

NEAR EAST UNIVERSITY

FACULTY OF ECONOMICS AND ADMINISTRATIVE SCIENCES

DEPARTMENT OF BUSINESS ADMINISTRATION

**MARKET ORIENTATION AT CIVIL SOCIETY ORGANISATIONS IN
NORTHERN CYPRUS**

GRADUATION THESIS

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SUMMARY

The inflation in civil society organisations (CSO) experienced in Northern Cyprus has been mainly due to the changes in the political environment. The concern and the need for information are to do with the efficiency and the effectiveness of these organisations in response to the needs of their members and target groups. One way to understand the performance of the voluntary organisations in relation to their targeted groups is to understand their marketing orientation. There are no known studies on measuring the marketing orientation of CSOs in Northern Cyprus and their effectiveness in delivering services to their targeted groups.

This study proposes to investigate the non-profit organisations in Northern Cyprus and to measure their market orientation as against their performance using the MARCOR scale.

Key words: Market orientation; MARCOR; non-profit organisations

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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

A non-profit organization is formed for the purpose of serving a public or mutual benefit other than the pursuit or accumulation of profits for owners or investors. "The non-profit sector is a collection of entities that are organizations; private as opposed to governmental; non-profit distributing; self-governing; voluntary; and of public benefit" (Sargeant 1999). The non-profit sector is often referred to as the third sector, independent sector, voluntary sector, philanthropic sector, social sector, tax-exempt sector, or the charitable sector.

Kotler and Levy (1969) were the first to suggest that a marketing philosophy could be extended to non-profit organisations (NPOs). In the 36 years since, the need for NPOs to embrace a marketing philosophy and adopt a market orientation has been promoted widely in the academic literature (e.g., Kotler and Andreasen, 1991; Wood and Bhuian, 1993).

The use of the term 'market orientation' is problematic with no consensus of what the term means (Dreher, 1994). Some academics conceptualise market orientation as a guiding organisational philosophy (e.g., Evans, James and Tones, 1996). In contrast, market orientation has been described as a set of activities that organisations need to undertake to be successful (e.g., Mayfield and Crompton, 1995; Wrenn, 1996). Consequently, there have been many attempts to define the term market orientation in the extant literature (e.g., Kohli and Jaworski, 1990, Narver and Slater, 1990; Shapiro, 1988). Despite the lack of agreement on a formal definition, there is consistency in the literature that a market orientation involves at least three main elements. These are: a customer/market focus, the co-ordination of marketing effort and the goal of long term profitability.

1.3 Problem situation as a social order

While researchers have explored the relationship between market orientation and firm performance in commercial organisations, such studies in non-profit organisations are rare. The inflation in non-governmental organisations (NGOs) experienced in Northern Cyprus has been mainly due to the changes in the political environment. However, there are also many other voluntary organisations on the increase with concern for the future. The concern and the need for information are to do with the efficiency and the effectiveness of these organisations in response to the needs of their members and target groups. One way to understand the performance of the voluntary organisations in relation to their targeted groups is to understand their marketing orientation. There are no

known studies on measuring the marketing orientation of voluntary organisations in Northern Cyprus.

The social development of the Turkish Cypriot community has been affected by numerous factors. The liberalization process that took place during the initial period of British colonial rule, during which there emerged a nascent civil society in Cyprus, inspired Orthodox Christian and Muslim intellectuals to articulate critical ideas about colonial policies on economic and administrative issues.

In the public and expert discourses in the community in northern Cyprus civil society usually refers to a positive association of people independent of the 'state', contributing to the development of civic values and social capital, and taking a generally constructive stance towards democracy as a social order.

While researchers have explored the relationship between market orientation and firm performance in commercial organisations, such studies in non-profit organisations are rare. This is an explorative/descriptive study where the civil society organisations in Northern Cyprus are explored and their market orientation is described using the MARCOR scale.

1.4 Problem Statement

The aim of this proposal is to measure the market orientation of non-profit organisations in Northern Cyprus with a view to understand their efficiency and the inflation in non-governmental organisations (NGOs) experienced in Northern Cyprus has been mainly due to the changes in the political environment. However, there are also many other voluntary organisations on the increase with concern for the future. The concern and the need for information are to do with the efficiency and the effectiveness of these organisations in response to the needs of their members and target groups. One way to understand the performance of the voluntary organisations in relation to their targeted groups is to understand their marketing orientation. There are no known studies on measuring the marketing orientation of voluntary organisations in Northern Cyprus. and their effectiveness in delivering services to their targeted groups.

1.5 Objectives

The objectives formulated for this proposed study are set as the following:

- 1.5.1 What are the differences between non-profit organisations and profit-oriented organisations?
- 1.5.2 What is the background to research on the topic of marketing orientation and non-profit organisations?
- 1.5.3 What is the current situation with the non-profit organisations in Northern Cyprus?
- 1.5.4 How marketing oriented are the non-profit organisations in Northern Cyprus?

SECTION 2

MARKETING ORIENTATION AND NON-PROFIT FIRMS

1.6 Conclusion

This section has described the topic, problem situation, problem statement and the objectives of the proposed study. The next section will introduce a brief literature review on marketing orientation and non-profit organisations.

SECTION II

MARKETING ORIENTATION AND NON-PROFIT FIRMS

2.1 Introduction

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

2.2 Background to previous research on market orientation

Kohli and Jaworski (1990) define market orientation as an organization - wide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments and organizations- wide responsiveness to this intelligence. Market intelligence pertains to monitoring customers' needs and preferences. It also includes an analysis of how consumers might be affected by government regulation, technology, competitors, and other environmental forces. Environmental scanning activities are a part of market intelligence generation. Intelligence dissemination pertains to the communication and transfer of intelligence information to the communication and transfer of intelligence information to departments and individuals within an organization through both formal and informal channels. Responsiveness is the action taken by organizations to reply to intelligence that is generated and disseminated.

Complementary to the above, Narver and Slater (1990) argue that market orientation consists of three behavioural components: customer orientation, competitor orientation, and inter-functional coordination. Also, Ruekert (1992) defines market orientation similarly but adds an explicit focus on strategic planning by business units. Shapiro (1998) argues that three characteristics make a company market-driven: (1) information on all-important buying influences permeates every corporate function; (2) strategic and tactical decisions are made inter-functionally and inter-divisionally; and (3) division and functions make well-coordinated decisions and execute them with a sense of commitment.

2.3 Non-profit organisations and market orientation

Although marketing in the non-profit service provider sector may have attributes similar to those of profit oriented providers, some key differences exist. The first distinction relates to financial rewards. According to Chan and Chau (1998) non-profits attempt to achieve social profits. These are intangible results that may not be readily seen by many in our society. Examples of these social profits consist of enhancing the quality of a child's life when he/she is taken from an abusive home, the elimination of youthful social deviance because a recreation program is provided for at a local YMCA, or the elimination of pollution because the local non-profit environmental protection agency was able to intervene and prevent the dumping of chemicals in a nearby landfill. These social profits generally add value to the community and enhance the quality of everyone's life. A second distinction relates to the nature of the multiple publics that a profit and non-profit organizations must serve. Although the publics are similar, the

relationship of non-profit organizations to the investment community differs from that of business organizations to their investment community.

Two major constituencies challenge non-profit agencies; one is the resource allocation market and the other is the resources attraction market or donors (Segal 1991). Market orientation of private non-profit organizations can affect activities and programs directed towards the beneficiaries and donors. A fundamental question in non-profit sectors is the specification of what is to be understood by target public. One of the primary differences between non profit and profit organizations is that generally the non-profit agencies maintain a higher number of relationships which can be critically important (Drucker 1990). As a consequence, they have to think about their existing relationships, not only with their clients or beneficiaries, but also with their donors of funds. Profit making organizations can make use of the marketing function to promote the direct exchange between the firm and its customer. This facilitates simultaneous assignment and attraction of resources. However in non-profit organizations the attraction and assignment of resources are two separate tasks involving different target publics and different needs (Shapiro 1973). Resource donors are essential for the non-profit activity's fulfilment. Therefore, the organization's orientation towards them must also be a primary role of management. Focusing on the donor must be viewed as a means to fulfil the organization's mission, but not as an end in itself (Brannen 1996; Mullins 1996).

As Gallagher and Wienberg (1991) assert, non-profits market concurrently to rely on both the users and the fund providers for their survival. Both of these groups represent the

non-profit organization's stakeholders. As one reads the non-profit organizational performance literature it is clear that the non-profits have multiple and some times conflicting goals associated with these stakeholders. This situation reflects diverse priorities of different constituencies as well as the varying briefs among stakeholders groups concerning what constitutes effectiveness in the non-profit sector (Padanyi 2001). As such, in many cases the stakeholder(s) could have a narrow viewpoint of the market orientation construct. In the for-profit environment the focus is on customers and employees as the primary stakeholder groups. In the non-profit sector this focus can be overly simplistic since these organizations can potentially have a much larger group of stakeholders. To assess appropriately the extent to which marketing has been implemented within a non-profit context, it would be necessary to study the organization's orientation towards such groups as individual donors, corporations, trusts, foundations, trustees, employees, volunteers, recipients, and government (Mei-Na Liao and Sargeant 2000). Responding to the large number of publics and stakeholders associated with NPOs presents a major challenger. As such, marketing for non-profit service providers requires a different method to accomplish the organization's goals. The measurement of non-profit service provider performance requires a different approach that considers the dual constituencies facing the organization. As Chan and Chau (1998) suggest, a non-profits performance can be measured based on the services that are provided to its target groups or on its ability to attract resources. Attempting to measure the extent to which the organization is oriented to each group can created problems. Some scholars such as Bennett (1998) have avoided this problem by focusing on one

stakeholder group such as the donors. The model used in this paper is focused on the link between market orientation and the fund raising activities of the organizations.

By focusing on the non-profit's competitive situation non-profit organizations confront a more complex competitive environment than do profit organizations. The demand for non-profit good and services is often insatiable, and to consider other organizations as competition would be inappropriate. As a result of this circumstance the NPO's orientation towards the beneficiary and the donor must be complemented first of all with a simultaneous orientation towards the collaborator and the competitor. For example, nonprofits can frequently collaborate with competitors on various projects, which may not be allowed in the private sector. This requires the non-profit to evaluate the collaborators and competitors strengths and weaknesses as well as opportunities and threats (SWOT) that are derived from their activities (Narver and Slater 1990). Identifying the SWOTs of the collaborators and competitors allows the non-profit to see where they lag behind. It also shows how they outperform or have superior capacities to existing alternatives (Sargeant 1999). There are situations where competition is directly relevant to each organization's business. A case such as charities trying to secure government funding to supply goods and services represents pure competitive relationships. In the fund-raising arena there is always a degree of competition in play. Yet, even here non-profits share lists of donors with each other in the hope that every participating organization will benefit from sharing resources (Bruce 1994). With respect to donors, the use of the term 'competition' appears to be more widespread especially if

the contribution is **monetary**, because other organizations want to obtain funds from a common pool of limited resources.

Another perspective on the competitiveness of NPOs relates to the study the environmental forces that affect the nonprofits system of preferences and expectations (Kohli and Jaworski 1990; Ruekert 1992; Biemans and Harmsen 1995). Good management dictates that organizations should develop an environmental monitoring system to help anticipate any of the changes that will facilitate and accelerate the adoption of recommended corrective actions (Lambin 1996). This reasoning makes it clear that it is essential for NPOs to employ market intelligence gathering methods to promote this activity (Greenley and Foxall 1998).

According to Gallagher and Weinberg (1991) non-profits receive more media scrutiny than commercial profit making organizations. Such intensity of media coverage is generated from the fact that many NPOs receive government funding; thus taxpayers want to know what is happening with their tax dollars. The media scrutiny also has an impact on their reputation and when the media through advertising and other means demonstrate high consumer satisfaction and then the NPOs reputation is enhanced. Being market-oriented can positively promote an organizations reputation (Gainer and Padyani 2001). As the NPO satisfies its beneficiaries (customer satisfaction) and this news is announced to the public through various forms of media, then the organisation's reputation is improved, consequently having an impact on the amount of resources donors are willing to supply. According to Gainer and Padyani (2001) those NPOs with a

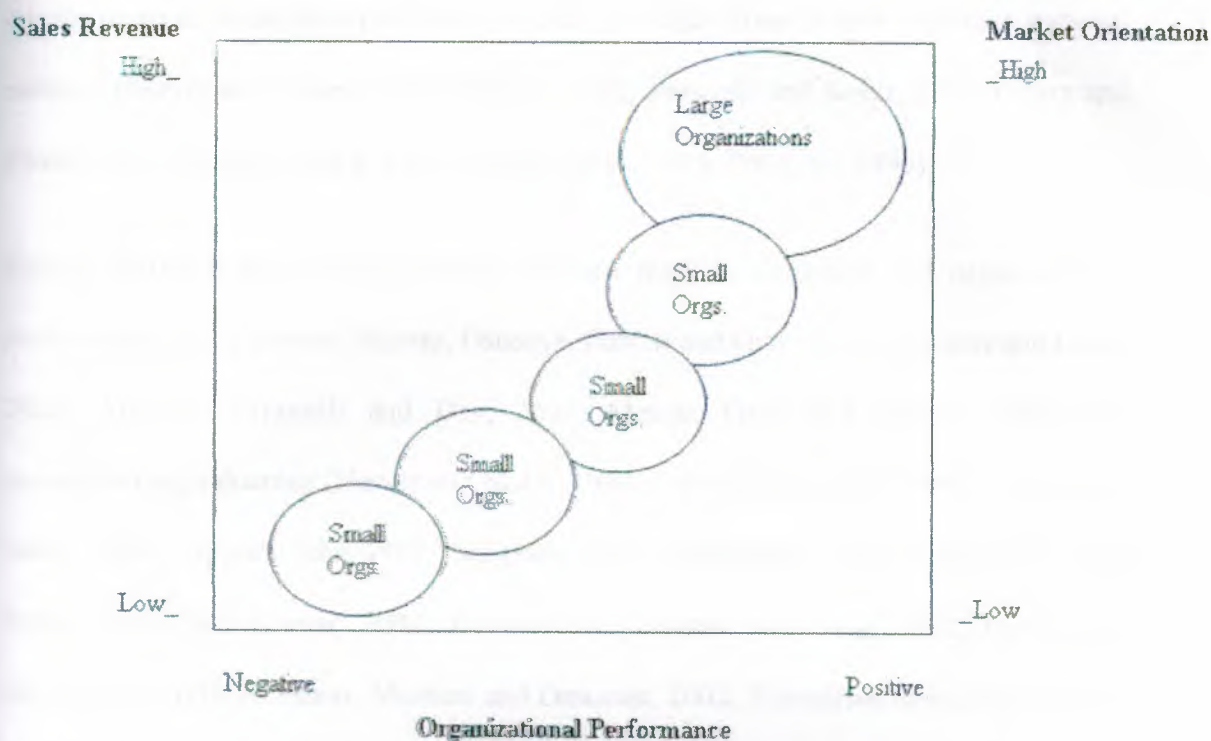
market oriented culture had a higher probability of showing an increase in customer satisfaction. This is eventually resulted in an increased in customer satisfaction. This eventually resulted in an increased growth in resources they were able to attract.

2.4 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



2.5 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.

2.6 Conclusion

This section depicted a review of the literature on marketing orientation and non-profit service provider organisations. The information about the previous research and the theoretical framework will be built in the next section.

SECTION III

CONTEXTUAL FACTORS

3.1 Introduction

This section gives a background to Northern Cyprus and its civil society organisations for a better appreciation of the context of the investigations made for his study.

3.2 Historical overview of civil society and organisations in northern Cyprus

The division of the island of Cyprus, since 1974, and the separate development of the respective communities on the island, makes a separate analysis of civil society in each community necessary.

The role of civil society in the community of the northern part of Cyprus also deserves study because, unlike other societies, it does not have an internationally recognized government, thus it lacks diplomatic relations. The lack of an internationally recognized government has limited the access of local civil society to many international legal and institutional resources. Although some international networks have been inclined to consider the appeals of local civil society, an internationally isolated regime in the northern part of the island did not always support efforts of civil society to develop international linkages. This also limited the role of international civil society in showing solidarity with civil society in the northern part of the island. This situation led to the formation of a sui generis civil society whose direct interaction with international community was largely limited.

In the case of the Turkish Cypriot community, civil society has played an important role historically, given that various clubs and associations that predate the establishment of the 1960 Republic of Cyprus. Significant among these are foundations, or vakıf, especially the Evkaf. Also, the Kardeş Ocağı (Hearth of Brethren or Fraternity Home) Club in Nicosia- and its forerunners-played an important role in imparting on Turkish Cypriots a sense of political community. Turkish nationalism was inspired by the Young Turk movement and later Kemalism (Nevzat 2005).

Prior to ethnic strife on the island, there is some evidence of collaboration with Greek Cypriots on issues of mutual interest, including uprisings against various colonial masters. However, in lieu of a political Project that could sustain a unified civil society, and especially following the events of 1974, civil society has developed independently on either side of the Green Line that divides Cyprus.

The development of the Turkish Cypriot community has been affected by numerous factors. The liberalization process that took place during the initial period of British colonial rule, during which there emerged a nascent civil society in Cyprus, inspired Orthodox Christian and Muslim intellectuals to articulate critical ideas about colonial policies on economic and administrative issues.

3.3 The concept of civil society in Northern Cyprus

In the public and expert discourses in the community in northern Cyprus civil society usually refers to a positive association of people independent of the 'state', contributing to the development of civic values and social capital, and taking a generally constructive stance towards democracy as a social order.

Different from the CSI definition of civil society, uncivil types of association and citizen activities are not usually seen as part of civil society and fall into the category of extremism, nationalism, racism or illegal activities. In contrast to the broader definitions of civil society (e.g. within the framework of the Johns Hopkins Comparative Non-Profit Sector Project, see Salamon, Anheier et al 1999, or the CIVICUS CSI definition), the civil society discourse in the Turkish Cypriot community employs a more narrow definition of civil society, which covers only those organizations which have the legal form of association, foundation or pious foundation fund or non profit company. More informal organizations are, by default, neglected. In the community of northern Cyprus, the concept of civil society is used in a relatively restricted way due to 'legal procedures' of establishment and categorization that affects discourse. Accordingly, the concept is conflated with 'non governmental organization'.

Non governmental organizations are studied under three headings (The Management Centre of the Mediterranean, 2005). These are: associations, foundations and non profit companies. Non governmental organizations in principle are organizations that can be

Independent, run by boards of directors and serve the public good through working for the society and increasing the Standard of living by filling up the gaps in the society. They do not represent the interests of any occupational group and are independent of the 'state', commercial organizations and political parties. They have democratic elections and management structures as well as independent budgets.

At present, in response to the prospect of EU accession, new concepts of civil society are being discussed within the community. Since the events leading to the division of the island, the two communities have been functioning in isolation of each other. However, it is anticipated that in a reunified Cyprus have been induced to discuss in earnest what a reintegrated Cyprus might look like, and what exactly the role of Greek Cypriots might conceivably be in a reunified island. Currently laws circumscribe membership in various associations to 'citizens' of the 'TRNC'. The scope of civil society and how inclusive it is are concepts that are coming to be scrutinized.

3.4 The concept of civil society used in this study

Civil society is the arena outside the family, the government, political parties and the market, where people associate to advance common interests (The Management Centre of the Mediterranean, 2005).

This definition entails a certain degree of controversy with respect to the meaning of 'common interest', where some maintained that public interest did not imply, say,

Collective bargaining, as was the case with syndicate or trade unions that aimed to advance the economic interests of their membership. The more inclusive definition was adopted by this study that captured the various types of civil organisations in Northern Cyprus as listed in the in the report “Assessment of Civil Society in Cyprus”, The Management Centre of the Mediterranean, 2005.

The Table 3.1 lists the various types of Civil Society Organisations (CSO) captured by the definition employed for this study.

Table 3.1: Types of CSOs included in the study

Traders or Business Association
Professional Association (e.g. Doctors, engineers)
Trade Union or Labour Union
Neighbourhood/ Village Committee
Religious or Spiritual Group
Cultural and Arts Organisations
Socializing Clubs (e.g. Rotary, Lions)
Cooperative Organizations or groups
Educational Group (eg. Parent-Teacher Association, School Committees)
Health Group / Social Service Association (e.g. Association for the Disabled)
Sports Association
Youth Organization

Women's Association or Group
Civic Group / Human Rights Organization
Ethnic-based Community Group
Environmental or Conservational Organization
Hobby Association or Group
Social Advocacy Group
other Associations or Groups

3.5 Mapping Civil Society in the northern part of Cyprus

How does civil society look like in the society of northern Cyprus? How does it relate to broader social forces in the northern part of the island? To explore these issues further, the PAG (Project Advisory Group, The Management Centre of the Mediterranean, 2005) conducted a social forces and civil society mapping exercise. Drawing on participatory rural appraisal methods, these mapping exercises sought to visually present the major forces within society and civil society, respectively and to investigate the relations between these forces. In the social forces map, the larger the circle, the more power this actor is believed to wield. The different shades denote the societal sectors to which the respective actor belongs: the 'state', political parties, civil society, business (market), or external forces.

The map shows a strong predominance of 'state' actors, such as the executive, but also acknowledges the important role of the Turkish embassy and military. Rauf Denktaş, former 'president' and long time communal leader of the Turkish Cypriot community,

also features as a unique actor within civil society and was categorized as his own 'state' actor. His circle overlaps with the military and Turkey, implying that he is increasingly aligned with Turkey, as opposed to more indigenous social forces.

It should be highlighted that the Turkish Embassy and the military were treated not as external forces per se, since in the context of northern Cyprus the PAG found it difficult to adopt conventional demarcations. Therefore, whereas Ankara (i.e. the Turkish government) and Turkey as a whole were treated as external forces, the Turkish Embassy was considered embedded in the northern Cyprus community affairs.

By comparison, the mapping exercise assigned a marginal role to the legislative and judicial branches of 'government'. The same can be said of civil society and the private sector. Civil society, in turn, appears to be divided, or even polarized, into NGOs on the one hand and trade and Professional organizations on the other. In the latter cases these social forces are closer to the private sector. Private media and universities were treated as market social forces. Private media, owing to its association with political parties, is depicted as relatively influential.

Figure 3.1 Social Forces map of Northern Cyprus



3.6 Conclusion

This section depicted the characteristics of civil society organisations in Northern Cyprus.

The next section represents the theoretical framework adopted for the empirical investigations of this study.

SECTION IV

THEORETICAL FRAMEWORK

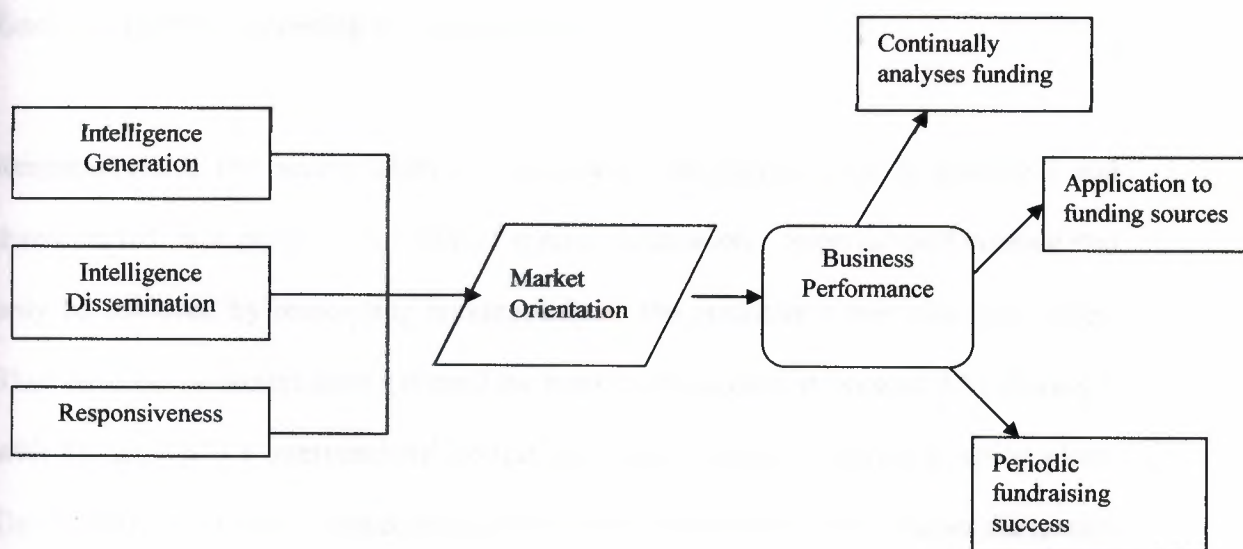
4.1 Introduction

This section set up a theoretical framework of the problem situation using variables as identified in Section 2.

4.2 Market Orientation: Theoretical Framework

In this study, an attempt was be made 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 as adapted for non-profit organisations.

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.

Information 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 interventional groups, and then it is time to develop action plans. Day (1994) 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.

Gallagher and Wienberg 1991 reported that non profits organizations must market to their services to fund providers for their survival. Furthermore, Chan and Chau (1998) suggested that non profit organisation performance can be measured based on the organizations ability to attract resources (fund providers). In order to avoid the problem of trying to measure the performance of a non profit organizations based upon the services it providers to target groups (users) the study will focus on the donors (Bennett 1998). Consistent with this approach this study will measure performance using a three items scale: continuous analysis of funding, application to funding sources and periodic fundraising success.

4.3 Conclusion

This section has presented the theoretical framework that underpinned the investigations in this study. The next section will discuss the methodologies adopted during the project phase.

SECTION V

METHODOLOGY

5.1 Introduction

This chapter describes the methods adapted 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 civil society organisation 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 (civil society organisation). 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 non-profit organisations 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 non-profit organisations was collected from government institutions such as the State Planning Office (DPO) and state district offices.

5.3.2 Primary Sources

Non-profit organisations operating in Lefkoşa, 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 used in the proposed study was adopted from Kohli, Jaworski, and Kumar (1993), MARKOR. The survey instrument consisted of four sections. Section 1 included personal and organisational details. Section 2 forwarded marketing-oriented questions to executive members of non-profit organisations 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. Section 3 included three items two measure organisational performance and finally, section 4 asked for the definition of market orientation in the eyes of the respondents.

5.4 Data collection and sampling

The study population was the executive members of non-profit organisations from all listed in Lefkoşa district, in Northern Cyprus. A convenient sampling approach was used to select the study sample. The population frame or the list of the non-profit organisations was obtained from the Lefkoşa State District Office.

Data was collected through personal interviews.

5.5 Instrument validity and reliability

SPSS software package was used to collect and analyse data. Instrument reliability was evaluated by using Combat's coefficient alpha. The overall coefficient of alpha for the non-profit organization owners/managers was 0.835 for market-orientation items and 0.857 for organisational performance items. The figures are depicted as reliable in social research (see below).

Market Orientation Items

Case Processing Summary

		N	%
Cases	Valid	50	100,0
	Excluded ^a	0	,0
	Total	50	100,0

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

Reliability Statistics

Cronbach's Alpha	N of Items
,835	9

Work Performance Items

Case Processing Summary

		N	%
Cases	Valid	50	100,0
	Excluded ^a	0	,0
	Total	50	100,0

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

Reliability Statistics

Cronbach's Alpha	N of Items
,857	3

The modified instrument was also pre-tested on targeted respondents 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 section depicts the empirical findings.

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 60 responding organisations 10 of the questionnaires were discarded due to too many blanks. The realisation rate and corresponding results are as in Table 6.1 below:

Table 6.1 Realisation rate of questionnaires carried out

	No. civil society organisations
Responding	50
Discarded	(10)
Total	50

6.3 Demographic findings

6.3.1 Status of CSOs

Out of 50 Civil Society Organizations, 18 (36%) were classified as “professional”, 28(56%) as “association”, and 4 (8%) as “religious” civil society organisations.

Major finding: Most CSOs responding had a professional status.

6.3.2 Years in service

Out of the 50 responding organisations, 46% (N23) were in operation for more than 20 years, 14% (N7) were in operation between 0 to 5 years similarly with those been in service between 6 to 10 and 11 to 15 years. Those between 15 to 20 years of service stood at 12% (N6).

Major finding: Almost half the responding CSOs have been in operation for more than 20 years.

6.3.3 Classification

The table 6.1 below depicts the results on the classification of the responding civil society organisations:

Table 6.1

Classification		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Traders or business association	2	4,0	4,0	4,0
	Professional association	5	10,0	10,0	14,0
	Trade union or labour union	5	10,0	10,0	24,0
	Neighbourhood-village Committee	1	2,0	2,0	26,0
	Religious or Spiritual group	1	2,0	2,0	28,0
	Cultural and Art Organisations	6	12,0	12,0	40,0
	Socializing clubs	3	6,0	6,0	46,0
	Cooperative Organizations or groups	1	2,0	2,0	48,0
	Educational groups	4	8,0	8,0	56,0
	Health group	4	8,0	8,0	64,0
	Sports Association	1	2,0	2,0	66,0
	Youth organization	2	4,0	4,0	70,0
	Women's Association or group	2	4,0	4,0	74,0
	Civic group/human rights organisation	3	6,0	6,0	80,0
	Ethnic basic community group	1	2,0	2,0	82,0
	Environmental or Conversational organization	1	2,0	2,0	84,0
	Hobby Association group	5	10,0	10,0	94,0
	social Advocacy Group	1	2,0	2,0	96,0
	Other Associations or groups	2	4,0	4,0	100,0
	Total	50	100,0	100,0	

The professional associations and trade unions constituted 20% of the responding CSOs.

Cultural and hobby classifications constituted 22% of the responding CSOs. The other

notable classifications included education and health at 8% each civic initiative groups at 6%.

Major finding: One fifth of the CSOs are classifying themselves as professional associations and trade unions and another one fifth as cultural and hobby associations.

6.3.4 Details of the responding representative of the approached CSO

On those interviewed representing the responding CSO, 46 (92%) were management committee members and 4 (8%) were executive officers which added to the validity of the responses received.

6.4 Respondent's definition of market orientation

Civil Society Organisations 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 graduate respondents	Typical response
20	Satisfying customer needs and expectations
21	Had no idea
3	Quality in satisfying customer needs
2	Price, quality of the product and services
2	Purchase-sale, import and export

1	To protect and advance the rights and benefits of members as a union
1	We work according to demand and supply

Forty per cent of the respondents related market orientation with satisfying customer needs and expectations (40%=20/50). Strikingly, another 40% had no idea on market orientation. The remaining 10% of the respondents had various views on market orientation including quality and other service procedures.

Major finding: **Nearly half the respondents relate market orientation with satisfying customer needs and expectations. However, similarly the other half of the respondents had no idea on the definition of market orientation.**

6.5 Data analysis and results on student marketing orientation

The individual components of market orientation provide the framework for analysing the extent of Civil Society Organisation market orientation. For the purposes of this study, a modified market orientation instrument consisting of 15 Likert-type, five-point, marketing attitude statements was utilized to collect Civil Society Organisation’s market orientation data. Collectively the statements were designed to measure three components (dimensions) of individual market orientation. These dimensions of individual market orientation are (1) intelligence generation (2) intelligence dissemination and (3) responsiveness. Three other section 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 50 Civil Society Organisations located in Nicosia .data pertaining to the mean values of overall Civil Society Organisations’ market orientation are represented in Table 6.3 below:

Table 6.3 Civil Society Organisation market orientation mean values

Component	Civil Society Organisation (N50)
Intelligence generation	3.560
Intelligence dissemination	3.305
Responsiveness	3.285

Intelligence generation:

The mean value of responding civil society organisations is 3.56. This mean value lies in the neutral to slightly market-oriented interval. With respect to intelligence generation the responding civil society organization is slightly market oriented.

Major finding: With respect to intelligence generation civil society organisations in Northern Cyprus are slightly market oriented.

Intelligence dissemination:

The mean value of responding civil society organisations is 3.305. This mean value lies in the neutral to slightly market-oriented interval. With respect to intelligence generation the responding civil society organisations are slightly market oriented.

Major finding: With respect to intelligence dissemination civil society organisations in Northern Cyprus are slightly marketing oriented.

Responsiveness:

The mean value of responding civil society organisation is 3.285. This mean value lies in the neutral to slightly market-oriented interval. With respect to intelligence generation the responding civil society organisations are slightly more market oriented.

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

6.6 Overall Civil Society Organisation market orientation

Mean values for overall market orientation for Civil Society Organisation market orientation are given in Table 6.4 below:

Table 6.4 Civil Society Organisation market orientation overall mean values

Component	Civil Society Organisation (N50)
Civil Society Organisation market orientation	3.383

The overall market-oriented mean value of responding civil society organisations is 3.383. This mean value lies in the neutral to slightly market-oriented interval. With respect to overall market-orientation the responding civil society organisations are slightly market oriented.

Major finding: With respect to overall market-orientation civil society organisations in Northern Cyprus are slightly marketing oriented.

6.7 Organisational performance of civil society organisations and the link between market orientations

The table 6.5 below depicts the results obtained on three measures of organisational performance of the responding civil society organisations.

Table 6.5 civil society organisations organisational performance

Component	civil society organisations (N50)
continuous analysis of our fund raising activities	3.1400
periodic fund-raising activities	2.9400
return on our investments in fund raising activities	2.9400

The mean values obtained are slightly above the desired level of being a highly successful organisation. This indicates that the responding civil society organisations 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 civil society organisations are found to be only slightly market oriented then it's no surprise that they only slightly achieve their performance expectations.

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

3 Civil Society Organisations views on the link between market orientation with at of organisations performance and profitability

at of the 50 responding Civil Society Organisation 40 said yes to a link between market
entation and organisation performance, and 10 said no to a link between market
entation and organisation performance.

9 Conclusion

his section has revealed the findings from the empirical investigations of this report.
he next section will be the concluding part that will include a summary of the
eoretical and the empirical findings, answers to the objectives/ questions set at the
eginning of the project and limitations and suggestions for further research and final
oncluding 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 Kohli and Jaworski (1990) define market orientation as an organization - wide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments and organizations-wide responsiveness to this intelligence.
- 7.2.2 Narver and Slater (1990) argue that market orientation consists of three behavioural components: customer orientation, competitor orientation, and inter-functional coordination.
- 7.2.3 Ruekert (1992) defines market orientation similarly but adds an explicit focus on strategic planning by business units. Shapiro (1998) argues that three characteristics make a company market-driven: (1) information on all-important buying influences permeates every corporate function; (2) strategic and tactical decisions are made inter-functionally and inter-divisionally; and (3) division and

- functions make well-coordinated decisions and execute them with a sense of commitment.
- 2.4 According to Chan and Chau (1998) non-profits attempt to achieve social profits.
- 2.5 One of the primary differences between non profit and profit organizations is that generally the non-profit agencies maintain a higher number of relationships which can be critically important (Drucker 1990).
- 2.6 As Gallagher and Wienberg (1991) assert, non-profits market concurrently to rely on both the users and the fund providers for their survival.
- 2.7 As Chan and Chau (1998) suggest, a non-profits performance can be measured based on the services that are provided to its target groups or on its ability to attract resources.
- 2.8 According to Gallagher and Weinberg (1991) non-profits receive more media scrutiny than commercial profit making organizations
- 2.9 Jaworski and Kohli (1993) examined the relationship between market orientation and both dimensions of performance objective and judgmental measures.
- 2.10 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
- 2.11 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.

- 12 Although marketing in the non-profit service provider sector may have attributes similar to those of profit oriented providers, some key differences exist. The first distinction relates to financial rewards. According to Chan and Chau (1998) non-profits attempt to achieve social profits. These are intangible results that may not be readily seen by many in our society.

Summary of the empirical findings

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

- 3.1 Most CSOs responding had a professional status.
- 3.2 Almost half the responding CSOs have been in operation for more than 20 years
- 3.3 One fifth of the CSOs are classify themselves as professional associations and trade unions and another one fifth as cultural and hobby associations.
- 3.4 Nearly half the respondents relate market orientation with satisfying customer needs and expectations. However, similarly the other half of the respondents had no idea on the definition of market orientation.
- 3.5 With respect to intelligence generation civil society organisations in Northern Cyprus are slightly market oriented.
- 3.6 With respect to intelligence dissemination civil society organisations in Northern Cyprus are slightly marketing oriented.
- 3.7 With respect to responsiveness civil society organisations in Northern Cyprus are slightly more marketing oriented.

- 8 With respect to overall market-orientation civil society organisations in Northern Cyprus are slightly marketing oriented.
- 9 Civil society organisations in Northern Cyprus are only slightly market-oriented and therefore, they only partially reach their own desired performance levels.

Answers to questions formulated for the projects

- | |
|--|
| 1 What are the differences between non-profit organisations and profit-oriented organisations? |
|--|

One of the primary differences between non profit and profit organizations is that generally the non-profit agencies maintain a higher number of relationships which can be socially important (Drucker 1990). As Gallagher and Wienberg (1991) assert, non-profits market concurrently to rely on both the users and the fund providers for their survival. As Chan and Chau (1998) suggest, a non-profits performance can be measured on the services that are provided to its target groups or on its ability to attract resources.

4.2 What is the background to research on the topic of marketing orientation and non-profit organisations?

Although marketing in the non-profit service provider sector may have attributes similar to those of profit oriented providers, some key differences exist. The first distinction relates to financial rewards. According to Chan and Chau (1998) non-profits attempt to achieve social profits. These are intangible results that may not be readily seen by many in our society.

4.3 What is the current situation with the non-profit organisations in Northern Cyprus?

Most CSOs responding had a professional status. Almost half the responding CSOs have been in operation for more than 20 years. One fifth of the CSOs are classifying themselves as professional associations and trade unions and another one fifth as cultural and hobby associations.

4.4 How marketing oriented are the non-profit organisations in Northern Cyprus?

With respect to intelligence generation civil society organisations in Northern Cyprus are slightly market oriented. With respect to intelligence dissemination civil society organisations in Northern Cyprus are slightly marketing oriented. With respect to responsiveness civil society organisations in Northern Cyprus are slightly more



marketing oriented. With respect to overall market-orientation civil society organisations

Northern Cyprus are slightly marketing oriented. Civil society organisations in

Northern Cyprus are only slightly market-oriented and therefore, they only partially reach

their own desired performance levels.

5 Limitations and recommendations for further research

This study aimed to investigate all the 280 practising civil society organisation in Northern Cyprus, however, only 50 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 civil society organisation be persuaded to all join in as the results interests the future of the civil society organisation services industry in Northern Cyprus.

7.6 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.

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APPENDIX A Questionnaire in English

APPENDIX A (Questionnaire in English)

NEAR EAST UNIVERSITY

FACULTY OF ECONOMICS AND ADMINISTRATIVE SCIENCES

DEPARTMENT OF BUSINESS ADMINISTRATION

**MARKET ORIENTATION AT CIVIL SOCIETY ORGANISATIONS IN
NORTHERN CYPRUS**

GRADUATION THESIS

**SUBMITTED BY: SABRİYE KARAMANLI (STUDENT NO. 2001
0050)**

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LEFKOŞA

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SUMMARY

The inflation in civil society organisations (CSO) experienced in Northern Cyprus has been mainly due to the changes in the political environment. The concern and the need for information are to do with the efficiency and the effectiveness of these organisations in response to the needs of their members and target groups. One way to understand the performance of the voluntary organisations in relation to their targeted groups is to understand their marketing orientation. There are no known studies on measuring the marketing orientation of CSOs in Northern Cyprus and their effectiveness in delivering services to their targeted groups.

This study proposes to investigate the non-profit organisations in Northern Cyprus and to measure their market orientation as against their performance using the MARCOR scale.

Key words: Market orientation; MARCOR; non-profit organisations

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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

A non-profit organization is formed for the purpose of serving a public or mutual benefit other than the pursuit or accumulation of profits for owners or investors. "The non-profit sector is a collection of entities that are organizations; private as opposed to governmental; non-profit distributing; self-governing; voluntary; and of public benefit" (Sargeant 1999). The non-profit sector is often referred to as the third sector, independent sector, voluntary sector, philanthropic sector, social sector, tax-exempt sector, or the charitable sector.

Kotler and Levy (1969) were the first to suggest that a marketing philosophy could be extended to non-profit organisations (NPOs). In the 36 years since, the need for NPOs to embrace a marketing philosophy and adopt a market orientation has been promoted widely in the academic literature (e.g., Kotler and Andreasen, 1991; Wood and Bhuian, 1993).

The use of the term 'market orientation' is problematic with no consensus of what the term means (Dreher, 1994). Some academics conceptualise market orientation as a guiding organisational philosophy (e.g., Evans, James and Tones, 1996). In contrast, market orientation has been described as a set of activities that organisations need to undertake to be successful (e.g., Mayfield and Crompton, 1995; Wrenn, 1996). Consequently, there have been many attempts to define the term market orientation in the extant literature (e.g., Kohli and Jaworski, 1990, Narver and Slater, 1990; Shapiro, 1988). Despite the lack of agreement on a formal definition, there is consistency in the literature that a market orientation involves at least three main elements. These are: a customer/market focus, the co-ordination of marketing effort and the goal of long term profitability.

1.3 Problem situation as a social order

While researchers have explored the relationship between market orientation and firm performance in commercial organisations, such studies in non-profit organisations are rare. The inflation in non-governmental organisations (NGOs) experienced in Northern Cyprus has been mainly due to the changes in the political environment. However, there are also many other voluntary organisations on the increase with concern for the future. The concern and the need for information are to do with the efficiency and the effectiveness of these organisations in response to the needs of their members and target groups. One way to understand the performance of the voluntary organisations in relation to their targeted groups is to understand their marketing orientation. There are no

known studies on measuring the marketing orientation of voluntary organisations in Northern Cyprus.

The social development of the Turkish Cypriot community has been affected by numerous factors. The liberalization process that took place during the initial period of British colonial rule, during which there emerged a nascent civil society in Cyprus, inspired Orthodox Christian and Muslim intellectuals to articulate critical ideas about colonial policies on economic and administrative issues.

In the public and expert discourses in the community in northern Cyprus civil society usually refers to a positive association of people independent of the 'state', contributing to the development of civic values and social capital, and taking a generally constructive stance towards democracy as a social order.

While researchers have explored the relationship between market orientation and firm performance in commercial organisations, such studies in non-profit organisations are rare. This is an explorative/descriptive study where the civil society organisations in Northern Cyprus are explored and their market orientation is described using the MARCOR scale.

1.4 Problem Statement

The aim of this proposal is to measure the market orientation of non-profit organisations in Northern Cyprus with a view to understand their efficiency and the inflation in non-governmental organisations (NGOs) experienced in Northern Cyprus has been mainly due to the changes in the political environment. However, there are also many other voluntary organisations on the increase with concern for the future. The concern and the need for information are to do with the efficiency and the effectiveness of these organisations in response to the needs of their members and target groups. One way to understand the performance of the voluntary organisations in relation to their targeted groups is to understand their marketing orientation. There are no known studies on measuring the marketing orientation of voluntary organisations in Northern Cyprus. and their effectiveness in delivering services to their targeted groups.

1.5 Objectives

The objectives formulated for this proposed study are set as the following:

- 1.5.1 What are the differences between non-profit organisations and profit-oriented organisations?
- 1.5.2 What is the background to research on the topic of marketing orientation and non-profit organisations?
- 1.5.3 What is the current situation with the non-profit organisations in Northern Cyprus?
- 1.5.4 How marketing oriented are the non-profit organisations in Northern Cyprus?

SECTION 2

MARKETING ORIENTATION AND NON-PROFIT FIRMS

1.6 Conclusion

This section has described the topic, problem situation, problem statement and the objectives of the proposed study. The next section will introduce a brief literature review on marketing orientation and non-profit organisations.

SECTION II

MARKETING ORIENTATION AND NON-PROFIT FIRMS

2.1 Introduction

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

2.2 Background to previous research on market orientation

Kohli and Jaworski (1990) define market orientation as an organization - wide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments and organizations- wide responsiveness to this intelligence. Market intelligence pertains to monitoring customers' needs and preferences. It also includes an analysis of how consumers might be affected by government regulation, technology, competitors, and other environmental forces. Environmental scanning activities are a part of market intelligence generation. Intelligence dissemination pertains to the communication and transfer of intelligence information to the communication and transfer of intelligence information to departments and individuals within an organization through both formal and informal channels. Responsiveness is the action taken by organizations to reply to intelligence that is generated and disseminated.

Complementary to the above, Narver and Slater (1990) argue that market orientation consists of three behavioural components: customer orientation, competitor orientation, and inter-functional coordination. Also, Ruekert (1992) defines market orientation similarly but adds an explicit focus on strategic planning by business units. Shapiro (1998) argues that three characteristics make a company market-driven: (1) information on all-important buying influences permeates every corporate function; (2) strategic and tactical decisions are made inter-functionally and inter-divisionally; and (3) division and functions make well-coordinated decisions and execute them with a sense of commitment.

2.3 Non-profit organisations and market orientation

Although marketing in the non-profit service provider sector may have attributes similar to those of profit oriented providers, some key differences exist. The first distinction relates to financial rewards. According to Chan and Chau (1998) non-profits attempt to achieve social profits. These are intangible results that may not be readily seen by many in our society. Examples of these social profits consist of enhancing the quality of a child's life when he/she is taken from an abusive home, the elimination of youthful social deviance because a recreation program is provided for at a local YMCA, or the elimination of pollution because the local non-profit environmental protection agency was able to intervene and prevent the dumping of chemicals in a nearby landfill. These social profits generally add value to the community and enhance the quality of everyone's life. A second distinction relates to the nature of the multiple publics that a profit and non-profit organizations must serve. Although the publics are similar, the

relationship of non-profit organizations to the investment community differs from that of business organizations to their investment community.

Two major constituencies challenge non-profit agencies; one is the resource allocation market and the other is the resources attraction market or donors (Segal 1991). Market orientation of private non-profit organizations can affect activities and programs directed towards the beneficiaries and donors. A fundamental question in non-profit sectors is the specification of what is to be understood by target public. One of the primary differences between non profit and profit organizations is that generally the non-profit agencies maintain a higher number of relationships which can be critically important (Drucker 1990). As a consequence, they have to think about their existing relationships, not only with their clients or beneficiaries, but also with their donors of funds. Profit making organizations can make use of the marketing function to promote the direct exchange between the firm and its customer. This facilitates simultaneous assignment and attraction of resources. However in non-profit organizations the attraction and assignment of resources are two separate tasks involving different target publics and different needs (Shapiro 1973). Resource donors are essential for the non-profit activity's fulfilment. Therefore, the organization's orientation towards them must also be a primary role of management. Focusing on the donor must be viewed as a means to fulfil the organization's mission, but not as an end in itself (Brannen 1996; Mullins 1996).

As Gallagher and Wienberg (1991) assert, non-profits market concurrently to rely on both the users and the fund providers for their survival. Both of these groups represent the

non-profit organization's stakeholders. As one reads the non-profit organizational performance literature it is clear that the non-profits have multiple and some times conflicting goals associated with these stakeholders. This situation reflects diverse priorities of different constituencies as well as the varying briefs among stakeholders groups concerning what constitutes effectiveness in the non-profit sector (Padanyi 2001). As such, in many cases the stakeholder(s) could have a narrow viewpoint of the market orientation construct. In the for-profit environment the focus is on customers and employees as the primary stakeholder groups. In the non-profit sector this focus can be overly simplistic since these organizations can potentially have a much larger group of stakeholders. To assess appropriately the extent to which marketing has been implemented within a non-profit context, it would be necessary to study the organization's orientation towards such groups as individual donors, corporations, trusts, foundations, trustees, employees, volunteers, recipients, and government (Mei-Na Liao and Sargeant 2000). Responding to the large number of publics and stakeholders associated with NPOs presents a major challenger. As such, marketing for non-profit service providers requires a different method to accomplish the organization's goals. The measurement of non-profit service provider performance requires a different approach that considers the dual constituencies facing the organization. As Chan and Chau (1998) suggest, a non-profits performance can be measured based on the services that are provided to its target groups or on its ability to attract resources. Attempting to measure the extent to which the organization is oriented to each group can created problems. Some scholars such as Bennett (1998) have avoided this problem by focusing on one

stakeholder group such as the donors. The model used in this paper is focused on the link between market orientation and the fund raising activities of the organizations.

By focusing on the non-profit's competitive situation non-profit organizations confront a more complex competitive environment than do profit organizations. The demand for non-profit good and services is often insatiable, and to consider other organizations as competition would be inappropriate. As a result of this circumstance the NPO's orientation towards the beneficiary and the donor must be complemented first of all with a simultaneous orientation towards the collaborator and the competitor. For example, nonprofits can frequently collaborate with competitors on various projects, which may not be allowed in the private sector. This requires the non-profit to evaluate the collaborators and competitors strengths and weaknesses as well as opportunities and threats (SWOT) that are derived from their activities (Narver and Slater 1990). Identifying the SWOTs of the collaborators and competitors allows the non-profit to see where they lag behind. It also shows how they outperform or have superior capacities to existing alternatives (Sargeant 1999). There are situations where competition is directly relevant to each organization's business. A case such as charities trying to secure government funding to supply goods and services represents pure competitive relationships. In the fund-raising arena there is always a degree of competition in play. Yet, even here non-profits share lists of donors with each other in the hope that every participating organization will benefit from sharing resources (Bruce 1994). With respect to donors, the use of the term 'competition' appears to be more widespread especially if

the contribution is **monetary**, because other organizations want to obtain funds from a common pool of limited resources.

Another perspective on the competitiveness of NPOs relates to the study the environmental forces that affect the nonprofits system of preferences and expectations (Kohli and Jaworski 1990; Ruekert 1992; Biemans and Harmsen 1995). Good management dictates that organizations should develop an environmental monitoring system to help anticipate any of the changes that will facilitate and accelerate the adoption of recommended corrective actions (Lambin 1996). This reasoning makes it clear that it is essential for NPOs to employ market intelligence gathering methods to promote this activity (Greenley and Foxall 1998).

According to Gallagher and Weinberg (1991) non-profits receive more media scrutiny than commercial profit making organizations. Such intensity of media coverage is generated from the fact that many NPOs receive government funding; thus taxpayers want to know what is happening with their tax dollars. The media scrutiny also has an impact on their reputation and when the media through advertising and other means demonstrate high consumer satisfaction and then the NPOs reputation is enhanced. Being market-oriented can positively promote an organizations reputation (Gainer and Padyani 2001). As the NPO satisfies its beneficiaries (customer satisfaction) and this news is announced to the public through various forms of media, then the organisation's reputation is improved, consequently having an impact on the amount of resources donors are willing to supply. According to Gainer and Padyani (2001) those NPOs with a

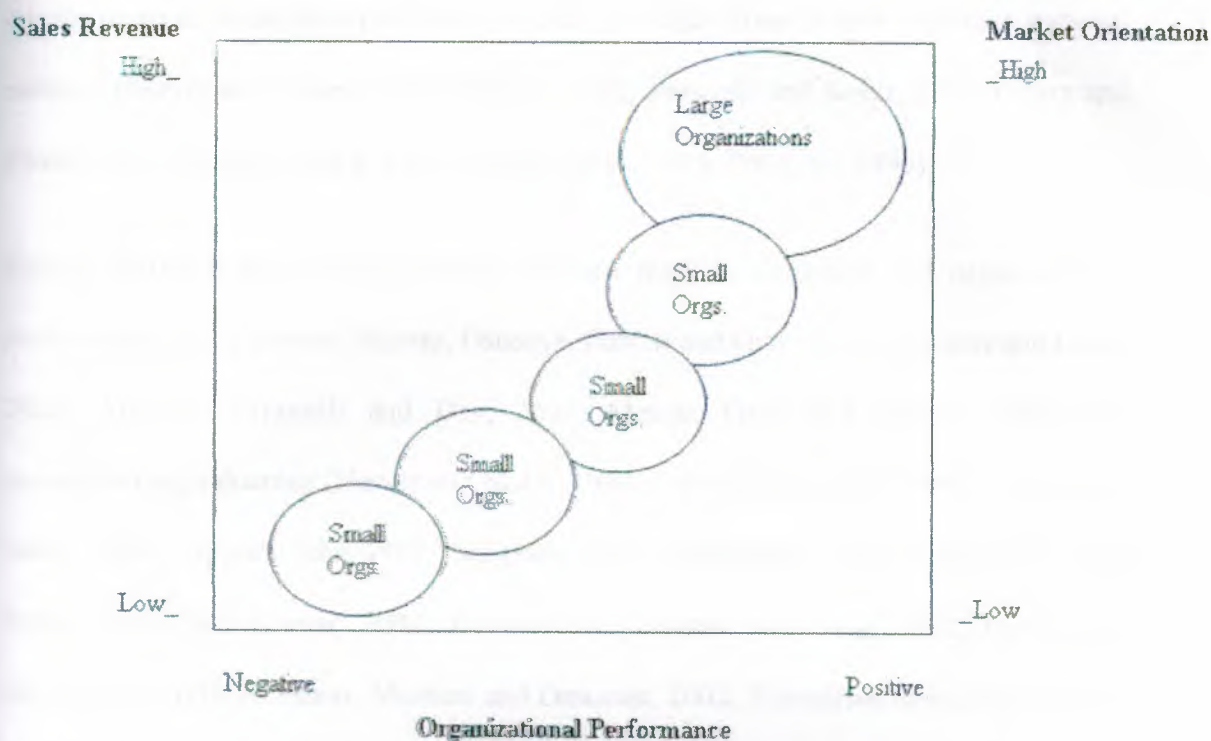
market oriented culture had a higher probability of showing an increase in customer satisfaction. This is eventually resulted in an increased in customer satisfaction. This eventually resulted in an increased growth in resources they were able to attract.

2.4 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



2.5 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.

2.6 Conclusion

This section depicted a review of the literature on marketing orientation and non-profit service provider organisations. The information about the previous research and the theoretical framework will be built in the next section.

SECTION III

CONTEXTUAL FACTORS

3.1 Introduction

This section gives a background to Northern Cyprus and its civil society organisations for a better appreciation of the context of the investigations made for his study.

3.2 Historical overview of civil society and organisations in northern Cyprus

The division of the island of Cyprus, since 1974, and the separate development of the respective communities on the island, makes a separate analysis of civil society in each community necessary.

The role of civil society in the community of the northern part of Cyprus also deserves study because, unlike other societies, it does not have an internationally recognized government, thus it lacks diplomatic relations. The lack of an internationally recognized government has limited the access of local civil society to many international legal and institutional resources. Although some international networks have been inclined to consider the appeals of local civil society, an internationally isolated regime in the northern part of the island did not always support efforts of civil society to develop international linkages. This also limited the role of international civil society in showing solidarity with civil society in the northern part of the island. This situation led to the formation of a sui generis civil society whose direct interaction with international community was largely limited.

In the case of the Turkish Cypriot community, civil society has played an important role historically, given that various clubs and associations that predate the establishment of the 1960 Republic of Cyprus. Significant among these are foundations, or vakıf, especially the Evkaf. Also, the Kardeş Ocağı (Hearth of Brethren or Fraternity Home) Club in Nicosia- and its forerunners-played an important role in imparting on Turkish Cypriots a sense of political community. Turkish nationalism was inspired by the Young Turk movement and later Kemalism (Nevzat 2005).

Prior to ethnic strife on the island, there is some evidence of collaboration with Greek Cypriots on issues of mutual interest, including uprisings against various colonial masters. However, in lieu of a political Project that could sustain a unified civil society, and especially following the events of 1974, civil society has developed independently on either side of the Green Line that divides Cyprus.

The development of the Turkish Cypriot community has been affected by numerous factors. The liberalization process that took place during the initial period of British colonial rule, during which there emerged a nascent civil society in Cyprus, inspired Orthodox Christian and Muslim intellectuals to articulate critical ideas about colonial policies on economic and administrative issues.

3.3 The concept of civil society in Northern Cyprus

In the public and expert discourses in the community in northern Cyprus civil society usually refers to a positive association of people independent of the 'state', contributing to the development of civic values and social capital, and taking a generally constructive stance towards democracy as a social order.

Different from the CSI definition of civil society, uncivil types of association and citizen activities are not usually seen as part of civil society and fall into the category of extremism, nationalism, racism or illegal activities. In contrast to the broader definitions of civil society (e.g. within the framework of the Johns Hopkins Comparative Non-Profit Sector Project, see Salamon, Anheier et al 1999, or the CIVICUS CSI definition), the civil society discourse in the Turkish Cypriot community employs a more narrow definition of civil society, which covers only those organizations which have the legal form of association, foundation or pious foundation fund or non profit company. More informal organizations are, by default, neglected. In the community of northern Cyprus, the concept of civil society is used in a relatively restricted way due to 'legal procedures' of establishment and categorization that affects discourse. Accordingly, the concept is conflated with 'non governmental organization'.

Non governmental organizations are studied under three headings (The Management Centre of the Mediterranean, 2005). These are: associations, foundations and non profit companies. Non governmental organizations in principle are organizations that can be

Independent, run by boards of directors and serve the public good through working for the society and increasing the Standard of living by filling up the gaps in the society. They do not represent the interests of any occupational group and are independent of the 'state', commercial organizations and political parties. They have democratic elections and management structures as well as independent budgets.

At present, in response to the prospect of EU accession, new concepts of civil society are being discussed within the community. Since the events leading to the division of the island, the two communities have been functioning in isolation of each other. However, it is anticipated that in a reunified Cyprus there have been induced to discuss in earnest what a reintegrated Cyprus might look like, and what exactly the role of Greek Cypriots might conceivably be in a reunified island. Currently laws circumscribe membership in various associations to 'citizens' of the 'TRNC'. The scope of civil society and how inclusive it is are concepts that are coming to be scrutinized.

3.4 The concept of civil society used in this study

Civil society is the arena outside the family, the government, political parties and the market, where people associate to advance common interests (The Management Centre of the Mediterranean, 2005).

This definition entails a certain degree of controversy with respect to the meaning of 'common interest', where some maintained that public interest did not imply, say,

Collective bargaining, as was the case with syndicate or trade unions that aimed to advance the economic interests of their membership. The more inclusive definition was adopted by this study that captured the various types of civil organisations in Northern Cyprus as listed in the in the report “Assessment of Civil Society in Cyprus”, The Management Centre of the Mediterranean, 2005.

The Table 3.1 lists the various types of Civil Society Organisations (CSO) captured by the definition employed for this study.

Table 3.1: Types of CSOs included in the study

Traders or Business Association
Professional Association (e.g. Doctors, engineers)
Trade Union or Labour Union
Neighbourhood/ Village Committee
Religious or Spiritual Group
Cultural and Arts Organisations
Socializing Clubs (e.g. Rotary, Lions)
Cooperative Organizations or groups
Educational Group (eg. Parent-Teacher Association, School Committees)
Health Group / Social Service Association (e.g. Association for the Disabled)
Sports Association
Youth Organization

Women's Association or Group
Civic Group / Human Rights Organization
Ethnic-based Community Group
Environmental or Conservational Organization
Hobby Association or Group
Social Advocacy Group
other Associations or Groups

3.5 Mapping Civil Society in the northern part of Cyprus

How does civil society look like in the society of northern Cyprus? How does it relate to broader social forces in the northern part of the island? To explore these issues further, the PAG (Project Advisory Group, The Management Centre of the Mediterranean, 2005) conducted a social forces and civil society mapping exercise. Drawing on participatory rural appraisal methods, these mapping exercises sought to visually present the major forces within society and civil society, respectively and to investigate the relations between these forces. In the social forces map, the larger the circle, the more power this actor is believed to wield. The different shades denote the societal sectors to which the respective actor belongs: the 'state', political parties, civil society, business (market), or external forces.

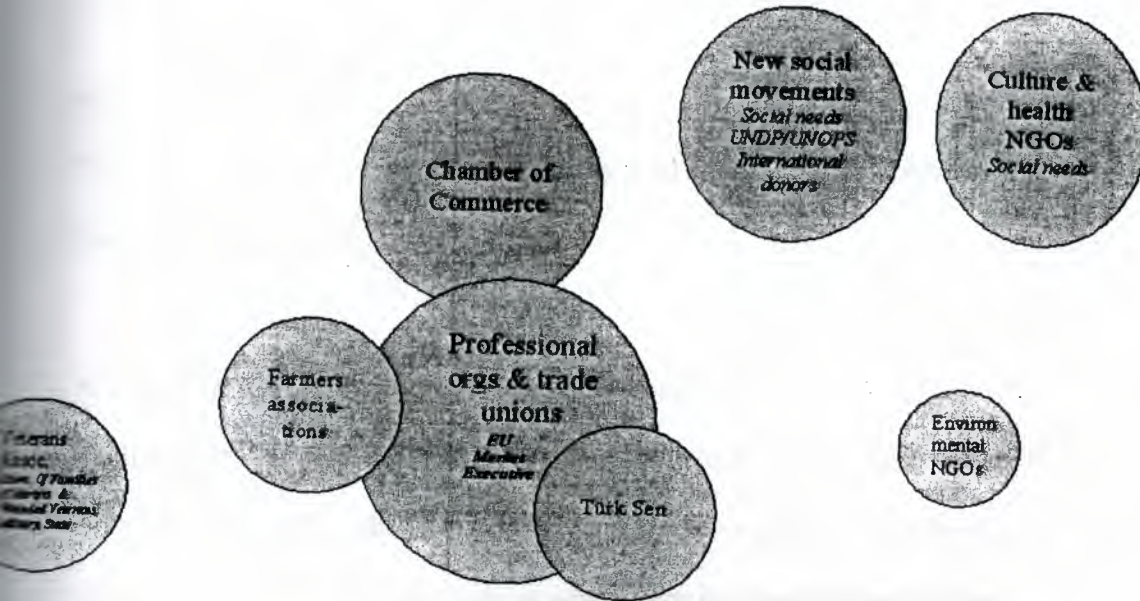
The map shows a strong predominance of 'state' actors, such as the executive, but also acknowledges the important role of the Turkish embassy and military. Rauf Denktaş, former 'president' and long time communal leader of the Turkish Cypriot community,

also features as a unique actor within civil society and was categorized as his own 'state' actor. His circle overlaps with the military and Turkey, implying that he is increasingly aligned with Turkey, as opposed to more indigenous social forces.

It should be highlighted that the Turkish Embassy and the military were treated not as external forces per se, since in the context of northern Cyprus the PAG found it difficult to adopt conventional demarcations. Therefore, whereas Ankara (i.e. the Turkish government) and Turkey as a whole were treated as external forces, the Turkish Embassy was considered embedded in the northern Cyprus community affairs.

By comparison, the mapping exercise assigned a marginal role to the legislative and judicial branches of 'government'. The same can be said of civil society and the private sector. Civil society, in turn, appears to be divided, or even polarized, into NGOs on the one hand and trade and Professional organizations on the other. In the latter cases these social forces are closer to the private sector. Private media and universities were treated as market social forces. Private media, owing to its association with political parties, is depicted as relatively influential.

Figure 3.1 Social Forces map of Northern Cyprus



3.6 Conclusion

This section depicted the characteristics of civil society organisations in Northern Cyprus.

The next section represents the theoretical framework adopted for the empirical investigations of this study.

SECTION IV

THEORETICAL FRAMEWORK

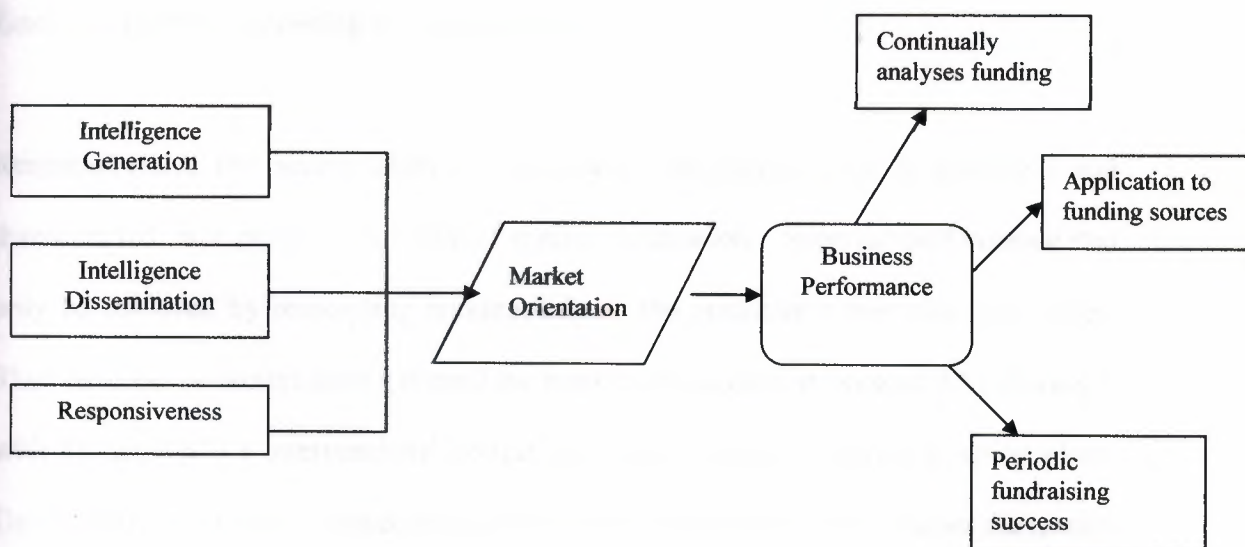
4.1 Introduction

This section set up a theoretical framework of the problem situation using variables as identified in Section 2.

4.2 Market Orientation: Theoretical Framework

In this study, an attempt was be made 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 as adapted for non-profit organisations.

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.

Information 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 interventional groups, and then it is time to develop action plans. Day (1994) 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.

Gallagher and Wienberg 1991 reported that non profits organizations must market to their services to fund providers for their survival. Furthermore, Chan and Chau (1998) suggested that non profit organisation performance can be measured based on the organizations ability to attract resources (fund providers). In order to avoid the problem of trying to measure the performance of a non profit organizations based upon the services it providers to target groups (users) the study will focus on the donors (Bennett 1998). Consistent with this approach this study will measure performance using a three items scale: continuous analysis of funding, application to funding sources and periodic fundraising success.

4.3 Conclusion

This section has presented the theoretical framework that underpinned the investigations in this study. The next section will discuss the methodologies adopted during the project phase.

SECTION V

METHODOLOGY

5.1 Introduction

This chapter describes the methods adapted 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 civil society organisation 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 (civil society organisation). 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 non-profit organisations 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 non-profit organisations was collected from government institutions such as the State Planning Office (DPO) and state district offices.

5.3.2 Primary Sources

Non-profit organisations operating in Lefkoşa, 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 used in the proposed study was adopted from Kohli, Jaworski, and Kumar (1993), MARKOR. The survey instrument consisted of four sections. Section 1 included personal and organisational details. Section 2 forwarded marketing-oriented questions to executive members of non-profit organisations 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. Section 3 included three items two measure organisational performance and finally, section 4 asked for the definition of market orientation in the eyes of the respondents.

5.4 Data collection and sampling

The study population was the executive members of non-profit organisations from all listed in Lefkoşa district, in Northern Cyprus. A convenient sampling approach was used to select the study sample. The population frame or the list of the non-profit organisations was obtained from the Lefkoşa State District Office.

Data was collected through personal interviews.

5.5 Instrument validity and reliability

SPSS software package was used to collect and analyse data. Instrument reliability was evaluated by using Combat's coefficient alpha. The overall coefficient of alpha for the non-profit organization owners/managers was 0.835 for market-orientation items and 0.857 for organisational performance items. The figures are depicted as reliable in social research (see below).

Market Orientation Items

Case Processing Summary

		N	%
Cases	Valid	50	100,0
	Excluded ^a	0	,0
	Total	50	100,0

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

Reliability Statistics

Cronbach's Alpha	N of Items
,835	9

Work Performance Items

Case Processing Summary

		N	%
Cases	Valid	50	100,0
	Excluded ^a	0	,0
	Total	50	100,0

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

Reliability Statistics

Cronbach's Alpha	N of Items
,857	3

The modified instrument was also pre-tested on targeted respondents 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 section depicts the empirical findings.

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 60 responding organisations 10 of the questionnaires were discarded due to too many blanks. The realisation rate and corresponding results are as in Table 6.1 below:

Table 6.1 Realisation rate of questionnaires carried out

	No. civil society organisations
Responding	50
Discarded	(10)
Total	50

6.3 Demographic findings

6.3.1 Status of CSOs

Out of 50 Civil Society Organizations, 18 (36%) were classified as “professional”, 28(56%) as “association”, and 4 (8%) as “religious” civil society organisations.

Major finding: Most CSOs responding had a professional status.

6.3.2 Years in service

Out of the 50 responding organisations, 46% (N23) were in operation for more than 20 years, 14% (N7) were in operation between 0 to 5 years similarly with those been in service between 6 to 10 and 11 to 15 years. Those between 15 to 20 years of service stood at 12% (N6).

Major finding: Almost half the responding CSOs have been in operation for more than 20 years.

6.3.3 Classification

The table 6.1 below depicts the results on the classification of the responding civil society organisations:

Table 6.1

Classification		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Traders or business association	2	4,0	4,0	4,0
	Professional association	5	10,0	10,0	14,0
	Trade union or labour union	5	10,0	10,0	24,0
	Neighbourhood-village Committee	1	2,0	2,0	26,0
	Religious or Spiritual group	1	2,0	2,0	28,0
	Cultural and Art Organisations	6	12,0	12,0	40,0
	Socializing clubs	3	6,0	6,0	46,0
	Cooperative Organizations or groups	1	2,0	2,0	48,0
	Educational groups	4	8,0	8,0	56,0
	Health group	4	8,0	8,0	64,0
	Sports Association	1	2,0	2,0	66,0
	Youth organization	2	4,0	4,0	70,0
	Women's Association or group	2	4,0	4,0	74,0
	Civic group/human rights organisation	3	6,0	6,0	80,0
	Ethnic basic community group	1	2,0	2,0	82,0
	Environmental or Conversational organization	1	2,0	2,0	84,0
	Hobby Association group	5	10,0	10,0	94,0
	social Advocacy Group	1	2,0	2,0	96,0
	Other Associations or groups	2	4,0	4,0	100,0
	Total	50	100,0	100,0	

The professional associations and trade unions constituted 20% of the responding CSOs.

Cultural and hobby classifications constituted 22% of the responding CSOs. The other

notable classifications included education and health at 8% each civic initiative groups at 6%.

Major finding: One fifth of the CSOs are classifying themselves as professional associations and trade unions and another one fifth as cultural and hobby associations.

6.3.4 Details of the responding representative of the approached CSO

On those interviewed representing the responding CSO, 46 (92%) were management committee members and 4 (8%) were executive officers which added to the validity of the responses received.

6.4 Respondent's definition of market orientation

Civil Society Organisations 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 graduate respondents	Typical response
20	Satisfying customer needs and expectations
21	Had no idea
3	Quality in satisfying customer needs
2	Price, quality of the product and services
2	Purchase-sale, import and export

1	To protect and advance the rights and benefits of members as a union
1	We work according to demand and supply

Forty per cent of the respondents related market orientation with satisfying customer needs and expectations (40%=20/50). Strikingly, another 40% had no idea on market orientation. The remaining 10% of the respondents had various views on market orientation including quality and other service procedures.

Major finding: **Nearly half the respondents relate market orientation with satisfying customer needs and expectations. However, similarly the other half of the respondents had no idea on the definition of market orientation.**

6.5 Data analysis and results on student marketing orientation

The individual components of market orientation provide the framework for analysing the extent of Civil Society Organisation market orientation. For the purposes of this study, a modified market orientation instrument consisting of 15 Likert-type, five-point, marketing attitude statements was utilized to collect Civil Society Organisation’s market orientation data. Collectively the statements were designed to measure three components (dimensions) of individual market orientation. These dimensions of individual market orientation are (1) intelligence generation (2) intelligence dissemination and (3) responsiveness. Three other section 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 50 Civil Society Organisations located in Nicosia .data pertaining to the mean values of overall Civil Society Organisations’ market orientation are represented in Table 6.3 below:

Table 6.3 Civil Society Organisation market orientation mean values

Component	Civil Society Organisation (N50)
Intelligence generation	3.560
Intelligence dissemination	3.305
Responsiveness	3.285

Intelligence generation:

The mean value of responding civil society organisations is 3.56. This mean value lies in the neutral to slightly market-oriented interval. With respect to intelligence generation the responding civil society organization is slightly market oriented.

Major finding: With respect to intelligence generation civil society organisations in Northern Cyprus are slightly market oriented.

Intelligence dissemination:

The mean value of responding civil society organisations is 3.305. This mean value lies in the neutral to slightly market-oriented interval. With respect to intelligence generation the responding civil society organisations are slightly market oriented.

Major finding: With respect to intelligence dissemination civil society organisations in Northern Cyprus are slightly marketing oriented.

Responsiveness:

The mean value of responding civil society organisation is 3.285. This mean value lies in the neutral to slightly market-oriented interval. With respect to intelligence generation the responding civil society organisations are slightly more market oriented.

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

6.6 Overall Civil Society Organisation market orientation

Mean values for overall market orientation for Civil Society Organisation market orientation are given in Table 6.4 below:

Table 6.4 Civil Society Organisation market orientation overall mean values

Component	Civil Society Organisation (N50)
Civil Society Organisation market orientation	3.383

The overall market-oriented mean value of responding civil society organisations is 3.383. This mean value lies in the neutral to slightly market-oriented interval. With respect to overall market-orientation the responding civil society organisations are slightly market oriented.

Major finding: With respect to overall market-orientation civil society organisations in Northern Cyprus are slightly marketing oriented.

6.7 Organisational performance of civil society organisations and the link between market orientations

The table 6.5 below depicts the results obtained on three measures of organisational performance of the responding civil society organisations.

Table 6.5 civil society organisations organisational performance

Component	civil society organisations (N50)
continuous analysis of our fund raising activities	3.1400
periodic fund-raising activities	2.9400
return on our investments in fund raising activities	2.9400

The mean values obtained are slightly above the desired level of being a highly successful organisation. This indicates that the responding civil society organisations 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 civil society organisations are found to be only slightly market oriented then it's no surprise that they only slightly achieve their performance expectations.

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

3 Civil Society Organisations views on the link between market orientation with at of organisations performance and profitability

at of the 50 responding Civil Society Organisation 40 said yes to a link between market
entation and organisation performance, and 10 said no to a link between market
entation and organisation performance.

9 Conclusion

his section has revealed the findings from the empirical investigations of this report.
he next section will be the concluding part that will include a summary of the
eoretical and the empirical findings, answers to the objectives/ questions set at the
eginning of the project and limitations and suggestions for further research and final
oncluding 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 Kohli and Jaworski (1990) define market orientation as an organization - wide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments and organizations-wide responsiveness to this intelligence.
- 7.2.2 Narver and Slater (1990) argue that market orientation consists of three behavioural components: customer orientation, competitor orientation, and inter-functional coordination.
- 7.2.3 Ruekert (1992) defines market orientation similarly but adds an explicit focus on strategic planning by business units. Shapiro (1998) argues that three characteristics make a company market-driven: (1) information on all-important buying influences permeates every corporate function; (2) strategic and tactical decisions are made inter-functionally and inter-divisionally; and (3) division and

- functions make well-coordinated decisions and execute them with a sense of commitment.
- 2.4 According to Chan and Chau (1998) non-profits attempt to achieve social profits.
- 2.5 One of the primary differences between non profit and profit organizations is that generally the non-profit agencies maintain a higher number of relationships which can be critically important (Drucker 1990).
- 2.6 As Gallagher and Wienberg (1991) assert, non-profits market concurrently to rely on both the users and the fund providers for their survival.
- 2.7 As Chan and Chau (1998) suggest, a non-profits performance can be measured based on the services that are provided to its target groups or on its ability to attract resources.
- 2.8 According to Gallagher and Weinberg (1991) non-profits receive more media scrutiny than commercial profit making organizations
- 2.9 Jaworski and Kohli (1993) examined the relationship between market orientation and both dimensions of performance objective and judgmental measures.
- 2.10 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
- 2.11 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.

- 12 Although marketing in the non-profit service provider sector may have attributes similar to those of profit oriented providers, some key differences exist. The first distinction relates to financial rewards. According to Chan and Chau (1998) non-profits attempt to achieve social profits. These are intangible results that may not be readily seen by many in our society.

Summary of the empirical findings

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

- 3.1 Most CSOs responding had a professional status.
- 3.2 Almost half the responding CSOs have been in operation for more than 20 years
- 3.3 One fifth of the CSOs are classify themselves as professional associations and trade unions and another one fifth as cultural and hobby associations.
- 3.4 Nearly half the respondents relate market orientation with satisfying customer needs and expectations. However, similarly the other half of the respondents had no idea on the definition of market orientation.
- 3.5 With respect to intelligence generation civil society organisations in Northern Cyprus are slightly market oriented.
- 3.6 With respect to intelligence dissemination civil society organisations in Northern Cyprus are slightly marketing oriented.
- 3.7 With respect to responsiveness civil society organisations in Northern Cyprus are slightly more marketing oriented.

- 8 With respect to overall market-orientation civil society organisations in Northern Cyprus are slightly marketing oriented.
- 9 Civil society organisations in Northern Cyprus are only slightly market-oriented and therefore, they only partially reach their own desired performance levels.

Answers to questions formulated for the projects

- | |
|--|
| 1 What are the differences between non-profit organisations and profit-oriented organisations? |
|--|

One of the primary differences between non profit and profit organizations is that generally the non-profit agencies maintain a higher number of relationships which can be socially important (Drucker 1990). As Gallagher and Wienberg (1991) assert, non-profits market concurrently to rely on both the users and the fund providers for their survival. As Chan and Chau (1998) suggest, a non-profits performance can be measured on the services that are provided to its target groups or on its ability to attract resources.

4.2 What is the background to research on the topic of marketing orientation and non-profit organisations?

Although marketing in the non-profit service provider sector may have attributes similar to those of profit oriented providers, some key differences exist. The first distinction relates to financial rewards. According to Chan and Chau (1998) non-profits attempt to achieve social profits. These are intangible results that may not be readily seen by many in our society.

4.3 What is the current situation with the non-profit organisations in Northern Cyprus?

Most CSOs responding had a professional status. Almost half the responding CSOs have been in operation for more than 20 years. One fifth of the CSOs are classifying themselves as professional associations and trade unions and another one fifth as cultural and hobby associations.

4.4 How marketing oriented are the non-profit organisations in Northern Cyprus?

With respect to intelligence generation civil society organisations in Northern Cyprus are slightly market oriented. With respect to intelligence dissemination civil society organisations in Northern Cyprus are slightly marketing oriented. With respect to responsiveness civil society organisations in Northern Cyprus are slightly more



marketing oriented. With respect to overall market-orientation civil society organisations

Northern Cyprus are slightly marketing oriented. Civil society organisations in

Northern Cyprus are only slightly market-oriented and therefore, they only partially reach

their own desired performance levels.

5 Limitations and recommendations for further research

This study aimed to investigate all the 280 practising civil society organisation in Northern Cyprus, however, only 50 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 civil society organisation be persuaded to all join in as the results interests the future of the civil society organisation services industry in Northern Cyprus.

7.6 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.

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APPENDIX A (Questionnaire in English)

APPENDIX A (Questionnaire in English)

Study of Civil Society Organisations (CVOs) in Lefkoşa, Northern Cyprus Using MARKOR Scale

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 voluntary organisations' general inclination to market orientation. The questions are aimed at selective voluntary organisations currently operating in Lefkoşa, 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.

Aliye Karamanli

Final Year Business Administration Student
Near East University

Section 1

Organisational Details

Registered name of Civil Society Organisation

Years in operation

5	6-10	11-15	15-20	20+
---	------	-------	-------	-----

Type of Civil Society Organisation

- | | | | | | |
|----|--------------------------|--|-----|--------------------------|---|
| 1. | <input type="checkbox"/> | Traders or Business Association | 10. | <input type="checkbox"/> | Health Group/Social Service Association (e.g. Association for the Disabled) |
| 2. | <input type="checkbox"/> | Professional Associations (e.g. Doctors, engineers) | 11. | <input type="checkbox"/> | Sports Association |
| 3. | <input type="checkbox"/> | Trade Union or Labour Union | 12. | <input type="checkbox"/> | Youth Organization |
| 4. | <input type="checkbox"/> | Neighbourhood Village Committee | 13. | <input type="checkbox"/> | Women's Association or Group |
| 5. | <input type="checkbox"/> | Religious or Spiritual Group | 14. | <input type="checkbox"/> | Civic Group/Human Rights Organization |
| 6. | <input type="checkbox"/> | Cultural and Arts Organisations | 15. | <input type="checkbox"/> | Ethnic-based Community Group |
| 7. | <input type="checkbox"/> | Socializing Clubs (e.g. Rotary, Lions) | 16. | <input type="checkbox"/> | Environmental or Conservational Organization |
| 8. | <input type="checkbox"/> | Cooperative Organizations or groups | 17. | <input type="checkbox"/> | Hobby Association or Group |
| 9. | <input type="checkbox"/> | Educational Group (e.g. Parent-Teacher Association, School Committees) | 18. | <input type="checkbox"/> | Social Advocacy Group |
| | | | 19. | <input type="checkbox"/> | Other Associations or Groups |

Respondent's details

Name

Position in organisation

Management committee member ☐ Executive Officer ☐

If other, Please specify:

Section 2 – Market orientation

Please think about the manner in which your organisation is currently managing its activities 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
In our organisation, we ask our donors/user-groups at least once a year to find out what activities/services they will need in the future.					
We interact directly with our donors/user-groups to learn how to serve their needs better					
We are slow to detect changes in our donor/user-groups' activity/service preferences (R)*					
We have a survey on user-groups at least once a year to assess the quality of our activities and services					
We collect sectoral information by informal means through industry friends and trade partners					
We are slow to detect fundamental shifts in the our sector such as other CSOs and technology (R)*					
We periodically review the likely effect of changes in our sector (e.g. regulations affecting donors/user-groups)					

Intelligence dissemination	1	2	3	4	5
A lot of informal talks in our organisation concerns other CSOs tactics or strategies					

We formally consider at least once a quarter donors/user-group trends and developments					
We inform everyone in our organisation within a short period when something happens to our major donors/user-groups					
We are slow to alert each other when one of us finds out something important about other CSOs (R)*					

Responsiveness	1	2	3	4	5
For one reason or another, we tend to ignore changes in our donor/user-groups' activity/service needs (R)*					
We have new activity/service offerings driven by principles of market segmentation					
Our activity/service lines offered depends more on internal politics than real donor/user-group needs (R)*					
Periodically, we review new activity/service offerings to ensure that they are in line with donor/user-groups' wants					

Section 3 Organisational performance

Please rank your business performance in relation to below:

We view our achievement in the continuous analysis of our fund raising activities as:

Low	Low	Neither high or low	High	Very high
	2	3	4	5

We view our achievements on periodic fund-raising activities as:

Low	Low	Neither high or low	High	Very high
	2	3	4	5

We view our achievements in generating income as a return on our investments in fund raising activities as:

Low	Low	Neither high or low	High	Very high
	2	3	4	5

ion 4 – Market orientation defined

How would you define market orientation?

Do you see a link between market orientation with that of organisational performance and achieving organisational goals?

☐ No ☐

Thank you for your kind co-operation.

Yay Karamanli

Denotes reverse coded item

APPENDIX B (Questionnaire in Turkish)

LEFKOŞA, KUZEY KIBRIS'DA ETKİNLİKTE BULUNAN SİVİL TOPLUM ÖRGÜTLERİNİN (STÖ) MARKOR ÖLÇEĞİ ALTINDA İNCELENMESİ ÇALIŞMASI

2007

Doğu Üniversitesi, İşletme Bölümü son sınıf öğrencisi Sabriye Karamanlı tarafından sizlere sunulan bu çalışma, sivil toplum örgütlerinin pazarlama odaklılığına olan eğilimlerini gözlemlemeyi amaçlıyor. Sorular, Kıbrıs, Lefkoşa bölgesinde etkin olan sivil toplum örgütlerine yönelik hazırlanmıştır. Aşağıda, dört sorudan oluşan soruları yanıtlamanızı rica ediyoruz. Yanıtlarınızın gizliliği kesinlikle korunacaktır.

Teşekkür ederiz.

Emet Ertugan
Pazarlama Bölüm Başkanı

Form 1

Genel Bilgiler

Toplum Örgütünün Kayıtlı Resmi Adı

Organizasyonda bulunduğunuz yıl sayısı

	6-10		11-15		15-20		20+	
--	------	--	-------	--	-------	--	-----	--

Organizasyon Türü

Örgüt Türü

Dernek

Vakıf

Organizasyonun Amacı

1. ☐ Tüccarlar/İşletmeciler Derneği (ör. Genç İş Adamları Derneği; K.T. Ticaret Odası)
2. ☐ Meslek Kuruluşu (ör. Doktorlar, mühendisler)
3. ☐ Meslek/işçi sendikası (ör. KTÖMS)
4. ☐ Yerel Yardımlaşma Derneği (ör. Güzelyurt'u Kalkındırma Derneği)
5. ☐ Dini grup/dernek
6. ☐ Kültür sanat örgütü
7. ☐ Sosyal kulüp (ör. Rotary, Lions)
8. ☐ Kooperatif dernek/kuruluş

10. ☐ Sağlık Grubu(Sosyal Hizmet Derneği (ör. Engelliler Derneği)
11. ☐ Spor Derneği
12. ☐ Gençlik Örgütü
13. ☐ Kadın Grubu/Derneği
14. ☐ Sivil İnisiyatif/İnsan Hakları Derneği
15. ☐ Etnik Kökenli Toplum Grubu
16. ☐ Çevre ve Doğal Kaynakları Koruma Derneği
17. ☐ Hobbi Derneği/Grubu (ör. Avcılar Klubü/Derneği)

9. ☐ Eğitim Grubu (ör. Okul Aile/Eğitmenler Birliği)

18. ☐ Toplumsal Danışma Hizmetleri Grubu (ör. Uzlaşım Derneği)

19. ☐ Diğer Dernek/Grup

Katılılan kişi ile ilgili bilgiler

Adınız

Organizasyondaki konumunuz

Yönetim Kurulu Üyesi ☐ Yönetim Görevlisi ☐

Bunlardan biri değilse lütfen belirtiniz:

Bölüm 2 – Pazar Odaklılığı

Bu bölümün şu anki etkinliklerini aşağıdaki anlatımlar ışığında kıyaslayınız.

Anlatımları dikkatle okurken her anlatıma ne kadar katıldığınızı belirtiniz. Anlatımların her birine yanıtalamanız oldukça önemlidir.

Aşağıdaki tabloya göre 1’den 18’e kadar sıralanmış anlatımlara ne derecede katıldığınızı belirtiniz.

Kesinlikle katılmıyorum	Katılmıyorum	Fikrim yok	Katılıyorum	Kesinlikle katılıyorum
1	2	3	4	5

Edinme	1	2	3	4	5
Gelecekte ne gibi etkinlik/hizmet gereksindiklerini öğrenebilmek için yılda en az bir kez bağış-yapan/hizmet-alan gruplarımızla buluşuruz.					
Gereksinimlerine daha iyi hizmet sunabilmemiz için bağış-yapan/hizmet-alan gruplarımızla doğrudan, karşılıklı bir iletişim içindeyiz.					
Bağış-yapan/hizmet-alan gruplarımızdaki etkinlik/hizmet tercihlerindeki değişiklikleri algılamada yavaşız. (R)*					
Yılda en az bir kez araştırma yapıp, bağış-yapan/hizmet-alan gruplarımızla ilgili etkinlik ve hizmetlerimizin niteliğini değerlendiririz.					
Benzeri ve diğer derneklerdeki arkadaşlardan sektörümüzle ilgili gayri resmi bilgi toplarız.					

Sektörümüzdeki diğer sivil toplum örgütleri, teknoloji ve benzeri alanlarda oluşan kökten değişimleri algılamada yavaşız. (R)*					
Sektörümüzde oluşan değişikliklerin olası etkilerini dönemsel olarak gözden geçiriyoruz (ör. Bağış-yapan/hizmet-alan grupları etkileyen yasal uygulamalar).					

Bilgilendirme	1	2	3	4	5
Örgütümüzde yer alan gayri resmi konuşmaların çoğu diğer sivil toplum örgütlerinin taktik ve stratejilerini oluşturur.					
Yılda en az dört defa bağış-yapan/hizmet alan gruplarla ilgili gidiş ve gelişmeleri resmi olarak gözden geçiririz.					
Bağış-yapan/hizmet-alan önemli gruplarımızla ilgili yeni bir gelişme olursa örgütümüzdeki herkesi en kısa zamanda bilgilendiririz.					
Diğer sivil toplum örgütleri ile ilgili önemli bir gelişmede birbirimizi uyarmakta yavaşız. (R*)					

İşlevsellik	1	2	3	4	5
Şu ya da bu nedenden bağış-yapan/hizmet-alan gruplarımızın etkinlik/hizmet gereksinimlerini göz ardı etme eğiliminde olabiliyoruz (R)*					
Pazar segmentasyon çalışmalarımızdan kaynaklanan yeni hizmet/etkinlik girişimlerimiz oluyor.					
Hizmet/etkinlik proje çeşitlerimiz, bağış-yapan/hizmet-alan gruplarımızın gereksinimlerinden daha çok bizim iç-politikalarımızdan kaynaklanır. (R)*					
Hizmet/etkinlik projelerimizin bağış-yapan/hizmet-alan gruplarımızın istekleri doğrultusunda olduklarından emin olabilmek için dönemsel değerlendirmelerde bulunuruz.					

3 Örgütsel başarıml

Aşağıdaki anlatımlara göre örgütünüzün başarısını değerlendiriniz:

Fon alınabilecek kaynakları sürekli olarak inceleriz:

Az	Ne az ne çok	Çok	Pek çok
2	3	4	5

Fon alınabilecek kaynaklara sürekli başvurularda bulunuyoruz:

Az	Ne az ne çok	Çok	Pek çok
2	3	4	5

Fon edinme çalışmalarımızda başarılıyız:

Az	Ne az ne çok	Çok	Pek çok
2	3	4	5

4 – Pazar odaklılığının tanımı

Pazar odaklılığı” kavramını nasıl tanımlardınız?

Pazar odaklı bir örgütün, başarımını artırıp amaçlarına ulaşacağına inanıyor musunuz?

☐ Hayır ☐

Yeniden teşekkür ederiz..

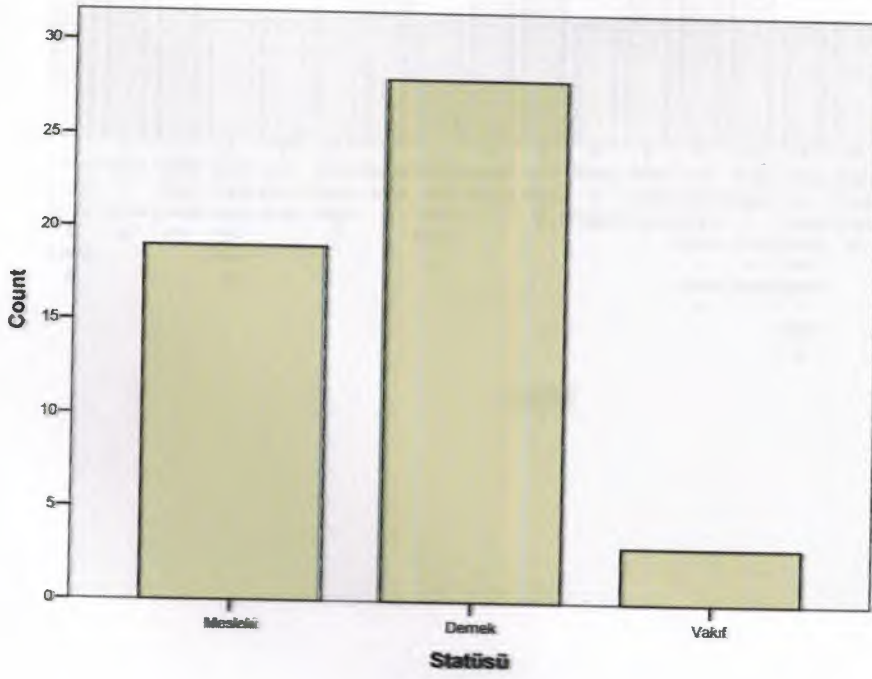
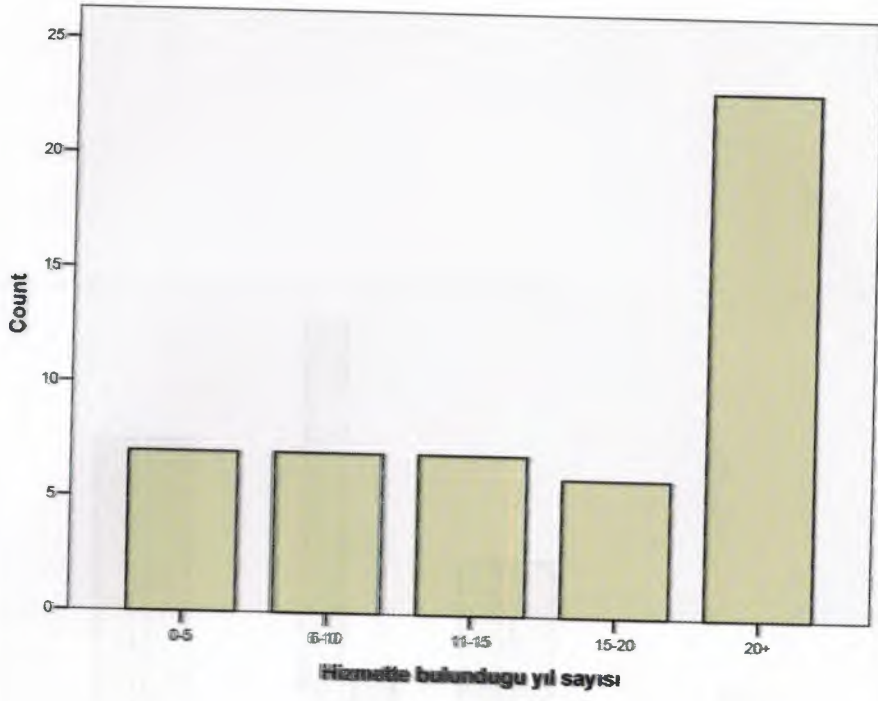
Met Ertugan

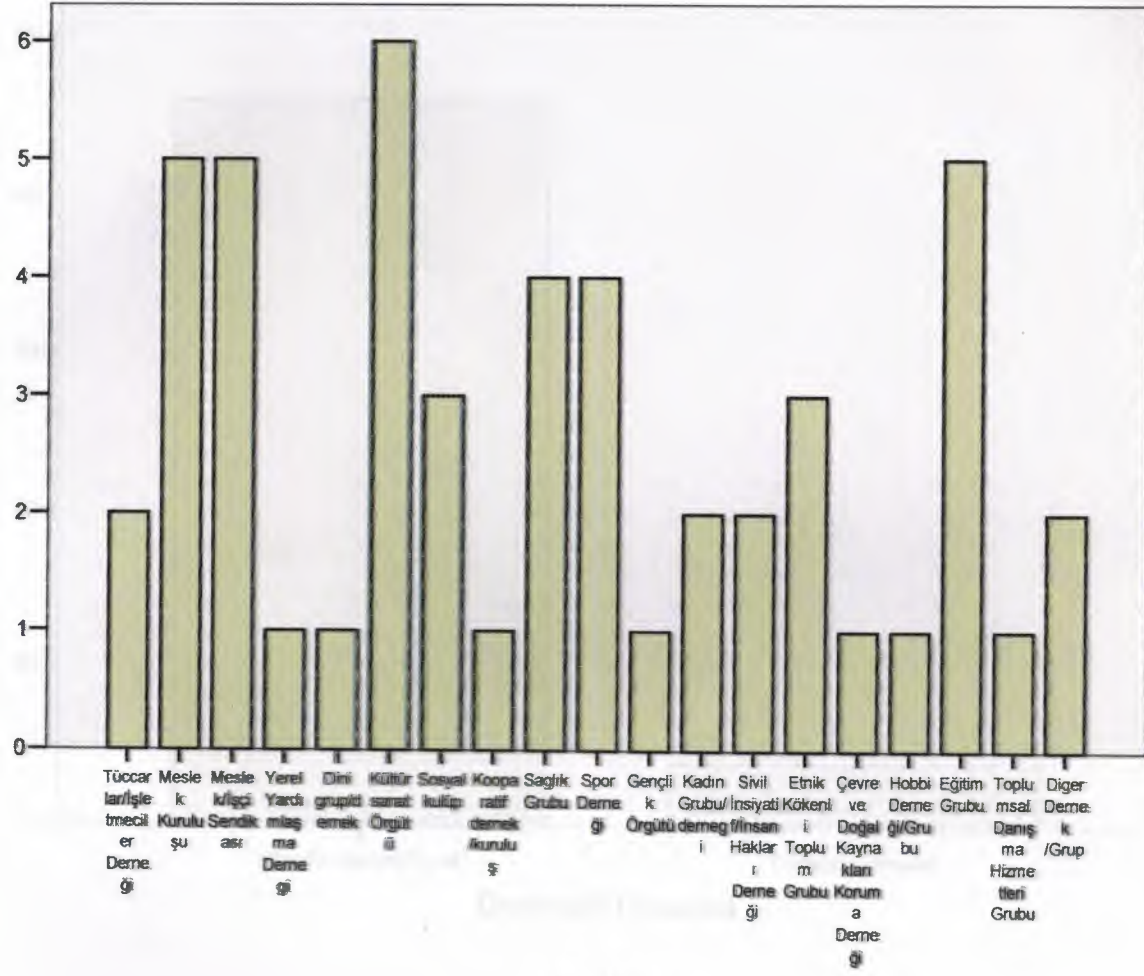
notes reverse coded item



APPENDIX C (SPSS OUTPUTS)

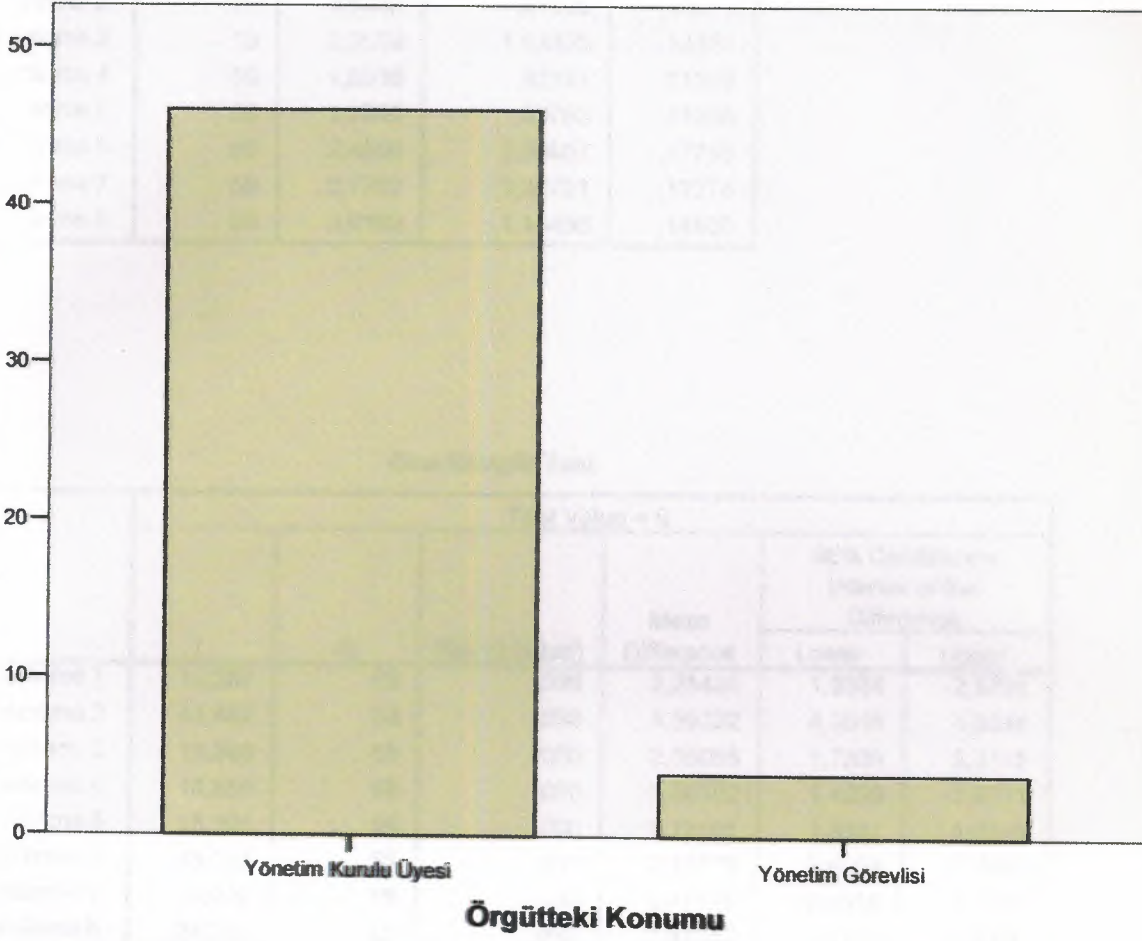






Sınıflı

Örgüt Yapısı



One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
gi edinme 1	59	2,2542	1,21191	,15778
gi edinme 2	59	4,5932	,81195	,10571
gi edinme 3	59	2,0508	1,02425	,13335
gi edinme 4	59	1,6610	,92121	,11993
gi edinme 5	59	1,7288	,86763	,11296
gi edinme 6	59	2,4068	1,36607	,17785
gi edinme 7	59	2,7797	1,32701	,17276
gi 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
gi edinme 1	14,287	58	,000	2,25424	1,9384	2,5701
gi edinme 2	43,452	58	,000	4,59322	4,3816	4,8048
gi edinme 3	15,380	58	,000	2,05085	1,7839	2,3178
gi edinme 4	13,850	58	,000	1,66102	1,4209	1,9011
gi edinme 5	15,305	58	,000	1,72881	1,5027	1,9549
gi edinme 6	13,533	58	,000	2,40678	2,0508	2,7628
gi edinme 7	16,090	58	,000	2,77966	2,4338	3,1255
gi edinme 8	24,219	58	,000	3,61017	3,3118	3,9085

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
ilgi edinme	50	4,1200	1,15423	,16323
ilgi Edinme	50	4,5600	,78662	,11125
ilgi Edinme	50	2,2000	1,45686	,20603
ilgi Edinme	50	3,9800	,97917	,13848
ilgi Edinme	50	3,6200	1,29189	,18270
ilgi Edinme	50	2,4000	1,42857	,20203
ilgi Edinme	50	4,0400	,90260	,12765

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
ilgi edinme	25,240	49	,000	4,12000	3,7920	4,4480
ilgi Edinme	40,991	49	,000	4,56000	4,3364	4,7836
ilgi Edinme	10,678	49	,000	2,20000	1,7860	2,6140
ilgi Edinme	28,742	49	,000	3,98000	3,7017	4,2583
ilgi Edinme	19,814	49	,000	3,62000	3,2528	3,9872
ilgi Edinme	11,879	49	,000	2,40000	1,9940	2,8060
ilgi Edinme	31,650	49	,000	4,04000	3,7835	4,2965

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Bilgilendirme	50	2,7000	1,35902	,19219
Bilgilendirme	50	3,8400	1,34559	,19030
Bilgilendirme	50	4,5800	,81039	,11461
Bilgilendirme	50	2,1000	1,21638	,17202

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Bilgilendirme	14,048	49	,000	2,70000	2,3138	3,0862
Bilgilendirme	20,179	49	,000	3,84000	3,4576	4,2224
Bilgilendirme	39,963	49	,000	4,58000	4,3497	4,8103
Bilgilendirme	12,208	49	,000	2,10000	1,7543	2,4457

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
epkisellik	50	2,1600	1,31491	,18596
epkisellik	50	3,7400	1,04608	,14794
epkisellik	50	3,1000	1,51523	,21429
epkisellik	50	4,1400	1,04998	,14849

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
epkisellik	11,616	49	,000	2,16000	1,7863	2,5337
epkisellik	25,281	49	,000	3,74000	3,4427	4,0373
epkisellik	14,467	49	,000	3,10000	2,6694	3,5306
epkisellik	27,881	49	,000	4,14000	3,8416	4,4384

est

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
on alınabilecek ynakları sürekli arak inceleriz	50	3,1400	1,27791	,18072

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
on alınabilecek ynakları sürekli arak inceleriz	17,375	49	,000	3,14000	2,7768	3,5032

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Alınabilecek kaynaklara sürekli başvurularda bulunuruz	50	2,9400	1,49024	,21075

One-Sample Test

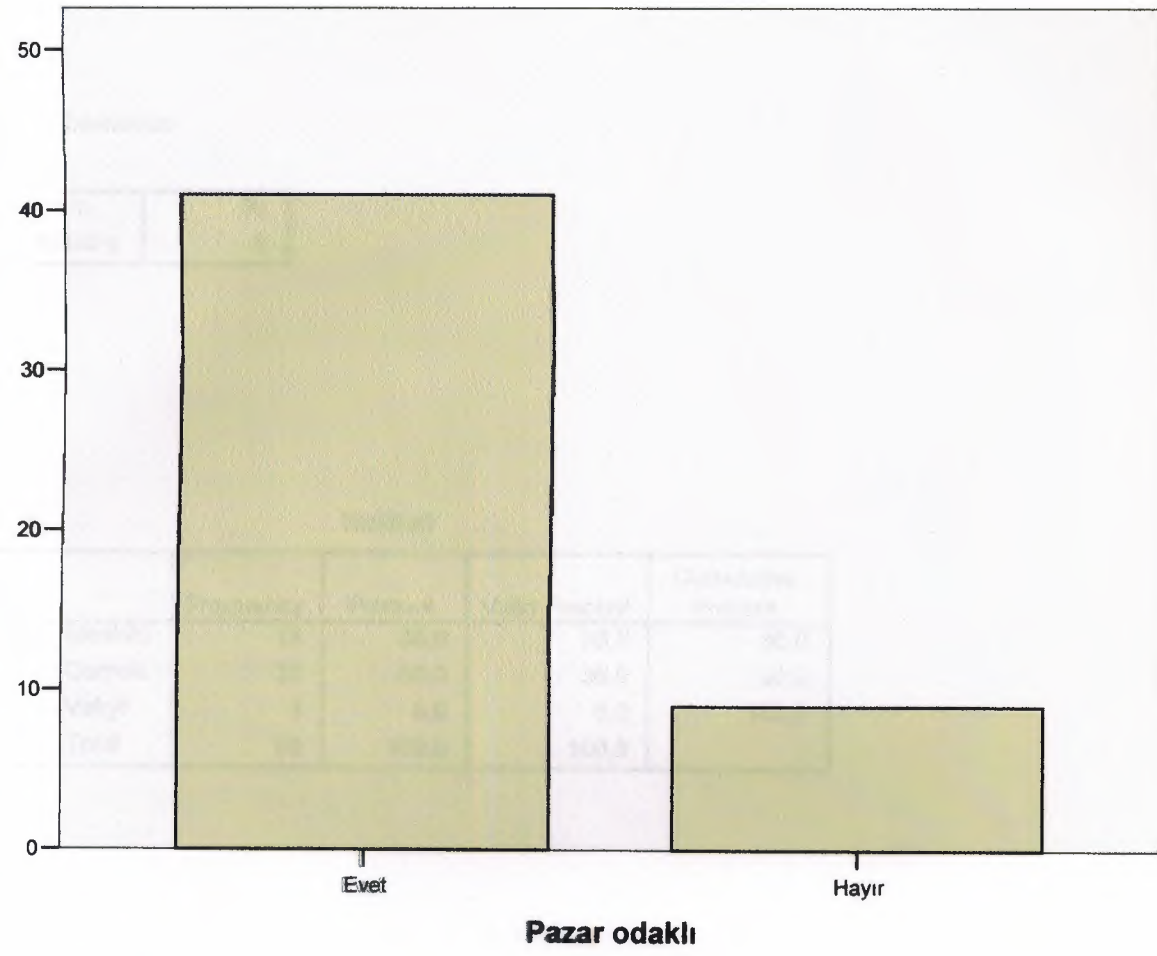
	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Alınabilecek kaynaklara sürekli başvurularda bulunuruz	13,950	49	,000	2,94000	2,5165	3,3635

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
n edinme lýsmalarýnda sariliyiz	50	2,9400	1,23569	,17475

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
edinme smalarýnda ariliyiz	16,824	49	,000	2,94000	2,5888	3,2912



quencies

Statistics

Statüsü

Valid	50
Missing	0

Statüsü

	Frequency	Percent	Valid Percent	Cumulative Percent
Mesleki	18	36,0	36,0	36,0
Dernek	28	56,0	56,0	92,0
Vakýf	4	8,0	8,0	100,0
Total	50	100,0	100,0	

Statistics

Hizmette bulundugu yıl sayýsý

Valid	50
Missing	0

Hizmette bulundugu yıl sayýsý

	Frequency	Percent	Valid Percent	Cumulative Percent
0-5	7	14,0	14,0	14,0
6-10	7	14,0	14,0	28,0
11-15	7	14,0	14,0	42,0
15-20	6	12,0	12,0	54,0
20+	23	46,0	46,0	100,0
Total	50	100,0	100,0	

Statistics

Valid	50
Missing	0

Classification

	Frequency	Percent	Valid Percent	Cumulative Percent
Traders or business association	2	4,0	4,0	4,0
Professional association	5	10,0	10,0	14,0
Trade union or labour union	5	10,0	10,0	24,0
Neighbourhood-village Committee	1	2,0	2,0	26,0
Religious or Spiritual group	1	2,0	2,0	28,0
Cultural and Art Organisations	6	12,0	12,0	40,0
Socializing clubs	3	6,0	6,0	46,0
Cooperative Organizations or groups	1	2,0	2,0	48,0
Educational groups	4	8,0	8,0	56,0
Health group	4	8,0	8,0	64,0
Sports Association	1	2,0	2,0	66,0
Youth organization	2	4,0	4,0	70,0
Women's Association or group	2	4,0	4,0	74,0
Civic group/human rights organisation	3	6,0	6,0	80,0
Ethnic basic community group	1	2,0	2,0	82,0
Environmental or Conversational organization	1	2,0	2,0	84,0
Hobby Association group	5	10,0	10,0	94,0
social Advocacy Group	1	2,0	2,0	96,0
Other Associations or groups	2	4,0	4,0	100,0
Total	50	100,0	100,0	

ability

MARKET ORIENTATION ITEMS

Case Processing Summary

	N	%
Valid	50	100,0
Excluded ^a	0	,0
Total	50	100,0

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

Reliability Statistics

Cronbach's Alpha	N of Items
,835	9

MARK PERFORMANCE ITEMS

Case Processing Summary

	N	%
Valid	50	100,0
Excluded ^a	0	,0
Total	50	100,0

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

Reliability Statistics

Cronbach's Alpha	N of Items
,857	3