኒቨርሲቲ የንግድ ስራ ተማሪ ስሆን ለዚህ የድህረ-ምረቃ ትምህርት ማሟያነት የሚውል ጥናት በመስራት ላይ እገኛለሁ። የዚህ ጥናት አላማ **በኢትዮጵያ የሚገኙ የፖለቲካ ፓርቲዎች የማርኬቲንግ ጽንሰ ሃሳብን ተግባራዊ ማድረጋቸውን ለማወቅ ነው** (Effect of Marketing Concept on the Performance of Ethiopian Political Parties).

የዚህ መጠይቅ አላማ ለመመረቂያ ፅሁፍ ብቻ የሚውል እና ሚስጥራዊነቱም የተጠበቀ መሆኑን እየገለጽኩ መጠይቁን ለመሙላት ላሳዩት ቀናነነት እና ትብብር እንዲሁም ውድ ሰዓትዎን ስለሰጡኝ በእጅግ አመሰግናለሁ።

**መመሪያ፡**

- መጠይቁን ሲሞሉ ስምዎትን መግለጽ አይጠበቅቦትም።
- እባክዎ ለትክክለኛ መልስዎ ይህን '✓' ወይም 'X' ምልክት ይጠቀሙ።
- እያንዳንዱን ዓረፍተ ነገር በሚገባ ያንብቡ።

**ክፍል አንድ: አጠቃላይ መረጃ**

1. ጾታ : ወንድ  ሴት
2. የትምህርት ዝግጅት  
 የኮሌጅ ዲፕሎማ  የመጀመሪያ ዲግሪ   
 ማስተርስ ዲግሪ  ፒ.ኤች.ዲ  ሌሎች
3. ዕድሜ  
 18-30  30-40  40-50  ከ50 በላይ
4. የሥራ ቦታ  
 ዋናው መሥሪያ ቤት  ቅርንጫፍ

**ክፍል ሁለት: የማርኬቲንግ ፅንሰ ሃሳብ በፓርቲዎች ውስጥ ተግባራዊ ስለመሆኑ መለኪያ መጠይቅ**

እባክዎ ምላሽዎን በተጠቀሰው ሰንጠረዥ ውስጥ በተዘረዘሩት ሃሳቦች ምን ያህል እንደሚስማሙ ወይም እንደማይስማሙ ይህን ‘√’ ወይም ‘X’ ምልክት በማስቀመጥ ይግለጹልን!

1=በጣም አልስማማም 2=አልስማማም 3= አስተያየት የለኝም 4=እስማማለሁ 5=በጣም እስማማለሁ

| ተ.ቁ. | 1. የመራጮች አመለካከት  | 5 | 4 | 3 | 2 | 1 |
|------|--|---|---|---|---|---|
| 1.   | የፓርቲዎችን ፖሊሲዎች እና ፕሮግራሞች በዋነኝነት የሚመነጩት የመራጮቻችንን ዕርካታ መሰረት በማድረግ ነው።               |   |   |   |   |   |
| 2.   | ፓርቲዎችን የመራጮቹ ፍላጎት መሟላቱን ለማረጋገጥ የመራጮችን አመለካከት ላይ ክትትል ያደርጋል እንዲሁም ለተግባራዊነቱም ይጥራል። |   |   |   |   |   |
| 3.   | የፓርቲዎችን የብቁ ተወዳዳሪነት ስትራቴጂ መሰረት የሚደርገው የመራጮቻችንን ፍላጎት መነሻ በማድረግ ነው።                |   |   |   |   |   |
| 4.   | የፓርቲዎችን ስትራቴጂ በዋነኝነት የሚመነጨው የመራጮቻችንን ታላላቅ ዕሴቶችን ማጎልበት ታሳቢ በማድረግ ነው።              |   |   |   |   |   |
| 5.   | ፓርቲዎችን የመራጮቻችንን የፍላጎት መሟላት የዕርካታ መጠን በየጊዜው ጥናት ያደርጋል።                            |   |   |   |   |   |
| 6.   | ፓርቲዎችን አስፈላጊውን ትኩረት እና ክትትል ከምርጫ ውጤት በኋላም ይፈጽማል።                                 |   |   |   |   |   |
|      | <b>2. የተፎካካሪ ፓርቲዎች አመለካከት</b>  |   |   |   |   |   |

|                               |   |  |  |  |  |  |
|-------------------------------|---|--|--|--|--|--|
| 1.                            | ፖርቲያችን ከተፎካካሪ ፖርቲያች በተሻለ ምርጫ ነክ የማርኬቲንግ መረጃዎችን የመሰብሰብ ሥራ ያከናውናል እንዲሁም ይህንኑ መረጃ የማርኬቲንግ ፕላን ለመንደፍ እና ለመተግበር ይጠቀማል። |  |  |  |  |  |
| 2.                            | ፖርቲያችን በተፎካካሪ ፖርቲያች በኩል የሚነሱ አስጊ ሁኔታዎች በሚነሱበት ወቅት ፈጣን ምላሽ ይሰጣል።   |  |  |  |  |  |
| 3.                            | የፖርቲያችን ከፍተኛ አመራር አባላት በየጊዜው የተፎካካሪ ፖርቲያችን ማርኬቲንግ ስትራቴጂዎች እና ፕሮግራሞችን አስመልክቶ ክትትል እና ውይይት ያደርጋል፤                   |  |  |  |  |  |
| 4.                            | ፖርቲያችን በሃገሪቱ በዋነኝነት የሚጠቀሱ ተፎካካሪ ፖርቲያችን እንቅስቃሴ እንደ መነሻ ይወስዳል።  |  |  |  |  |  |
| 5.                            | ፖርቲያችን መልካም እድሎችን እንደ ጥሩ አጋጣሚ በመውሰድ ከተፎካካሪ ፖርቲያች የተሻለ የበላይነትን ለመውሰድ ይጠቀማል።  |  |  |  |  |  |
| <b>3. የተለያዩ ዲፖርትመንቶች ቅንጅት</b> |   |  |  |  |  |  |
| 1.                            | በፖርቲያችን ውስጥ የተገኙ ስኬቶች እና ስኬታማ ያልሆኑባቸው የመራጮች ልምድ/ድርጊት ለሁሉም የፖርቲያችን ክፍሎች እንዲያውቁት ይደረጋል፤                             |  |  |  |  |  |
| 2.                            | የፖርቲያችን ሁሉም ክፍሎች የተዋቀሩት የመራጮቻችንን ፍላጎት ለማርካት በሚሆን መልኩ ነው።  |  |  |  |  |  |
| 3.                            | የፖርቲው ከፍተኛ አመራሮች እያንዳንዱ የፖርቲው አባላት የመራጮችን ዕሴት ለማሟላት የሚያደርጉትን አስተዋጽዖን ይረዳል።  |  |  |  |  |  |

**ክፍል ሦስት: የፖርቲው ውጤታማነት መለኪያ**

እባክዎ ምላሽዎን በተጠቀሰው ሰንጠረዥ ውስጥ በተዘረዘሩት ሃሳቦች ምን ያህል እንደሚስማሙ ወይም እንደማይስማሙ ይህን ‘√’ ወይም ‘X’ ምልክት በማስቀመጥ ይግለጹልን!

1=በጣም አልስማማም 2=አልስማማም 3= አስተያየት የለኝም 4=እስማማለሁ 5=በጣም እስማማለሁ

| ተ.ቁ. | የፖርቲው ውጤታማነት   | 5 | 4 | 3 | 2 | 1 |
|------|--|---|---|---|---|---|
| 1.   | የአባልነት መዋጮዬን በመደበኛ ሁኔታ እከፍላለሁ።                                     |   |   |   |   |   |
| 2.   | የፖርቲዬን ተልዕኮ በማገዝ ፖርቲዬ ከተለያዩ ባለድርሻ አካላት ጋር መልካም ግንኙነት እንዲኖረው እተጋለሁ። |   |   |   |   |   |
| 3.   | ወዳጆቼ እና ዳደሮቼ የፖርቲዬ አባል እንዲሆኑ አበረታታለሁ/እመክራለሁ፤                       |   |   |   |   |   |
| 4.   | ፖርቲያችን የተለያዩ የተቀናጀ የማርኬቲንግ ኮሙዩኒኬሽን መንገዶችን በመጠቀም ከመራጮቹ ጋር ይገናኛል።    |   |   |   |   |   |
| 5.   | በምርጫ ቅስቀሳ ወቅት ፖርቲዬን ለማስተዋወቅ በትጋት ሳገለግል ነበር።                        |   |   |   |   |   |