

NEAR EAST UNIVERSITY

FACULTY OF ECONOMICS AND ADMINISTRATIVE SCIENCES

DEPARTMENT OF BUSINESS ADMINISTRATION

**MARKET ORIENTATION AT SMALL PHARMACY BUSINESSES IN
NORTHERN CYPRUS**

GRADUATION THESIS

SUBMITTED BY: ESRA TUĞUN (STUDENT NO. 2003 4075)

SUBMITTED TO: DR. AHMET ERTUGAN

JANUARY 2007,

LEFKOŞA

ACKNOWLEDGEMENTS

I would like to express my gratitude to my really really helpful supervisor Dr. Ahmet Ertugan who helps me in every step of my project. I want to present all my thanks to him, for his guidance, encouragements and helps. Thanks again Dr. Ahmet Ertugan for your genuine support and thank you so much for answering all of my necessary and/or unnecessary questions at the level of depth that I needed. Also, I would like to express my gratefulness to all my lecturers, friends and the head of department Mr. Erdal Güryay.

Finally, I would like to thank my parents who have giving me all the loving, care and their support. Without them, I would not have achieved what I have so far. And, thanks to my fiancé, Birol, for being patient and supporting me every single moment of my undergraduate experience. And also I want to express my thanks to all people that helps me for preparing this project.

ABSTRACT

For the last 30 years the economic and political sanctions on Northern Cyprus have kept the economy isolated from foreign competition. However, the opening of the border with the Greek Southern Cyprus, the prospects for a future re-union and the end to all isolations have been driving Turkish Cypriot business organisation to become more competitive and market oriented. This is essential for a sustained performance and the long-term survival of the Turkish Cypriot people.

SME's constitute a 97% of industries and services in Northern Cyprus (DPÖ, 1998). Information is needed to assess the current market orientation of the small businesses in Northern Cyprus to assess gaps, if any, toward competitiveness. A growing stream of literature emphasises the economic importance of smaller, service oriented businesses (e.g. Pelham and Wilson, 1996).

This paper was a case study on the pharmacy businesses operating in Northern Cyprus to assess their market orientation. The measuring instrument used was adopted from Kohli, Jaworski, and Kumar (1993), MARKOR.

The investigations found most pharmacies as only slightly market-oriented. This may not pose a current threat to pharmacy businesses, however, with a prospect of a solution in Cyprus and a consequent joining to the European Union will bring a fierce competition against which the local pharmacies will not be able to compete with current understanding of business policy. However, the results of this investigation also showed that most pharmacies appreciate a market-orientation philosophy as link to success in business. The future,

therefore, can hold some optimism, if those believing in free competition and in market-oriented business policy push to radically change the current protectionist policies.

Key words: Market orientation; competitiveness; SMEs; Pharmacy businesses.

CONTENTS	PAGE
SECTION I	1
PROBLEM FORMULATION	1
1.1 Introduction	1
1.2 Statement of topic	1
1.3 Problem situation	1
1.4 Problem statement	2
1.5 Objectives of the study	3
1.6 Conclusion	3
SECTION II	4
LITERATURE REVIEW	4
2.1 Introduction	4
2.2 Market orientation	4
2.3 Business performance defined	8
2.4 Market orientation and business performance	10
2.5 Conclusion	15
SECTION III	16
CONTEXTUAL FACTORS	16
3.1 Introduction	16
3.2 Small business organisations	16
3.3 Pharmacy Businesses in Northern Cyprus	17

3.4	Conclusion	20
SECTION IV		21
THEORETICAL FRAMEWORK		21
4.1	Introduction	21
4.2	Market Orientation: Theoretical Framework	21
4.3	Conclusion	23
SECTION V		24
METHODOLOGY		24
5.1	Introduction	24
5.2	Research design	24
5.3	Sources of data	25
5.3.1	Secondary sources	25
5.3.2	Primary Sources	25
5.3.3	Measuring Instrument	25
5.4	Data Collection	26
5.5	Instrument validity and reliability	26
5.6	Conclusion	28
SECTION VI		29
FINDINGS		29
6.1	Introduction	29
6.2	Realisation rate	29
6.3	Demographic findings	29

6.4	Respondent's definition of market orientation	30
6.5	Data Analysis and results on pharmacy market orientation	31
6.6	Organisational performance of pharmacy organisations and the link between market orientation	34
6.7	Pharmacists views on the link between market orientation with that of business performance and profitability	35
6.8	Conclusion	35
SECTION VII		36
CONCLUSIONS		36
7.1	Introduction	36
7.2	Summary of theoretical findings	36
7.3	Summary of the empirical findings	38
7.4	Answers to questions formulated for the project	39
7.5	Main conclusions and overall implications	41
7.6	Limitations and recommendations for further research	42
7.7	Conclusion	42
REFERENCES		43
APPENDIX A (Questionnaire in English)		
APPENDIX B (Questionnaire in Turkish)		
APPENDIX C (SPSS OUTPUTS)		

LIST OF TABLES

PAGE

Table 2.1	Studies of Market Orientation	12
Table 6.1	Realisation rate of questionnaires carried out	29
Table 6.2		30
Table 6.3	Pharmacy market orientation mean values	32
Table 6.4	Pharmacy market orientation overall mean values	33
Table 6.5	Pharmacy organisations organisational performance	34

LIST OF FIGURES

PAGE

Figure 2.1 Three-dimensional matrix representation of large organisations with higher levels of market orientation than smaller organisations and its relevance to organizational performance 9

Figure 4.1 Market Orientation (MARKOR) Model 21

SECTION I

PROBLEM FORMULATION

1.1 Introduction

This section presents the topic area, the problem situation, the problem statement and the objectives of this study.

1.2 Statement of the topic

Over the past decade, increasing importance has been placed on the concept of market orientation. Marketing literature has also emphasised the growth of small firms and their economic significance. Despite this, most research in market orientation has overlooked the importance of small organisation.

Market orientation is a topic that has received much empirical attention throughout the 1990s. The literature is largely concerned with the level of market orientation within a business, its benefits and its subsequent impact on performance. Most of this research has been carried out on large manufacturing organisations, with little attention to small organisations. A growing stream of literature, however, emphasises the economic importance of smaller, service oriented businesses (e.g. Pelham and Wilson, 1996).

1.3 Problem situation

For over four decades, market-oriented corporate strategy has been recognized as a pillar of superior company performance by both academics and practitioners. Market orientation in

The measuring instrument used was adopted from Kohli, Jaworski, and Kumar (1993), MARKOR.

1.5 Objectives

The following questions were formulated to fulfil the aims of the proposed study:

- 1.5.1 How is market orientation defined and measured in the literature?
- 1.5.2 How are SMEs defined in theory and in Northern Cyprus in particular?
- 1.5.3 What are the characteristics of pharmacy businesses and in Northern Cyprus?
- 1.5.4 How market oriented are the pharmacy businesses in Northern Cyprus?

1.6 Conclusion

This section has described the topic, problem situation, problem statement and the objectives of this study. The next section will introduce a brief literature review on marketing orientation and the characteristics of small organisations (SMEs).

SECTION II

MEASURING MARKETING ORIENTATION AND BUSINESS PERFORMANCE IN SMALL ORGANISATIONS

2.1 Introduction

This section is a brief literature review on previous studies on measuring marketing orientation and business performance in small organisations.

2.2 Market orientation

Market orientation has been conceptualized in different ways. These researchers concur with the definition proposed by Langerak (2001). He states that based on the literature there are three dominant conceptualizations for creating superior value for customers. Kohli and Jaworski (1990) outline a conceptualization of market orientation that relates to the organization-wide generation of market intelligence, its dissemination across the various functional areas of the business and the organization-wide response to it. This perspective suggests that with the proper resources and focus, an organization can become more market oriented in a relatively rapid response to corporate directives (Noble, Sinha and Kumar, 2002).

Narver and Slater (1990) defined a market orientation as consisting of three behavioural components--customer orientation, competitor orientation and inter-functional coordination--and two decision criteria--long-term focus and profitability. Their inferences about the

behavioural components of a market orientation complemented the findings by Jaworski and Kohli (1990) presented previously.

Deshpande, Farley and Webster (1993) defined market orientation as "the set of beliefs that puts the customers' interest first, while not excluding that of all other stakeholders, in order to develop a long-term profit". Recently, Deshpande and Farley (1998) synthesized the three conceptualizations presented above by defining a market orientation as the set of cross-functional processes and activities directed at creating and satisfying customers through continuous needs assessment.

Studies of market orientation have been conducted within a wide variety of industries. One group of researchers, in particular, have shown the Nordic banking sector is a good venue in which to study how companies meet the current market and technological challenges. Nielsen et al (2003) point to the different cultural attitudes coming out of Scandinavian and Nordic countries. But recent studies show that these differences are not relevant factors since market orientation in US and Scandinavian companies can be explained by the same framework, supporting the universality of the market orientation concept.

According to Nielsen et al. (2003), some differences do exist between the Nordic countries, although they are treated as one unit in international comparisons, but their cultural values differ slightly. For example, Denmark has the highest score on individualism while Finland has the lowest (Hofstede, 1984).

In reference to the differences regarding the structure of the banking industries and their use of technology, an international comparison showed Finland among the leading nations in the world with 17.4 percent of private customers using Internet-banking. The corresponding

figures for other countries participating in the study were: Sweden 6.9, Denmark 5.8, Norway 3.1 and the United States with 6.0 (Mikkelsen and Garden, 2000).

As Nielsen indicates, to understand the mechanisms of market orientation and its development, the size of organizations has to be taken into account (Nielsen et al., 2003). In international research, size as well as location and market complexity are often considered more important than national culture (Negandhi, 1983; Norburn et al, 1990).

A number of researchers have argued for this positive relationship because large organizations have more slack, marketing skills and technological knowledge (Dewar and Dutton, 1986; Pavitt, 1990; Damanpour, 1992). Larger banks make surveys among customers and employees more often than small ones. Large banks are in a better position to tailor their educational programs and their computer systems to their own specific needs when buying these services outside the organization (Flohr Nielsen, 1995).

The subject of how size intervenes with market orientation is very straightforward. Large organizations have more available resources to improve communication systems and implement (formal) intelligence generation, distribution and response strategies than small organizations.

In the study by Nielsen, et al, (2003) the researchers hypothesized that "organizational size was positively associated with market orientation." But as they indicated, several small banks had done well recently thus they also expected a negative size effect on an overall performance measure that included the retention of old customers and the attraction of new customers. Their second hypothesis established that "organizational size was negatively associated with market-related performance."

Research studies found positive relationship between market orientation and performance (Jaworski and Kohli, 1993; Narver and Slater, 1994; Fritz, 1996; Pitt et al, 1996; Selnes et al, 1996).

The research by Nielsen et al, surveyed the marketing and IT managers of banks in Denmark, Finland, Norway and Sweden. These formed the main part of the empirical basis of the study. Results of the study provided support for the hypothesis related market orientation and its impact on organizational performance in Nordic banks.

As the researchers indicated, performance was negatively related to market orientation (supporting Hypothesis 12), and in this sense even their cross-sectional data gave an indication of inertia in some well-performing banks (Nielsen et al, 2003). The study found that organizational size (Hypothesis 2) was negatively related to performance. As the researchers indicated, the influence of size may be explained by the fact that several small banks have achieved good results and feel very competitive in their local markets.

A research study by Nwanko, Owusu and Ekwulugo (2004) also tested the impact of organizational size on market orientation. The study tested a sample of the population of organizations that operate within the UK's facilities management (FM) industry. In their article, the researchers explain how the FM industry has reached an inflection point (Jones, 2002).

Grove (1996) describes a strategic inflection point as the moment at which critical change occurs to literally turn an organization around. This inflection point must be dealt with and therefore, for a growing number of organizations, market orientation is seen as an attractive conceptual premise for instigating their inflection points (Nwanko et al, 2004).

In their study Nwanko, Owusu and Ekwulugo hypothesized that small and large organizations were not significantly more market oriented than the medium-sized ones. According to the researchers, current literature does not agree on the variation in the level of market orientation in different organizations attendant upon size (Pelman and Wilson, 1990). They further propose that large businesses may be less able than small ones to adopt a market orientation largely because of structural rigidities that usually characterize large organizations. Structural barriers and inter-departmental conflicts inherent in many large organizations might adversely affect the adoption and implementation of a high profile market orientation stance (Nwanko et al, 2004).

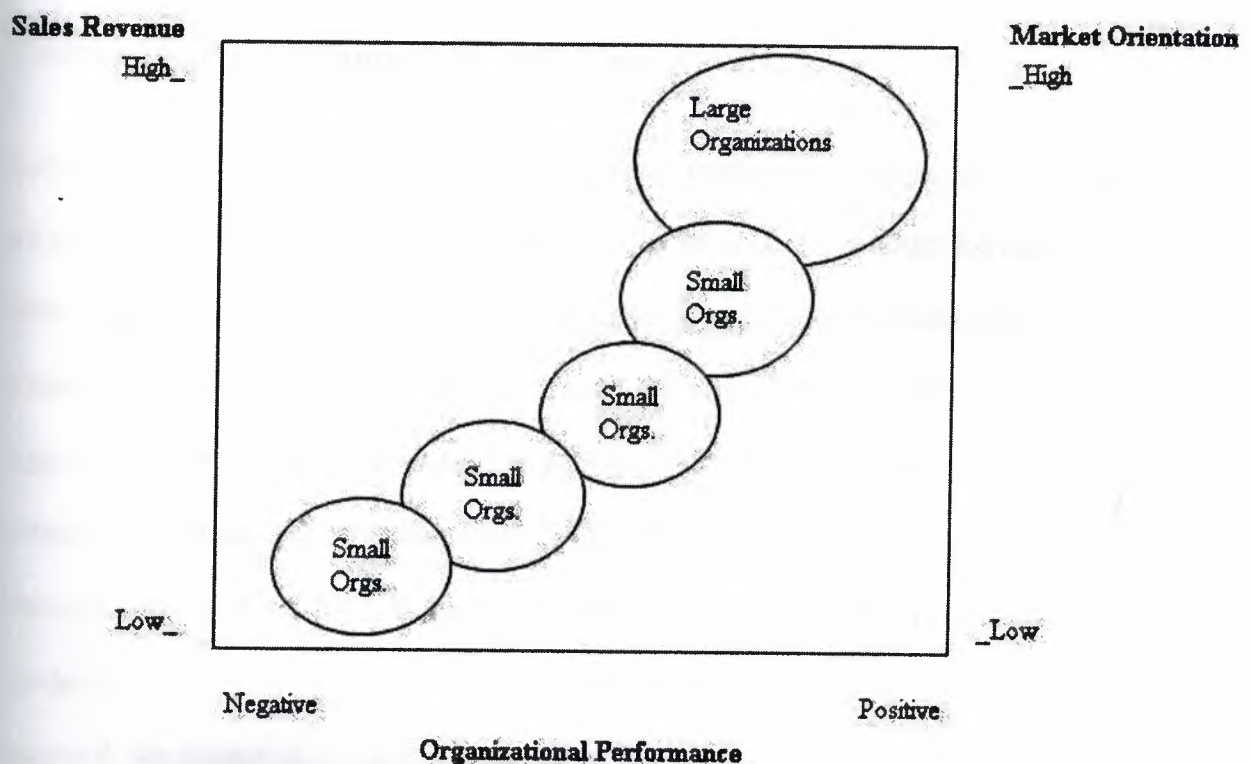
But the researchers also acknowledged that large organizations were likely to have the necessary resources to initiate and implement market oriented programs. They concurred that the effect of a large resource base might be more important than the effect of structural agility (Nwanko et al, 2004). The concept of a correlation between a larger organization and a higher level of market orientation was tested and the findings were presented along with those from similar studies.

2.3 Business performance defined

According to Agarwal, Erramilli and Dev, (2003) performance is a two dimensional construct. The first dimension, objective performance, involves the finance or market-based measures such as capacity utilization, profitability, and market share. The second dimension is judgmental performance, which involves customer and employee-based measures. Customer-based measures are service quality and customer satisfaction, and employee satisfaction is an employee-based measure.

Jaworski and Kohli (1993) examined the relationship between market orientation and both dimensions of performance objective and judgmental measures. They found no relationship between market orientation and the objective measures of performance. They did find a positive association with judgmental measures of performance. Subsequent research, described below, continued their work and found a relationship between market orientation and both objective and subjective measures of performance.

Figure 2.1 Three-dimensional matrix representations of large organisations with higher levels of market orientation than smaller organisations and its relevance to organizational performance



2.4 Market orientation and business performance

During the past fifteen years the marketing concept has been the focus of research in not only the United States but also in the global markets. The past two decades have experienced a ceaseless flow of a variety of research studies that focus on the concept of market orientation and its impact on organizational performance (see Table 2.1).

Of particular interest was the study by Appiah-Adu, (1998) which found that market orientation was the only variable tested which had a significant and positive influence on three performance measures; new product success, sales growth and profitability levels (ROI) of small firms. His findings agree with the results of most of the research studies on the market orientation-performance link in large firms across different national cultures (Narver and Slater, 1990; Ruekert, 1992; Jaworski and Kohli, 1993; Chang and Chen, 1994; Atuahene-Gima, 1995; Caruana et al., 1995; Pitt et al., 1996).

Earlier studies tested the relationship between market orientation and organizational performance in the service (Matear, Osborne, Garrett and Gray, 2002; Olivares and Lado, 2003; Agarwal, Erramilli and Dev, 2003; Matear, Gray and Garrett, 2004) and manufacturing industries (Narver and Slater, 1990; Jaworski and Kohli, 1993; Narver and Slater, 1994; Appiah-Adu, 1997; Langerak and Commandeur, 1998; Langerak, 2001; Noble, Sinha and Kumar, 2002; Ramaseshan, Caruana and Pang, 2002; Farrell and Oczkowski, 2002; Matsuno, Mentzer and Ozsomer, 2002; Pulendran, Speed and Widing II, 2003; Kim, 2003; Akyol and Akehurst, 2003; Aziz and Yasin, 2004; Verhees and Meulenbergh, 2004). Other studies analyzed the impact of market orientation in the performance of hospitals (Raju, Lonial, Gupta and Ziegler, 2000; Knight and Dalgic, 2000). A description of the populations studied and their results appear on Table 2.1. Some of the findings from these studies concurred with the results from the present research study.

In contrast to the research studies presented above, the study by Perry and Shao (2002) did not find significance on the relationship between market orientation and quantitative performance for both, traditional or specialty competitors. The sample consisted of foreign affiliates of US based advertising agencies. Based on their research the results for regression models using quantitative performance as the dependent variable indicated that one of the control variables, country economy, had a positive and significant effect on quantitative performance ($p < .05$) (Perry and Shao, 2000). These results were duplicated using qualitative performance as the dependent variable. They also found that the interaction of traditional competition on market orientation had a positive effect on qualitative performance.

Some of the studies examined the contribution of other mechanisms or the influence of environmental variables on the linkage between market orientation and organizational performance (Day and Wensley, 1988; Jaworski and Kohli, 1993; Slater and Narver, 1994; Verhees and Meulenbergh, 2004). According to Narver and Slater (1994) the possibility of a moderating effect is consistent with a long tradition of support for the theory that environment moderates the effectiveness of organizational characteristics. This study did not find any significance on the effects of environmental moderators -- market turbulence, competitive intensity and technological turbulence, on the relationship between market orientation and organizational performance.

A study by Langerak (2001) used self-reports, customer reports and supplier reports to test the relationship between the manufacturer's market orientation and its business performance. He investigated the existence of potential gaps between what a supplier, manufacturer and customer perceive to be the extent of the manufacturer's market orientation. The researcher tested a sample of seventy-two matched sets of suppliers, manufacturers and customers in business markets in the Netherlands. Although, the results reveal that no market orientation

gap exists between what manufacturers think of themselves and what customers think of them, the findings led to insights regarding the existence of an upstream market orientation gap. Also, the findings of the study suggest that management should realize that the positive effects of market orientation on business performance do not accrue immediately, because a change in the market oriented efforts take place slowly and is costly.

Table 2.1 - Studies of Market Orientation

Researchers	MO on Performance - Significance	Population
Narver and Slater, 1990	Significant - measured by business profitability	Commodity and Non- commodity businesses
Jaworski and Kohli, 1993	Significant - measured by judgmental performance	Manufacturing industry - SBUs
Appiah-Adu, 1998	Significant on three performance measures	Consumer/industrial and product/service business - United Kingdom
Langerak and Commandeur, 1998	Significant and positive on business performance	Manufacturing industry - Netherlands
Raju, Lonial, Gupta and Ziegler, 2000	Significant for both small and large hospitals	Hospital Industry - United States
Knight and Dalgic, 2000	Significant - international performance	Exporting companies - in the United States

Langerak, 2001	Significant - measured by sales growth, profit, product success and ROI - self and customer reports	Manufacturing industry -- Netherlands
Kumar, 2001	Significant - measured by organizational competencies	Acute care hospitals - United States
Gainer and Padanyi, 2001	Significant - measured by Customer Satisfaction	Non profitable organizations - Canada
Ramaseshan, Caruana and Pang, 2002	Significant - measured by overall new product performance	Consumer and industrial products / services - Singapore
Noble, Sinha and Kumar, 2002	Significant - five dimensions of MO on firm performance	Mass merchandiser sector of the retail industry
Saini, Johnson and Grewal, 2002	Significant - measured by e-commerce and web-site performance	Online Brokerage firms - United States
Matear, Osborne, Garrett and Gray, 2002	Significant on Market and Financial performance	Service Industry - New Zealand
Perry and Shao, 2002	Significant on Qualitative performance - moderated by traditional competition	Advertising Agencies - United States
Matsuno, Mentzer and Ozsomer, 2002	Significant - three measures of performance	Manufacturing industry - United States
Farrell and Oczkowski, 2002	Significant - four measures of performance	Manufacturing organizations in Australia

Pulendran, Speed and Widing II, 2003	Significant - positive on business performance	Multi-industry - Australia
Olivares and Lado, 2003	Significant on business economic performance	Insurance companies - the European Union
Agarwal, Erramilli and Dev, 2003	Significant - performance measured judgmentally and objectively	Hotel industry - General Managers - subjects
Kim, 2003	Significant - measured by growth and profitability	Multi industry - Korean subsidiaries in US markets
Akyol and Akehurst, 2003	Significant - measured by export performance	Textile and Apparel export industry - Turkey
Matear, Gray and Garrett, 2004	Significant - positive effect on performance	Service organizations - New Zealand - Marketing subjects
Aziz and Yasin, 2004	Partially significant - influence on marketing competency	Manufacturing and Travel industry - Malaysia

A study of great relevance by Saini, Johnson and Grewal (2002) investigated the market orientation-performance relationship and tested the moderating role of a firm's information technology (IT). According to the researchers (Grewal, Comer, and Mehta 2001) the IT capability is a critical resource for effectively competing in the electronic media. In their study, Saini et al., conceptualized performance at two levels: (1) web site performance, that indicates the effectiveness of a firm's web site, and (2) e-commerce performance, that indicates the overall business performance of its Internet operations.

The population studied by Saini et al. was made up of online brokerage firms in North America. The results of their study indicate that both market orientation and proactive market orientation are critical for a superior performance on the Internet.

2.5 Conclusion

This study proposes to choose Kohli and Jaworski (1990)'s framework for its investigations because it has been less frequently studied in small business studies, and believe that it is better suited to our data collection. The next section sheds light on the contextual factors of this study, namely, the characteristics of small organisations and pharmacy businesses in Northern Cyprus.

SECTION III

SMALL BUSINESS DEFINITIONS AND PHARMACY BUSINESSES IN NORTHERN CYPRUS

3.1 Introduction

This section discusses the characteristics of small organisations in general and in Northern Cyprus in particular. Information is further provided on the background and the current situation of the pharmacy businesses in Northern Cyprus.

3.2 Small business organisations

Small organisations are vitally important to economies and they are not necessarily mini versions of large organisations. They do have features common with other organisations but they also have unique characteristics and attributes that are reflected in the manner in which they are organised and managed.

There are no agreed definitions and classifications of small organisations in Northern Cyprus. The Government sources make a classification of all businesses based on the industries they are in and the number of people they employ (SPO, 1998: 7). However, there is an increasingly accepted trend for Small business in Northern Cyprus to be classified and incorporated in the collective category of small, micro and medium enterprises (SMEs) similar to the classifications used in the European Union (Önet, 2003: 2).

Small organisations do not normally have the organisational structure that is found in large organisations. While small organisations usually employ staff to perform multiple tasks, large organisations tend to use specialists who perform the same activity. It can be deducted therefore, that many of the structural features of small organisations arise because of their size (Robbins: 1992 in Ehlers, 2000: 44).

According to Ehlers (2000: 43-44), small organisations often break down their tasks into functional subsections and assign employees to the selected task. However, specialisation is only economically feasible if the organisation large enough. If expertise is sought, it can be externally sourced but experts are very expensive whether on a contract basis or employed on a full-time basis. If the volume of the work does not warrant full-time employment of an expert, this work will have to be done by someone else – a non-specialist, a consultant or the owner her/himself. Since, it is very likely that the non-specialist will not be as effective and sufficient as the specialist will, some of the cost advantages of specialisation will be lost to the small organisation.

3.3 Pharmacy Businesses in Northern Cyprus

Dispensing Pharmacy businesses in Cyprus has been shaped and developed under the English colonial ruling. Political problems of Cyprus have had various influences on all business sectors, preventing their natural progression or development. Pharmacy was one of these professions. Today, the English-model pharmacy business is meshed with the Turkish-model. The hope is that these two different models would become one in the

future under the European Union model, and be practiced as the European-model pharmacy businesses.

In Cyprus, doctors practiced pharmacy in the early 1900s. Later, as few pharmacists started settling to the island and the need for this profession started growing, pharmacists actually started practicing under the direction of doctors. When the English government decided to have pharmacy business as an individual profession on the island they demanded pharmacy to be taught in hospitals. The number of those who had pharmacology degrees from abroad were only a few. Others who have earned their pharmacology degrees in Cyprus had started opening their own pharmacies.

There were more Greek pharmacy graduates than Turkish ones. The Turkish and Greek pharmacists, who have studied pharmacy together, got along well. They were organized under the Cyprus Pharmacist Association. As a result of the hostilities initiated by the underground organizations after 1955, the relatively few Turkish Cypriot pharmacists have started organizing themselves separately. Consequently, the Turkish Cypriot Association of Pharmacists (TCAP) was founded in 1959.

In 1960, the Republic of Cyprus was formed. The changes in the Pharmacology and Toxicology laws in 1962 mandated that pharmacists be college graduates. The ones who earned their pharmacology degrees in England, Turkey and Greece could use their pharmacist titles. Until 1962, those who graduated and practiced pharmacy in Cyprus were also covered under this new law.

In Northern Cyprus, citizens who have health insurance under social security laws and those who work as civil servants have rights to get medical aid. The State provides free medicine through hospitals to all parts of the island and those who have the same rights to medicinal aid under social security.

There are a few reasons as to why the pharmacies in Cyprus can practice despite the provisions of the State. People are used to going to private clinics or doctors. In addition, preventative medicines and supplements are also commonly sold. People prefer certain as well as quality brands- specifically the imports. Nowadays, the bill for the General Health Insurance Law is being discussed. This new bill is trying to convince the State to allow pharmacies to take over the distribution of medicine.

Until 1974, Turkish Cypriot pharmacist obtained their medicinal supplies from the distributors on the Greek side. Thereafter, since the relation between the two communities were completely cut off, the Turkish Cypriot pharmacists started obtaining their medicinal supplies from the pharmacy supply companies on the Turkish side, which started importing the medicine from Turkey. GÜÇ Ltd, formed by 50 pharmacists in 1988, is the biggest medicinal distribution/supply company.

In pharmacies, the pharmacist is always on duty. The concept of "deputy" pharmacist has not taken off yet. Some pharmacies use assistants. Usually, in most pharmacies, the pharmacist on duty is also the owner.

Pharmacies work on a 10-15% commission per each prescribed medicine. Price stickers on medical products were a new concept first appeared in 2004 lead by the Turkish Cypriot Association of Pharmacists (TCAP). Another new concept was the mandatory seven and a half days vacation-period for the pharmacies during the months of May to September. From May 15 to September 15, pharmacies also take a break from 13:30 to 16:00 hours. During these hours as well as during the night, the pharmacy on duty stays open.

Based on yet another TCAP rule, pharmacies stay open until 13:30 on Saturdays. Night-shift pharmacies stay open until 2300 hours during winter and 2400 hours during the summer months. After-hours, the pharmacies stay on call for emergency prescriptions.

3.4 Conclusion

This section depicted the characteristics of small organisations and pharmacy businesses in Northern Cyprus. The next section represents the theoretical framework adopted for the empirical investigations of this study.

SECTION IV

THEORETICAL FRAMEWORK

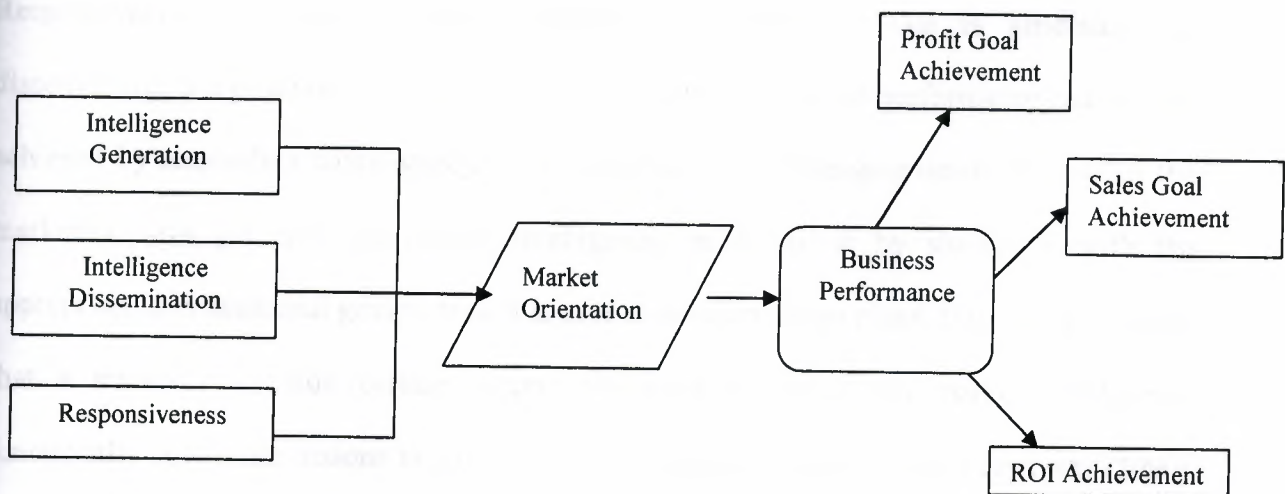
4.1 Introduction

This section depicts the theoretical framework of the problem situation of this study using variables as identified in literature review in Section II and the theoretical model as discussed in Section III of this study report.

4.2 Market Orientation: Theoretical Framework

This study has attempted to test the links among three dimensions of market orientation as well as the link between market orientation and performance. Figure 4.1 shows the model used in the study.

Figure 4.1 Market Orientation (MARKOR) Model (Kohli and Jaworski, 1990)



The Figure 4.1 depicts that market orientation is linked to intelligence generation, intelligence dissemination, and responsiveness. Also, the model shows link between market orientation and performance.

Intelligence generation, the collection and assessment of needs/preferences and forces that influence the development of those needs, is a positive indicator of market orientation. According to Dyer, Shur, and Oh (1987), understanding the customer needs is critical. Failure to ascertain current and future customer needs will result in creating products and services that do not satisfy customers.

Intelligence dissemination is critical to the success of the market orientation process. It plays a major role in the businesses' market orientation development process. Zaltman, Duncan and Holbeck (1973) assert that openness in communication across business functions assist in responding to customer needs.

Responsiveness, the action taken in response to intelligence that is generated and disseminated, is a positive indicator of market orientation. Superior performance can only be achieved by responding continuously to the customer's ever changing needs. Thus once the marketers have gathered the market intelligence, processed it by sharing it with the appropriate interfunctional groups, then it is time to develop action plans. Day (1994b) argues that a market orientation culture support the need to gather the market intelligence functionally coordinate actions to gain a competitive advantage. Kohli and Jaworski (1990) and Narver and Slater (1990) emphasize that the scale of a business's implementation of a market orientation strategy depends on its desired level of organization-wide concern and responsiveness to customer needs and competitive action.

4.3 Conclusion

This section has presented the theoretical framework that underpinned the investigations in the study. The next section discusses the methodologies adopted during the empirical investigations.

SECTION V

METHODOLOGY

5.1 Introduction

This chapter describes the methods adopted during the investigations of this research study.

5.2 Research Design

A case study, descriptive research design was used to investigate the degree of market orientation among the pharmacy business owners/managers in Northern Cyprus. Descriptive design is useful to describe the characteristics of relevant groups (i.e. consumer, market area, organizations), to estimate the percentage of units in a specified population that exhibit a particular behaviour, and to determine the group's characteristics (Malhotra, 1993).

Survey method was used to collect data. Survey research is descriptive research because it helps to identify characteristics of a particular group, measures attitudes, and describes behavioural patterns. Other advantages of the survey method include a degree of researcher and sample bias. Malhotra (1993) also stated that the survey method is a good tool to use for obtaining information regarding the respondent's intentions, awareness, demographics, and lifestyle characteristics, and to determine the interrelations among variables.

The researcher's interference was at a minimum since this was a case study conducted at the work/study environment of the sample population (pharmacy business owners/managers). The unit of measurement was the organization and finally, the time horizon of the study was "cross-sectional".

5.3 Sources of data

5.3.1 Secondary sources

The key motivating literature on market orientation and small businesses were scanned through keyword searches in relevant databases to identify relevant literature. Further literature review was formed on these bases. In addition, secondary information on small businesses was collected from government institutions such as the State Planning Office, Northern Cyprus, (SPO).

5.3.2 Primary Sources

Pharmacy businesses operating in Northern Cyprus were studied to assess their market orientation. The measuring instrument used is described below:

5.3.3 Measuring instrument

Marketing orientation scale items will be used in the proposed study were adapted from Kohli, Jaworski, and Kumar (1993), MARKOR. The survey instrument consisted of four sections. Section 1 included organisational details for demographic and screening purposes where the respondents not owners or managers of the businesses were excluded from the investigations. Section 2 forwarded market-oriented questions to owners/managers of pharmacy businesses to measure organisation's marketing orientation. These questions were structured on a Likert scale model (1 to 5) with "strongly disagree", "disagree", "neither agree nor disagree", "agree", and "strongly agree" as the choices offered to respondents.

Similar to Kohli and Jaworski (1990), Section 3 of the questionnaire included questions about performance such as current and passed three year sales, revenue growth, and market share, and return on investment (ROI) in the last three years that managers evaluated the performance of their organizations. However, since it was not expected that respondents would respond to such questions a qualitative scale was developed for the respondents to

evaluate their performances from 1-5 where 1 was “very low” and 5 was “very high”. Section 4 will included an open question asking the respondents their definition of market orientation and a dichotomous question on whether they related business performance with market orientation.

5.4 Data collection and sampling

The study respondents were aimed to be the pharmacy business owners/managers from all the 127 pharmacies located in 5 districts in Northern Cyprus. However, not all the pharmacists approached were willing to contribute to the survey questionnaire. The final realisation rate was 59 pharmacy businesses selected at random. This number is well below the sample number for a population of 127 as suggested by Sekaran (2003). However, for the purposes of this study this was seen a convenience sample and not representing the whole population. The population frame or the lists of the pharmacies were obtained from the Turkish Cypriot Union of Pharmacies.

Personal interview method was employed as each organisation was visited to help respondents fill in the questionnaire.

5.5 Instrument validity and reliability

SPSS software package was used to collect and analyse data. Instrument reliability was evaluated by using Cronbach’s coefficient alpha. The overall coefficient of alpha for the pharmacy business owners/managers were 0.752 for market orientation items and 0.908 for organisational performance items. The figures are depicted as reliable in social research (see below).

Instrument Reliability (Market-Orientation Items)

Case Processing Summary

		N	%
Cases	Valid	59	100,0
	Excluded ^a	0	,0
	Total	59	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,752	11

Instrument Reliability (Organizational Performance Items)

Case Processing Summary

		N	%
Cases	Valid	59	100,0
	Excluded ^a	0	,0
	Total	59	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,908	3

The modified instrument was also pre-tested on targeted pharmacy business owners/managers and opinions from lecturers in marketing were taken before finalising the instrument as valid in content.

5.6 Conclusion

This section described the research methodology for the study. Sources of data and data collection and sampling methods have been discussed. The following chapter depicts the findings of the empirical investigations.

SECTION VI

FINDINGS

6.1 Introduction

This section depicts the results obtained from the questionnaire carried out on the subjects of the sample population as described in Section V.

6.2 Realisation rate

The measuring instrument designed as a questionnaire and as explained in Section V was carried out on 59 pharmacy businesses out of a total of 127 Pharmacies operating in Northern Cyprus. The remaining 68 pharmacy businesses approached turned down the offer to take part in the investigations of this project due to their political stand against the Near East University's new Pharmacy Faculty. The realisation rate and corresponding results are as in Table 6.1 below:

Table 6.1 Realisation rate of questionnaires carried out

Pharmacy businesses approached	127
Pharmacy business responded	59

6.3 Demographic findings

Out of 59 pharmacy businesses 50 (84.7%) were registered as a sole proprietor business, 5 (8.5%) were Co Ltd and 4 (6.8%) were partnership businesses.

Major finding: A great majority of the pharmacy businesses operating in Northern Cyprus are registered as sole proprietors.

The years in the pharmacy business of the pharmacists showed that over half of the pharmacists have been in the business for "21+" 27 (45.8%), between "0-10" years in the pharmacy business 20 (33.9%), and between "11-20" years 12 (20.3%).

Major finding: An almost half of the pharmacy businesses interviewed have been in business for over 21 years.

On the question of the position in business 34 pharmacists (57.6%) were both the owner and manager of the pharmacy, 23 pharmacists (39 %) were owner of the pharmacy, and 2 pharmacists (3.4%) were only the manager of the pharmacy.

The major finding: Over 97% of the pharmacy businesses in Northern Cyprus are managed by their owner pharmacists while only 4% are managed by individuals other than the business owner.

6.4 Respondent's definition of market orientation

Pharmacists were asked to define market orientation in an open question. The Table 6.2 below summarises and categorises typical responses.

Table 6.2

No of pharmacist (N59)	Typical response
42	Customer satisfaction as in satisfying customer needs and expectations

2	Product quality
2	Being successful in business through choosing between the best possibilities for success
3	Being friendly to customers
1	Listening to customer complaints
5	To work according to the needs of targeted customers
4	Individuals purchasing medical goods are not our customers but doctors and supplying wholesalers

Over half of the pharmacy owners related market orientation with satisfying customer needs 42 (71.18%). The others seem to have related market orientation with quality of the product, customer satisfaction, or keeping goods for customer needs. Four of the respondents further identified their customers as not only the individual buyers buy as doctors and supplying wholesalers as well. It is fair to conclude that the responding pharmacy business owners/managers could define only parts of a market orientation but not in full.

Major finding: Most of the responding pharmacy business owners/managers could define only parts of a market orientation but not in full.

6.5 Data analysis and results on pharmacy marketing orientation

The individual components of market orientation provide the framework for analysing the extent of pharmacy businesses' market orientation. For the purposes of this study, a modified market orientation instrument consisting of 18 Likert-type, five-point, marketing attitude statements was utilized to collect pharmacy market orientation data. Collectively the statements were designed to measure the three components (dimensions) of business market

Major finding: A great majority of the pharmacy businesses operating in Northern Cyprus are registered as sole proprietors.

The years in the pharmacy business of the pharmacists showed that over half of the pharmacists have been in the business for "21+" 27 (45.8%), between "0-10" years in the pharmacy business 20 (33.9%), and between "11-20" years 12 (20.3%).

Major finding: An almost half of the pharmacy businesses interviewed have been in business for over 21 years.

On the question of the position in business 34 pharmacists (57.6%) were both the owner and manager of the pharmacy, 23 pharmacists (39 %) were owner of the pharmacy, and 2 pharmacists (3.4%) were only the manager of the pharmacy.

The major finding: Over 97% of the pharmacy businesses in Northern Cyprus are managed by their owner pharmacists while only 4% are managed by individuals other than the business owner.

6.4 Respondent's definition of market orientation

Pharmacists were asked to define market orientation in an open question. The Table 6.2 below summarises and categorises typical responses.

Table 6.2

No of pharmacist (N59)	Typical response
42	Customer satisfaction as in satisfying customer needs and expectations

2	Product quality
2	Being successful in business through choosing between the best possibilities for success
3	Being friendly to customers
1	Listening to customer complaints
5	To work according to the needs of targeted customers
4	Individuals purchasing medical goods are not our customers but doctors and supplying wholesalers

Over half of the pharmacy owners related market orientation with satisfying customer needs 42 (71.18%). The others seem to have related market orientation with quality of the product, customer satisfaction, or keeping goods for customer needs. Four of the respondents further identified their customers as not only the individual buyers but as doctors and supplying wholesalers as well. It is fair to conclude that the responding pharmacy business owners/managers could define only parts of a market orientation but not in full.

Major finding: Most of the responding pharmacy business owners/managers could define only parts of a market orientation but not in full.

6.5 Data analysis and results on pharmacy marketing orientation

The individual components of market orientation provide the framework for analysing the extent of pharmacy businesses' market orientation. For the purposes of this study, a modified market orientation instrument consisting of 18 Likert-type, five-point, marketing attitude statements was utilized to collect pharmacy market orientation data. Collectively the statements were designed to measure the three components (dimensions) of business market

orientation as defined by Kohli and Jaworski (1990). These dimensions of business market orientation are (1) intelligence generation (2) intelligence dissemination and (3) responsiveness. Three other sections of the instrument included demographic questions, work performance questions, and open-ended questions on market orientation and its definition.

Market orientation data were collected from 59 pharmacy businesses located in Nicosia, Kyrenia and Famagusta, Northern Cyprus. Data pertaining to the mean values of overall business market orientation of are represented in Table 6.3 below

Table 6.3 Pharmacy market orientation mean values

Component	Pharmacy business (N59)
Intelligence generation	2.63558
Intelligence dissemination	2.84068
Responsiveness	3.17626

Intelligence generation:

The mean value of responding pharmacies is 2.64. This mean value lies in the neutral to slightly less market-oriented interval. With respect to intelligence generation the responding pharmacy businesses are slightly less market oriented.

Major finding: With respect to intelligence generation pharmacy business organisations in Northern Cyprus are slightly less market oriented.

Intelligence dissemination:

The mean value of responding pharmacies is 2.84. This mean value lies in the neutral slightly less market-oriented interval. With respect to intelligence generation the responding pharmacy businesses are slightly less market oriented.

Major finding: With respect to intelligence dissemination pharmacy business organisations in Northern Cyprus are slightly less marketing oriented.

Responsiveness:

The mean value of responding pharmacies is 3.18. This mean value lies in the neutral slightly more market-oriented interval. With respect to intelligence generation the responding pharmacy businesses are slightly more market oriented.

Major finding: With respect to responsiveness pharmacy business organisations in Northern Cyprus are slightly more marketing oriented.

Overall pharmacy market orientation

Mean values for overall market orientation for pharmacy market orientation are given in Table 6.4 below:

Table 6.4 Pharmacy market orientation overall mean values

Component	Pharmacy business (N59)
Pharmacy market orientation	2.88417

The overall market-oriented mean value of responding pharmacies is 2.88. This mean value lies in the neutral to slightly less market-oriented interval. With respect to overall market-orientation the responding pharmacy businesses are slightly less market oriented.

Major finding: With respect to overall market-orientation pharmacy business organisations in Northern Cyprus are slightly less marketing oriented.

6.6 Organisational performance of pharmacy organisations and the link between market orientation

The table 6.4 below depicts the results obtained on three measures of organisational performance of the responding pharmacy organisations.

Table 6.5 Pharmacy organisations organisational performance

Component	Pharmacy business (N59)
Profit goal achievement	3.1186
Sales goal achievement	3.1186
Return on investment achievement	3.1695

The mean values obtained are slightly above the desired level of being a highly successful organisation. This indicates that the responding pharmacy businesses are not achieving as desired in their own terms. This coincides with previous research that there is a positive link between market orientation and organisational achievement. Since the responding pharmacy organisations are found to be only slightly market oriented then it's no surprise that they only slightly achieve their performance expectations.

Major finding: Pharmacy business organisations in Northern Cyprus are only slightly market-oriented and therefore, they only partially reach their own desired performance levels.

6.7 Pharmacists views on the link between market orientation with that of business performance and profitability

Out of the 59 responding pharmacists, 56 said yes to a link between market orientation and business performance, and 3 said no to a link between market orientation and business performance. When considered with the finding in 6.6, this indicates that although a market-orientation approach to running a business is appreciated it is not put into operation in practice. The reasons behind this need another investigation.

Major finding: An overwhelming majority of pharmacy owners see a link between market orientation and business performance including profitability. However, in reality this is not practiced.

6.8 Conclusion

This section has revealed the findings from the empirical investigations of this report. The next section will be the concluding part that will include a summary of the theoretical and the empirical findings, answers to the objectives/questions set at the beginning of the project and limitations and suggestions for further research and final concluding remarks.

SECTION VII

CONCLUSIONS

7.1 Introduction

This section finalises the study report through reporting major theoretical and empirical findings. Study objectives/questions are answered with general conclusions. Study' limitations and recommendations for further research are also discussed.

7.2 Summary of theoretical findings

The theoretical findings carried out in Section II and IV of this report revealed that:

- 7.2.1 Narver and Slater (1990) defined a market orientation as consisting of three behavioral components--customer orientation, competitor orientation and inter-functional coordination--and two decision criteria--long-term focus and profitability.
- 7.2.2 Deshpande, Farley and Webster (1993) defined market orientation as "the set of beliefs that puts the customers' interest first, while not excluding that of all other stakeholders, in order to develop a long-term profit".
- 7.2.3 Recently, Deshpande and Farley (1998) synthesized the three conceptualizations presented above by defining a market orientation as the set of cross-functional processes and activities directed at creating and satisfying customers through continuous needs assessment.
- 7.2.4 Kohli and Jaworski (1990) outline a conceptualization of market orientation that relates to the organization-wide generation of market intelligence, its dissemination across the various functional areas of the business and the organization-wide response to it.

- 7.2.5 In the study by Nielsen, et al, (2003) the researchers suggest that "organizational size was positively associated with market orientation."
- 7.2.6 Research studies found positive relationship between market orientation and performance (Jaworski and Kohli, 1993; Narver and Slater, 1994; Fritz, 1996; Pitt et al, 1996; Selnes et al, 1996).
- 7.2.7 Results of the research by Nielsen et al, provided support for the hypothesis related market orientation and its impact on organizational performance in Nordic banks.
- 7.2.8 The study by Appiah-Adu, (1998) which found that market orientation was the only variable tested which had a significant and positive influence on three performance measures; new product success, sales growth and profitability levels (ROI) of small firms. His findings agree with the results of most of the research studies on the market orientation-performance.
- 7.2.9 Management should realize that the positive effects of market orientation on business performance do not accrue immediately, because a change in the market oriented efforts take place slowly and is costly.
- 7.2.10 Intelligence generation, the collection and assessment of needs/preferences and forces that influence the development of those needs, is a positive indicator of market orientation. According to Dyer, Shur, and Oh (1987)
- 7.2.11 Intelligence dissemination is critical to the success of the market orientation process. It plays a major role in the businesses' market orientation development process. Zaltman, Duncan and Holbeck (1973)
- 7.2.12 Responsiveness, the action taken in response to intelligence that is generated and disseminated, is a positive indicator of market orientation.

7.3 Summary of the empirical findings

The major findings resulting from the empirical investigations of this study are given below:

- 7.3.1 A great majority of the pharmacy businesses operating in Northern Cyprus are registered as sole proprietors.
- 7.3.2 An almost half of the pharmacy businesses interviewed have been in business for over 21 years.
- 7.3.3 Over 97% of the pharmacy businesses in Northern Cyprus are managed by their owner pharmacists while only 4% are managed by individuals other than the business owner.
- 7.3.4 Most of the responding pharmacy business owners/managers could define only parts of a generally accepted definition of market orientation.
- 7.3.5 With respect to intelligence generation, pharmacy business organisations in Northern Cyprus are slightly less market oriented.
- 7.3.6 With respect to intelligence dissemination, pharmacy business organisations in Northern Cyprus are slightly less marketing oriented.
- 7.3.7 With respect to responsiveness, pharmacy business organisations in Northern Cyprus are slightly more marketing oriented.
- 7.3.8 With respect to overall market-orientation, pharmacy business organisations in Northern Cyprus are slightly less marketing oriented.
- 7.3.9 Pharmacy business organisations in Northern Cyprus are only slightly market-oriented and only partially reach their own desired performance levels.
- 7.3.10 An overwhelming majority of pharmacy business owners see a link between market orientation and business performance including profitability. However, in reality market orientation is only partially practiced.

7.4 Answers to questions formulated for the projects

7.4.1 How is market orientation defined and measured in the literature?

Literature has offered numerous definitions of market orientation. Narver and Slater (1990) defined a market orientation as consisting of three behavioural components--customer orientation, competitor orientation and inter-functional coordination--and two decision criteria--long-term focus and profitability. Deshpande, Farley and Webster (1993) defined market orientation as "the set of beliefs that puts the customers' interest first, while not excluding that of all other stakeholders, in order to develop a long-term profit". Recently, Deshpande and Farley (1998) synthesized the three conceptualizations presented above by defining a market orientation as the set of cross-functional processes and activities directed at creating and satisfying customers through continuous needs assessment. Kohli and Jaworski (1990) outline a conceptualization of market orientation that relates to the organization-wide generation of market intelligence, its dissemination across the various functional areas of the business and the organization-wide response to it.

7.4.2 How are SMEs defined in theory and in Northern Cyprus in particular?

Small organisations are vitally important to economies and they are not necessarily mini versions of large organisations. They do have features common with other organisations but they also have unique characteristics and attributes that are reflected in the manner in which they are organised and managed.

Small organisations do not normally have the organisational structure that is found in large organisations. While small organisations usually employ staff to perform multiple tasks, large organisations tend to use specialists who perform the same activity. It can be deducted

therefore, that many of the structural features of small organisations arise because of their size (Robbins: 1992 in Ehlers, 2000: 44).

There are no agreed definitions and classifications of small organisations in Northern Cyprus. The Government sources make a classification of all businesses based on the industries they are in and the number of people they employ (SPO, 1998: 7). However, there is an increasingly accepted trend for Small business in Northern Cyprus to be classified and incorporated in the collective category of small, micro and medium enterprises (SMEs) similar to the classifications used in the European Union (Önet, 2003: 2).

7.4.3 What are the characteristics of pharmacy businesses and in Northern Cyprus?

A great majority of the pharmacy businesses operating in Northern Cyprus are registered as sole proprietors. An almost half of the pharmacy businesses interviewed have been in business for over 21 years. Over 97% of the pharmacy businesses in Northern Cyprus are managed by their owner pharmacists while only 4% are managed by individuals other than the business owner.

7.4.4 How market oriented are the pharmacy businesses in Northern Cyprus?

With respect to intelligence generation, pharmacy business organisations in Northern Cyprus are slightly less market oriented. With respect to intelligence dissemination, pharmacy business organisations in Northern Cyprus are slightly less marketing oriented. With respect to responsiveness, pharmacy business organisations in Northern Cyprus are slightly more marketing oriented. With respect to overall market-orientation, pharmacy business

organisations in Northern Cyprus are slightly less marketing oriented. Pharmacy business organisations in Northern Cyprus are only slightly market-oriented and only partially reach their own desired performance levels. An overwhelming majority of pharmacy business owners see a link between market orientation and business performance including profitability. However, in reality market orientation is only partially practiced.

7.5 Main conclusions and overall implications

Pharmacy businesses in Northern Cyprus are largely micro organisations run by their pharmacist owners. Their relations with customers are regulated by the state and self-imposed regulations by the Association of Pharmacies in Northern Cyprus. This necessarily makes them seller-oriented and not market-oriented. In other words, because of the economical and otherwise isolation of Northern Cyprus and other historical factors pharmacies in Northern Cyprus constitute a protected service industry. Competition is limited to personal service and location and is by no means through price, products sold or opening/closing times. This also explains the recent opposition of the pharmacists to the Near East University's new venture in launching pharmacy education at degree level. Similarly, it also explains why many pharmacists refused to take part in the investigations of this report due to their suspicions of the Near East University.

This investigation found most pharmacies as only slightly market-oriented similar to what discussed above. This may not pose a current threat to pharmacy businesses, however, with a prospect of a solution in Cyprus and a consequent joining to the European Union will bring a fierce competition against which the local pharmacies will not be able to compete with current understanding of business policy. However, the results of this investigation also showed that most pharmacies appreciate a market-orientation philosophy as link to success in business.

The future, therefore, can hold some optimism, if those believing in free competition and in market-oriented business policy push to radically change the current protectionist policies.

7.6 Limitations and recommendations for further research

This study aimed to investigate all the 127 practising pharmacies in Northern Cyprus, however, only 59 of them responded due to before mentioned suspicions on the researcher's institute, the Near East University. Therefore, it is recommended that this research is replicated and pharmacies be persuaded to all join in as the results interests the future of the pharmacy services industry in Northern Cyprus.

7.7 Conclusion

This final section has depicted the theoretical results, answered to study' questions and discussed the implications of the findings. Recommendations for further research were also made.

REFERENCES

- Agarwal, S., Erramilli, M.K., Dev, C.S. (2003) "Market orientation and performance in service firms: role of innovation," *Journal of Services Marketing*, www.emeraldinsight.com/0887-6045.htm, Retrieved July 5, 2005.
- Akyol, A., Akehurst, G. (2003) "An investigation of export performance variations related to corporate export market orientation," *European Business Review*, www.emeraldinsight.com/0955-534X.htm, Retrieved July 5, 2005.
- Appiah-Adu, K., Ranchhod, A. (Jun 1998) "Market orientation and performance in the biotechnology industry: An exploratory empirical analysis" *Technology Analysis and Strategic Management*, v10, i2, pp. 197-210.
- Atuahene-Gima, K. (1995) "An exploratory analysis of the impact of market orientation on new product performance" *Journal of Product Innovation Management*, v12, pp. 275-293.
- Aziz, N.A., Yasin, N.M. (2004) "The influence of market orientation on marketing competency and the effect of Internet-marketing integration," *Asia Pacific Journal of Marketing and Logistics*, v16 n2, pp. 3.
- Caruana, A., Gauci, S., Ferry, M. (1995) "Market orientation and business performance: Some evidence from Malta," In D. Jobber et al. (Eds.), *Making Marketing Work* (pp. 123-131), Bradford: Marketing Education Group.
- Chang, T., Chen, S. (1994), "The impact of a market orientation on total offering quality and business profitability," *Proceedings of the American Marketing Association*, Summer.
- Damanpour, F. (1992) "Organizational size and innovation," *Organization Studies*, v13n3, pp. 375-402.
- Day, G. (1994b). "Continuous Learning about Markets," *California Management Review*,

- 36 (Summer), 9-31.
- Day, G.S., Wensley, R. (Apr 1988) "Assessing advantage: A framework for diagnostic competitive superiority," *Journal of Marketing*, v52, pp. 1-20
- Deshpande, R., Farley J.U. (1998) "Measuring Market Orientation; Generalization and Synthesis" *Journal of Market-Focused Management*, v2n3, pp. 213 (20)
- Deshpande, R., Farley J.U., Webster, Jr., F. E., (Jan 1993) "Corporate culture, customer orientation, and innovativeness in Japanese firms" *Journal of Marketing*, v57n1, pp. 23-37 (15)
- Dewar, RD. and Dutton, J.E. (1986), "The adoption of radical and incremental innovations: an empirical analysis," *Management Science*, v32, pp. 1422-33.
- DPO – Devlet Planlama Örgütü, 1998. *Ekonomik ve Sosyal Göstergeler*.
- Dyer, F. R., P. H. Shur, and S. Oh (1987). "Developing Buyer Seller Relationships," *Journal of Marketing*, 51 (April), 32-46.
- Farrell, M.A., Oczkowski, E. (2002) "Are market orientation and learning orientation necessary for superior organizational performance," *Journal of Market-Focused Management*, v5, pp. 197-217
- Flohr Nielsen, J. (1995), "Organizing for quality in Danish retail banking," paper presented at the Workshop on Quality Management in Services V, European Institute for Advanced Studies in Management, Tilburg
- Fritz, W. (1996), "Market orientation and corporate success: findings from Germany," *European Journal of Marketing*, v30n8, pp. 59-74
- Gainer, B., Padanyi, P. (2002) "Applying the marketing concept to cultural organizations: An empirical study of the relationship between market orientation and performance," *International Journal of Nonprofit and Voluntary Sector Marketing*, v7n2, pp. 182-193
- Grewal, R., Comer, J.M., Mehta, R. (Jul 2001) "An investigation into the antecedents of

- organizational participation in business-to-business electronic markets," *Journal of Marketing*, v65n3, pp. 17-33
- Grove, A. (1996) "Only the paranoid survive," Harper Collings, London.
- Han, J. K., N. Kim, and R. K. Srivastava (1998). "Marketing Orientation and Organizational Performance: Is Innovation a Missing Link?" *Journal of Marketing*, 62(October), 30
- Hofstede, G. (1984), "Culture's consequences: international differences in work related values," Sage, Beverly Hills, CA
- Jones, O. (2002) "Facility management: future opportunities, scope and impact," *Facilities*, v18n3/4, pp. 133-7
- Kim, Y. (2003) "How will market orientation and environment and firm's character influence performance," *Cross Cultural Management*, v10n4, pp. 71-88
- Knight, G.A., Dalgic, T. (2000) "Market orientation, marketing competence, and international company performance," *American Marketing Association*
- Kohli, A J, Jaworski, B J, Kumar A (Nov 1993) "Markor: a measure of market orientation," *Journal of Marketing Research*, v30 n4, pp. 467
- Kohli, Ajay K., Jaworski, Bernard J. (Apr 1990) "Market orientation: the construct, research propositions, and managerial implications," *Journal of Marketing*, v54, pp. 1-18
- Langerak, F. (2001), "The relationship between customer and supplier perceptions of the manufacturer's market orientation and its business performance," *International Journal of Market Research*, v43n1, pp.43-62
- Langerak, F., Commandeur, H.R. (1998), "The influence of market orientation on positional advantage and performance of industrial businesses," *American Marketing Association*
- Malhotra, N. K. (1993). *Marketing Research: An applied Orientation*. New Jersey:

Prentice Hall

- Matear, S., Gray, B.J., Garrett, T. (2004) "Market orientation, brand investment, new service development, market position and performance for service organizations," *International Journal of Service Industry Management*, v15n3, pp. 284-301
- Matear, S., Osborne, P., Garrett, T., Gray, B.J. (2002) "How does market orientation contribute to service performance," An examination of alternative mechanisms," *European Journal of Marketing*, v36n9/10, pp. 1058-1075
- Matsuno, K., Mentzer, J.T., Ozsomer, A. (Jul 2002) "The effects of entrepreneurial proclivity and market orientation on business performance," *Journal of Marketing*, pp. 18-32
- Mikkelsen, O., Garden, H. (2000) "Danmark halter bagefter pi IT," *Borsen*, 28 Feb, pp. 20-1.
- Narver, J.C., Slater, S.F. (Jan 1994) "Does competitive environment moderate the market orientation-performance relationship?," *Journal of Marketing*, v58n1, pp.46-60
- Narver, J.C., Slater, S.F. (Oct 1990) "The effect of a market orientation on business profitability," *Journal of Marketing*, pp. 21-35
- Negandhi, A.T. (1983), "Cross-cultural management research. trend and future directions," *Journal of International Business Studies*, Fall, pp. 451-68.
- Nielsen, J.F., Host, V., Jaensson, J., Kock, S., Selnes, F. (2003) "Market orientation in Nordic banks: does nationality matter?" *European Journal of Marketing*, v37n11/12, pp. 1818-1841
- Noble, C.H., Sinha, R.K., Kumar, A. (Oct 2002) "Market orientation and alternative strategic orientations: A longitudinal assessment of performance implications," *Journal of Marketing*, v66, pp. 25-39
- Norburn, D., Birley, S., Dunn, M. and Payne, A. (1990), "A four nation study of the

- relationship between marketing effectiveness, corporate culture, corporate values, and market orientation," *Journal of International Business Studies*, Fall, pp. 451-68.
- Nwanko, S., Owusu-Frimpong, N., Ekwulugo, F. (2004) "The effects of organizational climate on market orientation: Evidence from the facilities management industry," *v18n2/3*, pp. 122-32
- Olivares, A.M., Lado, N. (2003) "Market orientation and business economic performance: A mediated model," *International Journal of Service Industry Management*, *v14n3*, pp. 284-309
- Pavitt, K. (1990), "What we know about the strategic management of technology," *California Management Review*, *v32*, Spring, pp. 17-26.
- Pelman, A. and Wilson, D. (1990), " Does market orientation matter for small firms?," in Deshpande, R. (Ed.), (1999), *Developing a Market Orientation*, Sage, Thousand Oaks, CA.
- Pelham, Alfred M. and David T. Wilson, (1996), "A Longitudinal Study of the Impact of Market Structure, Firm Structure, Strategy, and Market Orientation Culture on Dimensions of Small-Firm Performance", *Journal of the Academy of Marketing Science*, *24* (1), 7-43.
- Perry, M.L., Shao, A.T. (2002) "Market orientation and incumbent performance in dynamic market," *European Journal of Marketing*, *v36*, n9/10, pp. 1140-1153
- Pitt, L., Caruana, A., Berthon, P. (1996) "Market orientation and business performance: Some European evidence," *International Marketing Review*, *v13*, pp. 5-18
- Pulendran, S., Speed, R., Widing II, R.E. (2003) "Marketing planning, market orientation and business performance," *European Journal of Marketing*, *v37n3/4*, pp. 476-497
- Raju, P.S., Lonial, S.C., Gupta, Y.P., Ziegler, C. (2000) "The relationship between market orientation and performance in the hospital industry: A structural equations

- modeling approach," *Health Care Management Science*, v3, pp. 237-247
- Ramaseshan, B., Caruana, A., Pang, L.S. (2002) "The effect of market orientation on new product performance: a study among Singaporean firms," *Journal of Product & Brand Management*, v11n6, pp. 399-409
- Ruekert, R.W. (Aug 1992) "Developing a market orientation: An organizational strategy perspective," *International Journal of Research in Marketing*, v9n3, pp. 225 (25)
- Saini, A., Johnson, J., Grewal, R. (2002) "Performance in e-commerce: The role of responsive and proactive market orientations," *American Marketing Association*
- Sekaran Uma, 2003. *Research Methods for Business*. John Wiley and Sons.
- Selnes, F., Jaworski, B.J., and Kohli, A.K. (1996) "Market orientation in United States and Scandinavian companies: a cross cultural study," *Scandinavian Journal of Management*, v12n2, pp. 139-157
- Slater, S. F., and J. C. Narver (1994). "Does Competitive Environment Moderate the Marketing Orientation-Performance Relationship?" *Journal of Marketing*, 58(January), 46-55.
- Verhees, F.J.H.M., Meulenbergh, M.T.G. (Apr 2004) "Market orientation, innovativeness, and performance in small firms," *Journal of Small Business Management*, v42n2, pp.
- Zaltman, G., R. Duncan, and T. Holbeck (1973). *Innovation and Organizations*. New York, NY: John Wiley & Sons.



APPENDIX A (Questionnaire in English)

A Study of Pharmacy Businesses in Northern Cyprus Using MARKOR Scale

Fall 2006

This is a survey carried out as part of my graduation project for a degree in Business Administration at the Near East University. The aim is to observe pharmacy businesses' general inclination to market orientation as small organisations. The questions are aimed at all the pharmacy businesses currently operating in Northern Cyprus. Please respond to all questions set in four sections below. Your responses will be kept in strict confidence.

Thank you for your kind co-operation.

Esra Tuğun

Final Year Business Administration Student
Near East University

Section 1

Organisational Details

Registered name of business

Type of business

Sole proprietor ☐ Partnership ☐ Co ltd ☐ Other ☐
If other, Please specify:

Years in operation

0-10 11-20 21+

Address

Telephone

Respondent's details

Your name

Position in business

Owner ☐ Owner/manager ☐ Manager ☐ Other ☐

If other, Please specify:

Section 2 – Market orientation

Please think about the manner in which your firm is currently managing its business practices in relation to the statements below.

Please read each statement carefully and state the extent to which you agree with each of them. It is important that you respond to all the statements.

Please use the following table to rank your responses to statements 1 to 18.

Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
1	2	3	4	5

Intelligence generation		1	2	3	4	5
1.	In our business, we ask customers at least once a year to find out what products or services they will need in the future.					
2.	We interact directly with our customers to learn how to serve their needs better					
3.	We are slow to detect changes in customers' product/service preferences (R)*					
4.	We have a survey on customers at least once a year to assess the quality of our products and services					
5.	We often share our survey results with those who can influence our customers' purchases such as wholesalers and distributors					
6.	We collect industry information by informal means through industry friends and trade partners					
7.	We are slow to detect fundamental shifts in the industry such as competition and technology (R)*					
8.	We periodically review the likely effect of changes in the business environment (e.g. regulation) on customers					

Intelligence dissemination		1	2	3	4	5
9.	A lot of informal talks in our business concerns our competitors' tactics or strategies					
10.	We formally consider at least once a quarter market trends and developments					
11.	We inform everyone in our business within a short period when something happens to our major customer market					

12.	We are slow to alert each other when one of us finds out something important about competitors (R)*					
13.	We have minimal communication between marketing and procurement functions concerning market developments (R)*					

Responsiveness		1	2	3	4	5
14.	We are quick to respond to significant changes in our competitors pricing structures					
15.	For one reason or another, we tend to ignore changes in our customers' product/service needs (R)*					
16.	We have new product/service offerings driven by principles of market segmentation					
17.	Our product/service lines marketed depends more on internal politics than real market needs (R)*					
18.	Periodically, we review new product/service offerings to ensure that they are in line with customers' wants					

Section 3 Business performance

Please rank your business performance in relation to below:

19. We view our profit goal achievement as:

Very low	Low	Neither high nor low	High	Very high
1	2	3	4	5

20. We view our sales goal achievement as:

Very low	Low	Neither high nor low	High	Very high
1	2	3	4	5

21. We view our return on investment as:

Very low	Low	Neither high nor low	High	Very high
1	2	3	4	5

Section 4 – Market orientation defined

22. How would you define market orientation?

23. Do you see a link between market orientation with that of business performance and profitability?

Yes ☐ No ☐

Once more, thank you for your kind co-operation.

Esra Tuğun

(R)* Denotes reverse coded item

BAKIMCI GÖRÜŞLERİNE GÖRE İNCELEME VE YERİNE KÖRGELEME
GÖRÜŞLERİNE GÖRE İNCELEME VE YERİNE KÖRGELEME

Görüşme + ...

Yeni ...
...
...
...
...
...

Görüşme ...

...
...

...
...

...

APPENDIX B (Questionnaire in Turkish)

...

...

...

...

...

...

...

...

...

...

...

...

MARKOR ÖLÇEĞİNİ KULLANARAK KUZEY KIBRISTAKİ ECZANE İŞLETMELERİNİ İNCELEME

Güz 2006

Yakın Doğu Üniversitesi İşletme Lisans Diploması alma koşulu olarak yürütülen bu araştırma, mezuniyet projemin bir parçasını oluşturuyor. Amaç, genel olarak eczane işletmelerinin, küçük işletme olarak ne kadar pazar odaklı olduklarını gözlemlemektir. Sorular, Kuzey Kıbrıs'taki bütün eczane işletmelerine yöneliktir. Aşağıda, dört bölümden oluşan soruların hepsini yanıtlamaya çalışmanız rica olunur. Yanıtlarınız, kesinlikle gizli kalacaktır.

Gösterdiğiniz yakın işbirliğine teşekkürlerimi sunarım.

Esra Tuğun

İşletme Bölümü Son Sınıf Öğrencisi
Yakın Doğu Üniversitesi

Bölüm 1

Örgütsel Ayrıntılar

İşletmenin resmi adı

Şirket tipi

Ticari ünvan ☐ Ortaklık ☐ Co ltd ☐ Diğer ☐

Diğeri ise, Belirtiniz:

Kaç yıldır hizmet verdiği

0-10 11-20 21+

Adresi

Telefonu

Kişisel bilgileri

Adınız

Şirketteki konumunuz

Sahibi ☐ Sahibi/yönetici ☐ Yönetici ☐ Diğer ☐

Diğeri ise, Belirtiniz:

Bölüm 2 – Pazar/müşteri odaklılık

İşletmenizde, şu andaki uygulamalarınızı aşağıdaki anlatımlar ışığında değerlendirmenizi rica ediyoruz.

Lütfen her anlatım tümcesini özenle okuyup size uygun yanıt kutusunu işaretleyin. Tüm anlatımlara yanıt vermeniz oldukça önemlidir.

Aşağıdaki değerlendirme çizelgesini kullanarak 1 den 18'e kadar sıralanan anlatımları değerlendiriniz.

Kesinlikle katılmıyorum	Katılmıyorum	Ne az ne çok katılıyorum	Katılıyorum	Kesinlikle katılıyorum
1	2	3	4	5

Bilgi edinme	1	2	3	4	5
19. Yılda en az bir kez müşterilerle buluşup gelecekte gereksinecekleri ürünle hizmetlerin neler olduğunu öğreniriz.					
20. Müşterilerimizin ihtiyaçlarını nasıl daha iyi karşılayabileceğimizi öğrenmek için, onlarla direkt olarak ilgileniyoruz.					
21. Müşterilerin ürün tercihlerindeki değişiklikleri fark etmekte yavaş oluyoruz.					
22. Ürünlerimizin ve hizmetlerimizin kalitesini ölçmek için yılda en az bir kez müşterilere anket yapıyoruz.					
23. Sık sık, anket cevaplarımızı müşterilerimizin alımlarını etkileyen toptancı ve dağıtıcılarla paylaşıyoruz.					
24. Sanayi arkadaşlarından ve ticaret ortaklarından resmi olmayan anlamda sanayi bilgileri topluyoruz.					
25. Sanayideki temel değişiklikleri fark etmekte yavaş oluyoruz. (ör. Rekabet ve teknoloji)					
26. İş çevresindeki değişikliklerin müşteriler üzerindeki etkilerini dönemsel olarak gözden geçiriyoruz (ör. Yasal uygulamalar)					

Bilgi paylaşımı	1	2	3	4	5
27. Rakiplerimizin taktik ve stratejilerini kendi aramızda konuşuruz.					
28. Yılda en az üç ay, pazardaki eğilimleri ve gelişmeleri resmi olarak dikkate alıyoruz.					

29.	En büyük müşteri pazarımızda önemli bir gelişme olursa bu bilgiyi en kısa sürede çalışanlarla aramızda paylaşıyoruz.					
30.	Rakiplerle ilgili önemli bir gelişmeyi öğrendiğimizde birbirimizi uyarmakta yavaş oluyoruz.					
31.	Pazarlama ve alım bölümlerimiz arasında pazardaki gelişmelerle ilgili görüş alış-verişlerimiz en az seviyede oluyor.					

Tepkisellik		1	2	3	4	5
32.	Rakiplerimizin fiyatlarındaki değişikliklere karşı ivedilikle hareket edebiliyoruz.					
33.	Müşterilerin ürün/hizmet gereksinimlerindeki değişiklikleri bazı nedenlerden dolayı göz ardı etme eğilimi içinde olabiliyoruz.					
34.	Pazar kesimleme ilkelerine göre önerdiğimiz yeni ürün ve hizmetler var.					
35.	Pazarlanan ürün/hizmet çeşitlerinde gerçek pazar gereksinimlerinden çok iç-politikalara bağlı oluyoruz.					
36.	Müşteri istekleriyle uyumlu olabilmek için ürün geliştirme çabalarının dönemsel olarak gözden geçiriyoruz					

Bölüm 3- İş Performansı

Lütfen iş performansınızı aşağıdakilere göre sınıflandırınız:

19. Kâr amaçlarımıza ulaşmakta başarımız :

Çok düşük	Düşük	Ne yüksek ne düşük	Yüksek	Çok yüksek
1	2	3	4	5

20. Satış amaçlarımıza ulaşmakta başarımız:

Çok düşük	Düşük	Ne yüksek ne düşük	Yüksek	Çok yüksek
1	2	3	4	5

21. Yatırımın geri dönüşü amaçlarımızdaki başarımız:

Çok düşük	Düşük	Ne yüksek ne düşük	Yüksek	Çok yüksek
1	2	3	4	5

Bölüm 4- Pazar/Müşteri odaklılığı tanımı

24. Pazar/müşteri odaklılığını nasıl tanımlarsınız?

25. Pazar odaklı olmakla işte başarılı ve kazançlı olmak arasında bir bağlantı görüyor musunuz?

Evet ☐ Hayır ☐

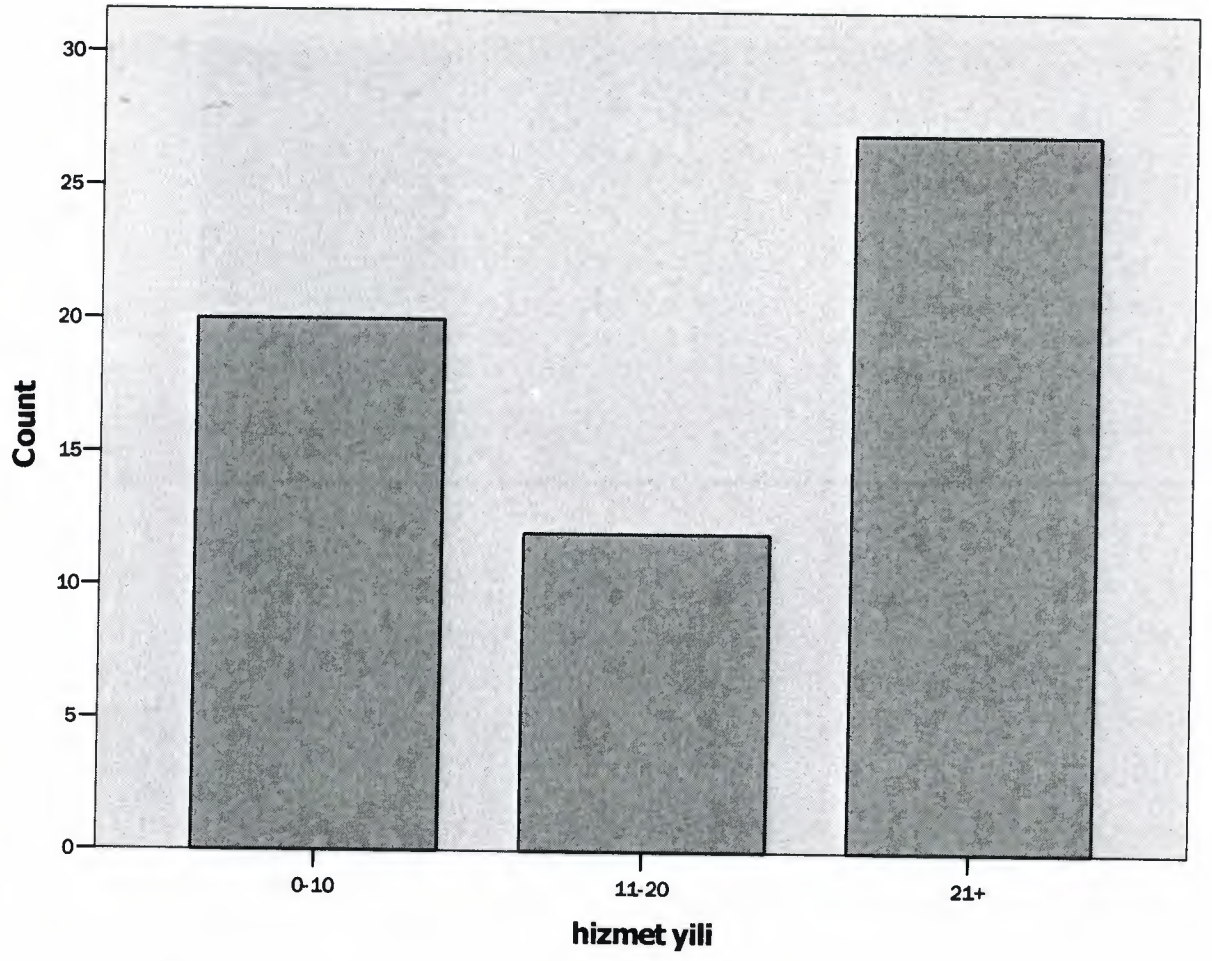
Gösterdiğiniz yakın işbirliğine yeniden teşekkürlerimi sunarım

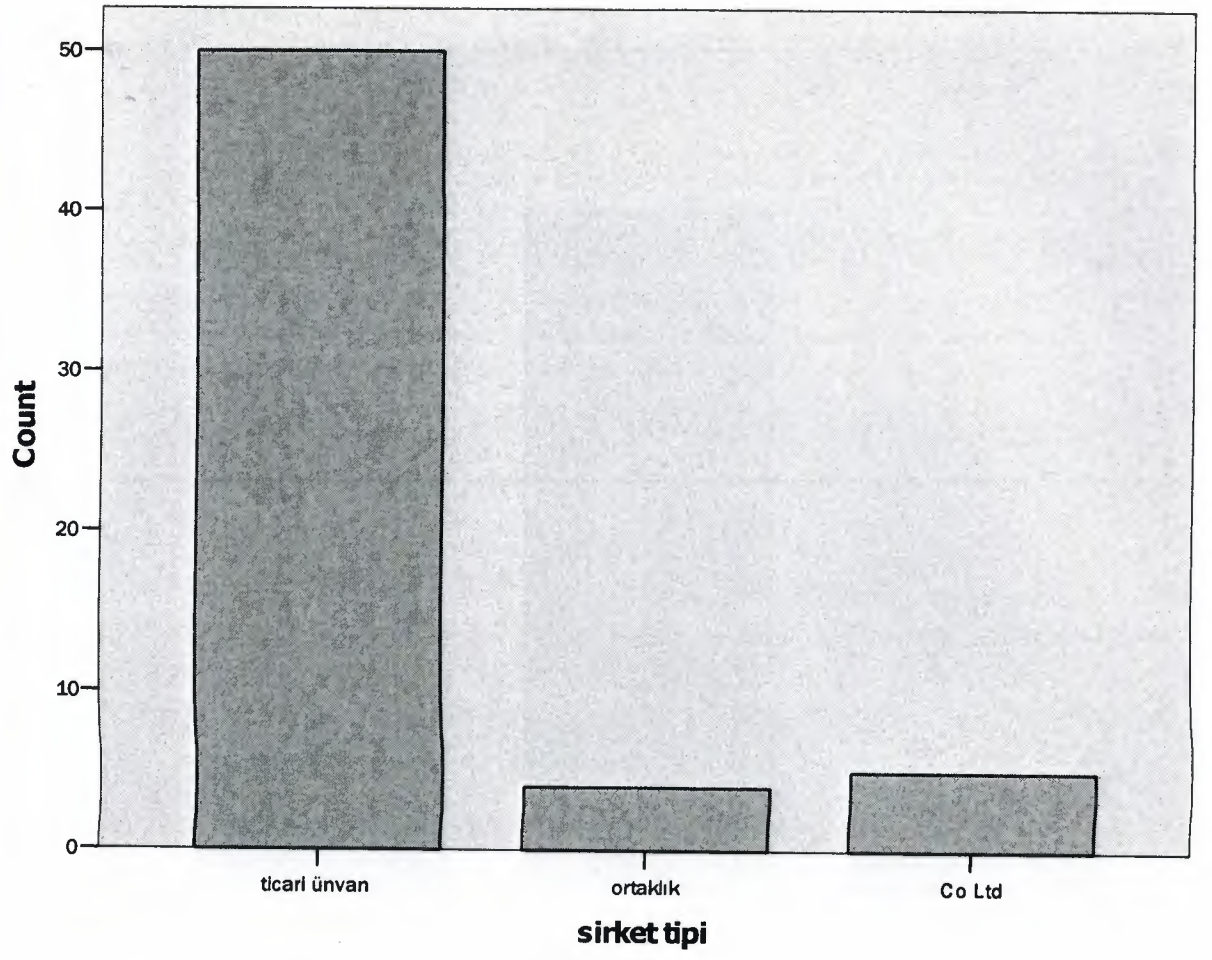
Esra Tuğun

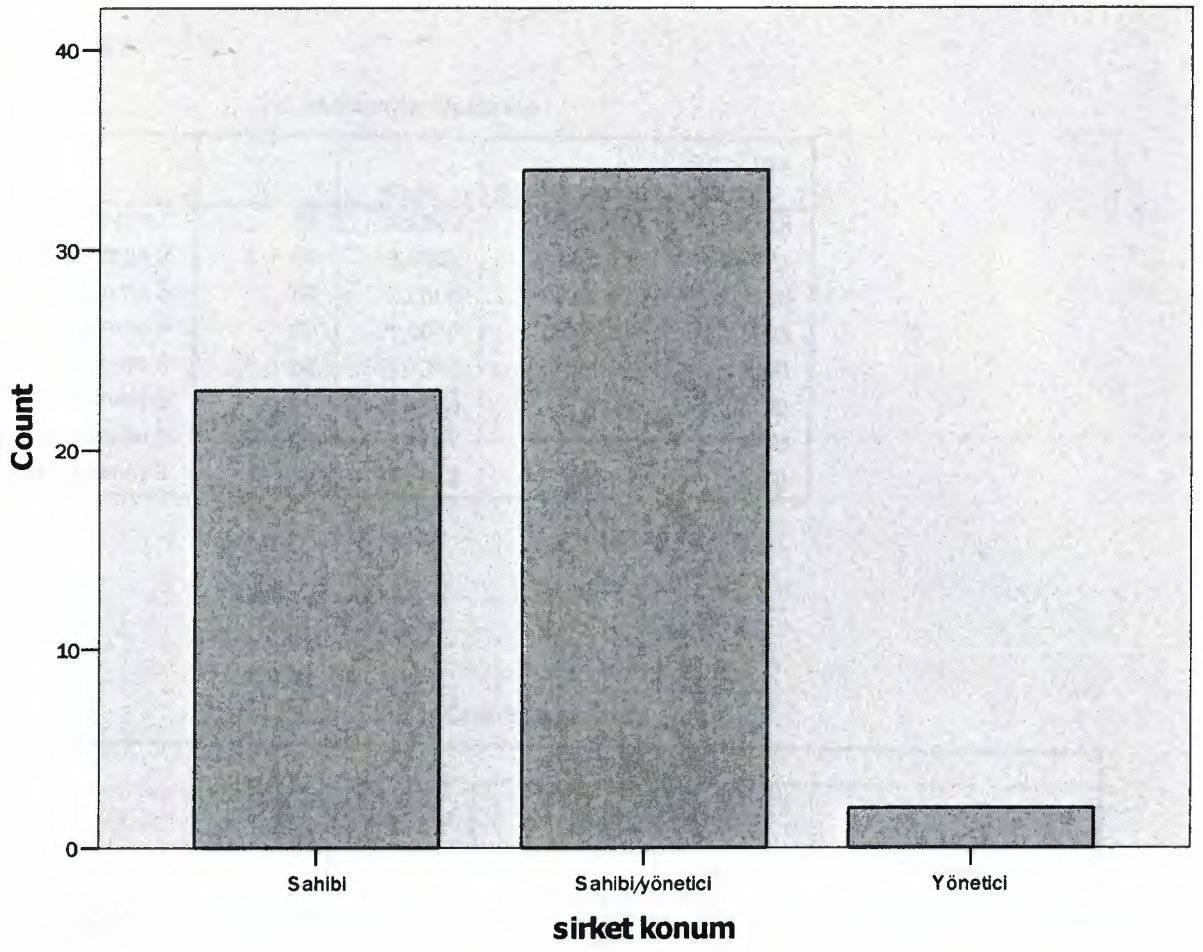
Count



APPENDIX C (SPSS OUTPUTS)







T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
bilgi edinme 1	59	2,2542	1,21191	,15778
bilgi edinme 2	59	4,5932	,81195	,10571
bilgi edinme 3	59	2,0508	1,02425	,13335
bilgi edinme 4	59	1,6610	,92121	,11993
bilgi edinme 5	59	1,7288	,86763	,11296
bilgi edinme 6	59	2,4068	1,36607	,17785
bilgi edinme 7	59	2,7797	1,32701	,17276
bilgi edinme 8	59	3,6102	1,14496	,14906

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
bilgi edinme 1	14,287	58	,000	2,25424	1,9384	2,5701
bilgi edinme 2	43,452	58	,000	4,59322	4,3816	4,8048
bilgi edinme 3	15,380	58	,000	2,05085	1,7839	2,3178
bilgi edinme 4	13,850	58	,000	1,66102	1,4209	1,9011
bilgi edinme 5	15,305	58	,000	1,72881	1,5027	1,9549
bilgi edinme 6	13,533	58	,000	2,40678	2,0508	2,7628
bilgi edinme 7	16,090	58	,000	2,77966	2,4338	3,1255
bilgi edinme 8	24,219	58	,000	3,61017	3,3118	3,9085

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
bilgi paylasimi 9	59	2,8475	1,32370	,17233
bilgi paylasimi 10	59	3,3051	1,31640	,17138
bilgi paylasimi 11	59	3,3559	1,32304	,17225
bilgi paylasimi 12	59	2,2542	1,06014	,13802
bilgi paylasimi 13	59	2,4407	1,13367	,14759

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
bilgi paylasimi 9	16,523	58	,000	2,84746	2,5025	3,1924
bilgi paylasimi 10	19,285	58	,000	3,30508	2,9620	3,6481
bilgi paylasimi 11	19,483	58	,000	3,35593	3,0111	3,7007
bilgi paylasimi 12	16,333	58	,000	2,25424	1,9780	2,5305
bilgi paylasimi 13	16,537	58	,000	2,44068	2,1452	2,7361

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
tepkisellik 14	59	3,2203	1,39046	,18102
tepkisellik 15	59	2,1017	1,14010	,14843
tepkisellik 16	59	4,0000	1,15967	,15098
tepkisellik 17	59	2,5424	1,25013	,16275
tepkisellik 18	59	4,0169	1,05849	,13780

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
tepkisellik 14	17,790	58	,000	3,22034	2,8580	3,5827
tepkisellik 15	14,160	58	,000	2,10169	1,8046	2,3988
tepkisellik 16	26,494	58	,000	4,00000	3,6978	4,3022
tepkisellik 17	15,621	58	,000	2,54237	2,2166	2,8682
tepkisellik 18	29,150	58	,000	4,01695	3,7411	4,2928

T-Test KAR AMACI

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
kar amaci	59	3,1186	,58970	,07677

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
kar amaci	40,622	58	,000	3,11864	2,9650	3,2723

SATIŞ AMACI

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
satis amaci	59	3,1186	,64553	,08404

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
satis amaci	37,108	58	,000	3,11864	2,9504	3,2869

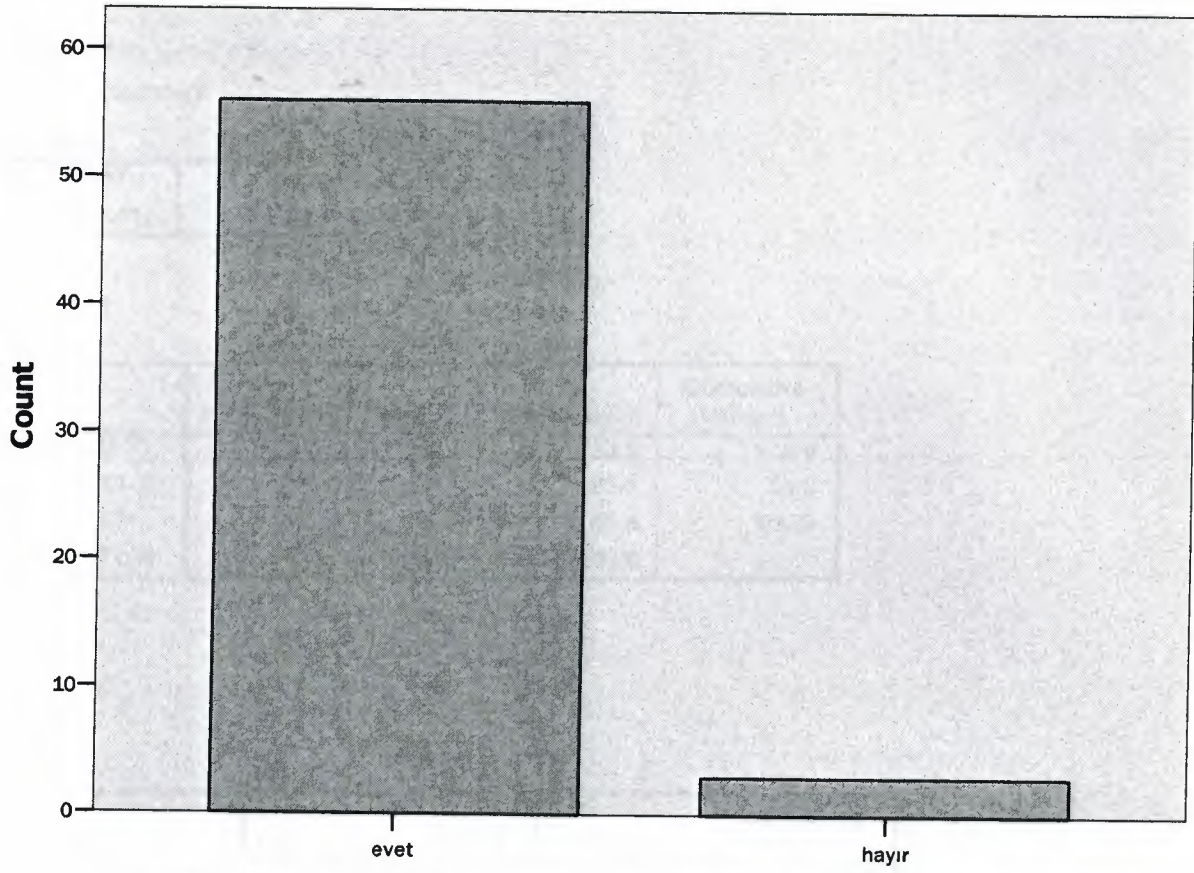
YATIRIMIN GERİ DÖNÜŞÜ

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
yatirimin geri dönüşü	59	3,1695	,74631	,09716

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
yatirimin geri dönüşü	32,621	58	,000	3,16949	2,9750	3,3640



pazar odakli olmakla iste basarili ve kazanccli olmak arasında bir baglanti görüyormusunuz?

Frequencies

Statistics

hizmet yili

N	Valid	59
	Missing	0

hizmet yili

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-10	20	33,9	33,9	33,9
11-20	12	20,3	20,3	54,2
21+	27	45,8	45,8	100,0
Total	59	100,0	100,0	

sirket tipi

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid ticari ünvan	50	84,7	84,7	84,7
ortaklık	4	6,8	6,8	91,5
Co Ltd	5	8,5	8,5	100,0
Total	59	100,0	100,0	

sirket konum

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Sahibi	23	39,0	39,0	39,0
Sahibi/yönetici	34	57,6	57,6	96,6
Yönetici	2	3,4	3,4	100,0
Total	59	100,0	100,0	

Reliability

MARKET ORIENTATION ITEMS

Case Processing Summary

		N	%
Cases	Valid	59	100,0
	Excluded ^a	0	,0
	Total	59	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,752	11

WORK PERFORMANCE ITEMS

Case Processing Summary

		N	%
Cases	Valid	59	100,0
	Excluded ^a	0	,0
	Total	59	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,908	3