

ISSN: 1857 - 7431 (Online)
ISSN: 1857 - 7881 (Print)

European Scientific Journal

February, 2014
vol. 10, No. 7

European Scientific Institute



European Scientific Journal, *ESJ*

2014 / March

European Scientific Institute, ESI

Reviewed by the „European Scientific Journal” editorial board *2014*

March 2014 edition vol. 10, No. 7

The contents of this journal do not necessarily reflect the opinion or position of the European Scientific Institute. Neither the European Scientific Institute nor any person acting on its behalf is responsible for the use which may be made of the information in this publication.

ISSN: 1857 - 7431 (Online)

ISSN: 1857 - 7881 (Print)

About The Journal

Since 2004, “ESJ” has become a peer - reviewed international journal which accepts high quality research articles. The journal is issued monthly and is available to all researchers and practitioners who are interested in publishing their scientific achievements. Supporting the concept of interdisciplinarity we welcome submissions in different academic areas.

In the past few years, thousands of academicians, from over 120 countries around the globe, have published their papers in the European Scientific Journal, ESJ. The excellent and agile team composed of distinguished researchers, from more than 120 universities worldwide, is crucial to the prestigious status that our journal enjoys.

Authors can publish their articles and thesis, after a review by our editorial board. Our mission is to provide greater and faster flow of the newest scientific thought. ESJ’s role is to be a kind of a bridge between the researchers around the world. “ESJ” is opened to any researchers, regardless of their geographical origin, race, nationality, religion or gender as long as they have an adequate scientific paper.

Sincerely,

Jovan Shopovski

University Ss “Cyril and Methodius” Skopje, Republic of Macedonia

Editor - in - chief

International Editorial Board

Jose Noronha Rodrigues,

Assistant Professor of Law at the University of the Azores, Portugal

Nino Kemertelidze,

Vice-Rector at the Grigol Robakidze University, Georgia

Meena Singhal,

Dean of Academic Services at Long Beach City College, California, USA

Juan Antonio García Galindo,

Full Professor and Chair of Journalism at Malaga University, Spain

Franz-Rudolf Herber,

Academic Director Dr. phil. Ass. jur., University Erlangen-Nuremberg, Germany

Annalisa Zanola,

Associate Professor, University of Brescia, Italy

Kseanela Sotirofski,

Professor at the University “Aleksander Moisiu”, Durres, Albania

Vayia Karaïskou,

Assistant Professor at the Open University of Cyprus

Nazan Yelkikalan,

Associate Professor at the Canakkale Onsekiz Mart University, Turkey

Francesca Spigarelli,

Assistant Professor at the University of Macerata, Italy

Robert Szucs,

PhD, Szolnok University College, Hungary

Dragica Vujadinovic,

Full Professor at the Faculty of Law, University of Belgrade, Serbia

Adnan M. Okour,

Professor at the Alghurair University, Dubai, UAE

Pawel Rozga,

Assistant Professor at the Technical University of Lodz, Poland

Zdenko Loncaric,

Full Professor, Josip Juraj Strossmayer University of Osijek, Croatia

Xu Changqing,

Assistant Professor at the Sun Yat Sen University, Guangzhou, China

Oswaldo Pino Arriagada,

Associate Professor and Head of Department of Economics and Finance,
University del Bío-Bío, Chile

Mahmoud Sabri Al-Asal,

Assistant Professor at the Jadara University, Irbid-Jordan

Thi Mai Hanh Do,

PhD, Lecturer at the Hochiminh City Law University, Vietnam

Khalid Mohamed Mustafa Aburaida,

Assistant Professor at the International University Of Africa, Sudan

Md. Sharif Hossain,

Associate Professor at the Kyushu University, Japan

Bouabre Gnoka Modeste,

Professor at the University of Cocody, Abidjan, Ivory Cost

Basmah Issa Ahmad Al-Saleem,

Assistant Professor at The World Islamic Sciences and Education University,
Amman, Jordan

Rashmirekha Sahoo,

Nilai University, Nilai, Malaysia

Daniel Barredo,

PhD, Escuela Superior Politecnica of Chimborazo, Ecuador

Georgios Vousinas,

University of Athens, Greece

Samah Khalil,

PhD, Faculty of Education, Ain Shams University, Cairo, Egypt

Asif Jamil,

Associate Professor, Institute of Education and Research, Gomal University
DIKhan, KPK, Pakistan

Markus Davidsson,
Independent researcher, Sweden

Andreas G. Georgantopoulos,
Professor at the Business College of Athens, Greece

Jowati binti Juhary,
Associate Professor at the National Defense University of Malaysia, Kuala Lumpur,
Malaysia

Faranak Seyyedi,
A member of Executive Committee and Faculty Member of Azad University of
Arak, Iran

Prasannanshu,
PhD, Associate Professor, National Law University, New Delhi, India

Abe N'Doumy Noel,
Academic Director at the International University of Social Sciences Hampate-Ba
(IUSS-HB) Abidjan RCI, Ivory Cost

Cristian Redi,
Professor at the Institute of Higher Education "Alicia Moreau de Justo", Buenos
Aires, Argentina

Bostan D. Ionel,
Professor, 'Al. I. Cuza' University of Iasi, Romania

Eyup Akin,
Associate Professor at the Aksaray University, Turkey

John Kamau Gathiaka,
PhD, School of Economics, University of Nairobi, Kenya

Reyhan Sunay,
Associate Professor at the University of Selcuk, Konya, Turkey

Majid Said Al Busafi,
PhD, Assistant Professor at Sultan Qaboos University- Sultanate of Oman

Nguyen Thi Hoai Phuong,
Associate Professor and Vice Dean, Ho Chi Minh City University of Law, Vietnam

Juan Carlos Parra Márquez,
Associate Professor, University del Bío-Bío, Chile

Chaudhry Zahid Javid,
Assistant Professor, Applied Linguistics, Taif University, Saudi Arabia

Dejan Marolov,
European Scientific Institute, ESI, Chief project manager

Gloria Esteban de la Rosa,
Professor at the University of Jaen, Spain

Hayat Al-Khatib,
PhD, Head of the English Department, Arab Open University Beirut, Lebanon

Noor Alam,
PhD, Public Finance, Universiti Sains Malaysia, Malaysia

Badar Alam Iqbal,
Adjunct Professor, UGSM-Monarch Business School, Faculty of Management,
Monarch University, Switzerland

Rashad A. Al-Jawfi,
Associate Professor at the Faculty of Science, Ibb University, Yemen

Amir El-Said Ebrahim Al-Azab,
PhD, University of Mansoura, Egypt

Muntean Edward Ioan,
Associate Professor at the University of Agricultural Sciences and Veterinary
Medicine (USAMV) Cluj-Napoca, Romania

Ilham T. Qattan,
Assistant Professor, Taibah university, Saudi Arabia

Milad M. Elharathi,
Visiting Professor at Arab Academy, Faculty of Law and Political Science,
Denmark

Tomas J. Cuevas Contreras,
Professor at the Universidad Autonoma de Ciudad Juarez, Mexico

Hans W. Giessen,
Professor at the Saarland University, Saarbrucken, Germany

Bao Yong,
Associate Dean, School of Health Management, Shanghai Jiao Tong University,
China

Naheed Vaida,

Associate Professor, Institute of Home Science, University of Kashmir, India

Mitra Mehrabadi,

PhD, University of Aberdeen, United Kingdom

Luqman Zakariyah,

Visiting Fellow, Harvard Law School, Harvard University, USA

Alaa Mahdy Darwish Al-Khateeb,

Assistant Professor, University of Technology, Baghdad, Iraq

Hassan Abdulmouti,

Associate Professor, Prince Mohammad Bin Fahd University, Saudi Arabia

Joy Chittate Kurian,

Dean, Faculty of Science & Organizer, Asia-Pacific International University, Thailand

Mostefa Nadir,

Full Professor, Faculty of Sciences and Sciences of Engineering University of Msila, Algeria

Frank Bezzina,

Deputy Dean of the Faculty of Economics, University of Malta, Malta

Zarylbek Kudabaev,

Professor, American University of Central Asia, Kyrgyzstan

Madeea Larisa Axinciuc,

Associate Professor, University of Bucharest, Romania

Monika Bolek,

Assistant Professor, University of Lodz, Poland

Ahmed Driouchi,

Dean of The Institute of Economic Analysis & Prospective Studies, Al Akhawayn University, Ifrane, Morocco

Michele Minor-Corriveau,

Adjunct Professor, Laurantian University, Canada

Ibragim E. Suleimenov,

Head of Laboratory of Nanoelectronics, Almaty University, Kazakhstan

Paulo Alberto dos Santos Vieira,

Assistant Professor, Federal University of Mato Grosso do Sul, Brasil

Marco Saroglia,

Full Professor, University of Insubria, Varese, Italy

Abeer Ahmed Ahmed Zayed,

Professor, Cairo University, Egypt

Robert N. Diotalevi,

Associate Professor, Florida Gulf Coast University, USA

Daiva Jureviciene,

Professor, Vilnius University, Lithuania

Mariangela Giusti,

Associate professor at the University of Milan - Bicocca, Italy

Uolevi Lehtinen,

Full Professor, University of Tampere, Finland

Gerry Coulter,

Full Professor, Bishop's University, Canada

Vladimir Sedlak,

Professor at the Pavol Jozef Safarik University, Slovakia

Romualdas Dulskis,

Professor, Vytautas Magnus University, Lithuania

Hanan Sulaiman Al-Khalaifa,

Associate Research Scientist, Kuwait Institute for Scientific Research, Kuwait

Anita Lidaka,

Director of Institute of the Educational Sciences Liepaja University, Latvia

Rania Zayed,

Assistant Professor, Cairo University, Egypt

Jacques de Vos Malan,

General Manager, Secretariat for the Australian Council of Learned Academies, Malbourne, Australia

Louis Valentin Mballa,

Professor at the Autonomous University of San Luis Potosi, Mexico

Angel Barrasa,

Professor at the University of Zaragoza, Spain

Maris Saagpakk,

Associate Professor at Tallinn University, Estonia

Kaarina Maatta,

Vice rector, University of Lapland, Finland

Baurzhan Bokayev,

Post-doctoral researcher, Harvard University, USA

Sholpan K. Zharkynbekova,

Dean of Philology Faculty, Eurasian University, Kazakhstan

Ziad Said,

Associate Professor, College of the North Atlantic, Qatar

Drazen Cerovic,

Professor, University of Montenegro, Montenegro

Lydia Ferrara,

Professor, University of Naples, Italy

Byron A Brown,

Chair of Academic Board, Botswana Accountancy College, Botswana

Naima Amar Touhami,

Assistant professor at Abdelmalek Essaadi University, Morocco

Garmaev Yury Petrovich,

Head of comparative Law laboratory, Buryat State University, Russia

Aleksandra Bizjak Koncar,

PhD, Scientific Research Centre of the Slovenian Academy of Sciences and Arts, Ljubljana, Slovenia

Martin Oller,

PhD, Escuela Superior Politecnica de Chimborazo, Ecuador

Dariusz Jakobczak,

Chair of Computer Science and Management, Technical University of Koszalin, Poland

Lisa Booth,

PhD, University of Cumbria, United Kingdom

Grazia Angeloni,
Professor, University “G. d’Annunzio” in Chieti, Italy

Luisa Maria Arvide Cambra,
Professor, University of Almeria, Spain

Rafiqul Islam,
Professor, University of Rajshahi, Bangladesh

Michel Labori,
Professor In The University Of Franche - Comte, France

Chandrasekhar Putcha,
Professor, Department of Civil and Environmental Engineering, California State University, Fullerton, CA, USA

Priscila Martins Medeiros,
Assistant Professor, Federal University of Mato Grosso do Sul, Brasil

Tayssir Hamieh,
Director of MCEMA Laboratory, Lebanese university, Lebanon

Mona Kassem,
Associate professor, National Research Centre, Egypt

Kumar Perumal,
Associate Professor, Curtin University, Sarawak, Malaysia

Mirza Barjees Baig,
Professor, College of Food and Agricultural Sciences, Saudi Arabia

Marta Aranyossy,
Assistant Professor, Corvinus University, Hungary

Martin Beniston,
Professor, University of Geneva, Switzerland

Cinaria Tarik Albadri,
PhD, Lebanese University, Sana’a, Yemen

Mahammad A. Nurmamedov,
Professor, Baku State University, Azerbaijan

Thomas Fenzl,
PhD, Alps-Adria University of Klagenfurt, Austria

Henryk J. Barton,
Professor, Jagiellonian University, Poland

Joao Carlos de Oliveira Matias,
Assistant Professor, University of Beira Interior, Portugal

Stefanos Spaneas,
Assistant Professor, University of Nicosia, Cyprus

Cathryn R. Dooly,
Associate Professor, Coastal Carolina University, USA

Assem El-Shazly,
Vice Dean Faculty of Pharmacy, Zagazig University, Egypt

Sorinel Capusneanu,
Associate Professor, Dimitrie Cantemir Christian University, Romania

Wei Hao,
Professor, Beijing Normal University, China

Saltanat Meiramova,
Associate Professor, S.Seifullin AgroTechnical University, Kazakhstan

Agota Giedre Raisiene,
Associate Professor at Mykolas Romeris University, Lithuania

Zakaria Lincoln,
Professor, Ibais University. Bangladesh

K.V.Rajasekhar,
Director of Physical Educaiton, University of Hyderabad, India

Nishan Rafi Havandjian,
Professor, Qatar University, Doha, Qatar

Bento Antonio V.,
Professor, University of Madeira, Portugal

Syed Asif Ali,
Professor/Chairman Department Computer Science SMI, University Karachi
Pakistan

Ruzica Loncaric,
Associate Professor, Josip Juraj Strossmayer University of Osijek, Croatia

Reynaldo B. Inocian,
Full Professor, Cebu Normal University, Philippines

Stefan Vladutescu,
Associate Professor, University of Craiova, Romania

Nidal Farid Eshah,
Vice Dean, Faculty of Nursing, Zarqa University, Jordan

Zainab Ali Hassan El_saadany,
Assistant Professor, Cairo University, Egypt

Anna Zelenkova,
Professor, Matej Bel University, Slovakia

Kevin B. O'Connor,
Assistant Professor, McGill University, Canada

Jurgen Parisi,
Full Professor, University of Oldenburg, Germany

Billy Adamsen,
Assistant Professor, University of Southern Denmark, Denmark

Nawab Ali Khan,
Professor, Al- Kharj Salman Bin Abdulaziz University, Saudi Arabia

Marinella Lorinczi,
Professor, University of Cagliari, Italy

Arfan Yousaf,
Associate Professor, Pir Mehr Ali Shah Arid Agriculture University, Pakistan

Helena Dobrovoljc,
PhD, Fran Ramovs, Institute of the Slovenian Language, Slovenia

Bianca Gioia Marino,
Professor, University of Naples Federico II, Italy

Blanca M. Balma,
Professor Emeritus at the Catholic University of Cordoba, Argentina

Satu Uusiautti,
Adjunct Professor, University of Helsinki, Finland

Kirby R. Cundiff,

Associate Professor, Rochester Institute of Technology, Dubai, UAE

Franko Milost,

Associate Professor, Faculty of Management, Koper, Slovenia

Giuseppe Cataldi,

Vice-Rector, University of Naples “L’Orientale”, Italy

Jan Waalkens,

Professor, Stenden University, The Netherlands

Rosa Elena Di Costanzo Lorencez,

Professor, University of Monterrey, Mexico

Martha Lea,

Associate Professor, University in Stavanger, Norway

Daniel Velasco,

PhD, Chicago School of Professional Psychology, USA

Roberto Kertesz,

Emiritus Rector, University of Flores, Argentina

N. K. Rathee,

Associate Professor, Delaware State University, USA

Michael Ba Banutu-Gomez,

Professor, Rowan University, USA

Adil Jamil,

Professor, Amman University, Jordan

Habib Kazzi,

Professor, Lebanese University, Lebanon

Jalil Barkhas,

Professor, University of Granada, Spain

Table Of Contents:

FROM STRATEGIC BUSINESS UNIT TO INTERFIRM STRATEGIC BUSINESS UNIT: A THEORETICAL FRAMEWORK TO IBU PERFORMANCE AND PLACEMENT.....1

Maria Garbelli

LA EDAD COMO FACTOR DEL COMPORTAMIENTO DEL CONSUMIDOR DE PRODUCTOS ORGÁNICOS.....21

Armando Medina Jiménez

Milka Elena Escalera

Miguel Ángel Vega Campos

THE IMPACT OF THE DECISION-MAKING METHOD IN BUSINESS ACHIEVEMENTS.....37

Irina Canco

CONCEPTUAL ANALYSIS OF CAUSATION IN LEGAL DISCOURSE.....53

Adam Dolezal

Tomas Dolezal

THE EVALUATION OF HIGHER EDUCATION PROBLEMS IN TURKEY.....71

Bertan Akyol

Hasan Arslan

THE RELATIONSHIP BETWEEN SOFT FACTORS AND HARD FACTORS OF TQM PRACTICES AND ORGANIZATIONAL LEARNING.....85

Sisnuhadi

THE INNOVATIVE MANAGEMENT PRINCIPLES OF RURAL SOCIAL INFRASTRUCTURE DEVELOPMENT.....100

Vilma Atkociuniene

Ilona Kiausiene

Daiva Urmoniene

FACILITATING PROBLEM BASED LEARNING THROUGH E-PORTOFOLIOS IN EFL.....118

Veneranda Hajrulla

COMPARATIVE ANALYSIS OF FARM ECONOMIC VIABILITY ASSESSMENT METHODOLOGIES.....130

Astrida Slavickiene

Jurate Savickiene

EXTENT OF CREDIT FINANCING BY COMMERCIAL BANKS TO AGRIBUSINESSES IN KENYA.....151

Benjamin Owuor Ombok

David Odhiambo Oima

Moses Oginda

**INCREASING TAX COMPLIANCE THROUGH STRENGTHENING
CAPACITY OF EDUCATION SECTOR FOR EXPORT ORIENTED
SMES HANDICRAFT FIELD IN EAST JAVA INDONESIA.....170**

Imam Mukhlis

Sugeng Hadi Utomo

Yuli Soesetyo

**TRADE INTEGRATION BETWEEN ALBANIA AND EUROPEAN
UNION A GRAVITY MODEL BASED ANALYSIS.....185**

Elvira Fetahu

**BETWIXT DEMOCRACY, OCHLOCRACY AND THE LIKE:
INTERROGATING CONTRADICTIONS OF THE LIBERAL
DEMOCRATIC ORDER.....200**

Okoli, Al Chukwuma

Abdulrasheed Adam Ibrahim

**POLITICAL AND LEGAL ASPECTS OF GENDER POLICY IN THE
MODERN WORLD.....210**

Andirzhanova Gulnar

Tleuzhanova Aiymgul

Li Elizaveta

Dulatov Gabit

**INTERNAL BRANDING IN A SERVICE INDUSTRY- THE CASE OF
BANKS IN GHANA.....218**

Johnson Yeboah

George Dominic Ewur

Evelyn Delali Adigbo

Ernest K. Asirifi

**INNOVATION MANAGEMENT: TYPES, MANAGEMENT AND
INNOVATION PERFORMANCE IN ALBANIA.....239**

Dorjana Feimi

Vasilika Kume

**DIALECTICS OF INTRA-PARTY OPPOSITION IN NIGERIA'S
FOURTH REPUBLIC: INSIGHTS FROM THE RULING PEOPLE'S
DEMOCRATIC PARTY (PDP).....249**

Okoli, Al Chukwuma

Ali Haruna Ali

**TEACHER EDUCATION AND GLOBAL STANDARD FOR
EFFECTIVE TEACHING-LEARNING PROCESS IN PUBLIC
SECONDARY SCHOOLS IN CALABAR MUNICIPALITY, CROSS
RIVER STATE, NIGERIA.....260**

David, Bassey Enya

Nanjwan, Josephine Dasel

CHRISTIAN ETHICS VS. CORRUPT ECONOMY.....267

Tigran Babasyan

Albert Hayrapetyan

**THE IMAGE OF WOMEN IN THE ARABIC LANGUAGE
TEXTBOOK FOR THE PRIMARY SECOND GRADE IN
JORDAN.....283**

Kamel Ali Sulieman Otoom

**AN ASSESSMENT OF THE IMPLEMENTATION OF
DIFFERENTIATED INSTRUCTION IN PRIMARY SCHOOLS,
KABWE DITRICT, ZAMBIA.....295**

Awoniyi Samuel Adebayo

Christine Banda Shumba

**TOURISM DEVELOPMENT POLICY VERSUS PRACTICE IN
GHANA: THE CASE OF LAKE BOSOMTWE BASIN.....308**

AbdulaiKuyini Mohammed

**ENTREPRENEURIAL ORIENTATION, NETWORKING,
EXTERNAL ENVIRONMENT, AND FIRM PERFORMANCE: A
CRITICAL LITERATURE REVIEW.....335**

James M. Gathungu

Dennis M. Aiko

Vincent N. Machuki

**MARKET BASED CAPABILITIES AND RESULTS: INFERENCE
FOR TELECOMMUNICATION SERVICE BUSINESSES IN
NIGERIA.....358**

Akinbola, Olufemi Amos

Adegbuyi, Omotayo Adeniyi

Otokiti, Bisayo Oluwatosin

THE ROLE OF REMITTANCES RECEIVED ON THE POST-COMMUNIST ALBANIA'S FINANCIAL DEVELOPMENT.....375

Genci Gjanci

Ardian Cerava

METHODOLOGY OF FORMATION OF THE MOTIVE ABILITIES OF SENIOR SCHOOL CHILDREN DURING THE TRAINING PROCESS OF SINGLE COMBAT IN CHILD-YOUTH SPORTING SCHOOLS.....390

Arziutov Gennadii Nikolayevich

Panasyuk Aleksandr Aleksandr

EFFECTS OF GENDER ON STUDENTS' ATTITUDE TO PHYSICS IN SECONDARY SCHOOLS IN OYO STATE, NIGERIA.....399

Fatoba Joseph Oba

Aladejana Alaba Lawrence

ENHANCED LEARNING ENVIRONMENT AND ITS IMPLICATIONS ON THE PRE-SCHOOL CHILDREN'S LANGUAGE PERFORMANCE.....405

Afoma R. Okudo

Christy Omotuyole

ESSAI EMPIRIQUE SUR LES DÉTERMINANTS DE L'ACTE ENTREPRENEURIAL DANS LE SECTEUR TEXTILE MAROCAIN.....414

Omar Taouab

PERCEPTIONS OF TEACHERS AND LEARNERS ON THE EFFECTIVENESS OF CIVIC EDUCATION IN THE DEVELOPMENT OF CIVIC COMPETENCY AMONG LEARNERS IN CHIPATA DISTRICT, ZAMBIA.....425

Awoniyi Samuel Adebayo

Francis Lupupa Zimba

LA THÉORIE TRADITIONNELLE DE LA PROTECTION DIPLOMATIQUE DES INDIVIDUS EN DROIT INTERNATIONAL ET LA PERSPECTIVE DU DROIT DE L'UNION EUROPEENNE.....435

Massimo Fragola

THE IMPACT OF LEADERSHIP AND CHANGE MANAGEMENT STRATEGY ON ORGANIZATIONAL CULTURE.....451

Dimitrios Belias

Athanasios Koustelios

PREVALENCE OF VIOLENT SEXUAL ASSAULT ON SOUTH WEST NIGERIA GIRLS.....471

Odu, Bimbolakemi

Falana, Bernard Akinlabi

Olotu, Olukoyaadewale

**CUSTOMER PERCEPTIONS IN BUYING DECISION TOWARDS
BRANDED BANGLADESHI LOCAL APPAREL PRODUCTS.....482**

Md. Mazedul Islam

Muhammad Mufidul Islam

Abu Yousuf Mohammad Anwarul Azim

Md. Russel Anwar

Md. Mijan Uddin

**EFFECTIVENESS ASSESSMENT STUDY OF THE USE OF ICT
TOOLS IN E-LEARNING SYSTEM.....498**

Malli Mohammad

**EFFECT OF CAPITAL MARKET DEVELOPMENT ON ECONOMIC
GROWTH IN GHANA.....511**

Emmanuel Acquah-Sam

King Salami

**UTILIZATION OF OPEN EDUCATIONAL RESOURCES (OER)
AND QUALITY ASSURANCE IN UNIVERSITIES IN NIGERIA....535**

Akomolafe Comfort Olufunke

Olajire Adeola Adegun

**UNEMPLOYMENT CURRICULUM OUTCOMES, PSYCHO-
SOCIAL CHARACTERISTICS AND ENTREPRENEURIAL
ABILITIES OF THEOLOGICAL SEMINARY GRADUATES.....544**

Abam Arikpo

Aquah, Patricia A.

MARKET BASED CAPABILITIES AND RESULTS: INFERENCE FOR TELECOMMUNICATION SERVICE BUSINESSES IN NIGERIA

Akinbola, Olufemi Amos

Department of Business Administration, College of Management Sciences,
Federal University of Agriculture Abeokuta, Ogun State, Nigeria

Adegbuyi, Omotayo Adeniyi

Department of Business Management, College of Development Studies,
Covenant University, Ota, Ogun State, Nigeria

Otokiti, Bisayo Oluwatosin

Department Of Business Administration
Kwara State University, Malete, Kwara State, Nigeria

Abstract

This research is aimed at measuring the effect of market based capabilities on corporate result. The objectives of the study were to determine the relationship between market capabilities and market share, the relationship between information technology and productivity, and the relationship between customer relationship management and brand loyalty. Series of questions were asked using the questionnaire adopted by the research and three hypotheses were proposed and tested in the study. To determine the capabilities and organization performance, a sample of 100 consumers and 50 employees were drawn respectively. The data was analyzed using simple frequency tables, regression analysis and Pearson product moment correlation. Finally, the analysis shows that market capabilities has a large influence on organizational performance in its industry. Based on the above findings, there is need for organizations to recognize their capabilities that will ensure organization performance.

Keywords: Market Capabilities, Customer Relationship Management, Information Technology, Market Share

1.0 Introduction

Market based capabilities is a very critical part in the evaluation of the performance of any organization be it small or large in any sector most especially the service organization. The background of this study comes

from the resource based view theory of firm and how it helped identify the tangible and intangible entities available to a firm to effectively and or efficiently use it to its advantage and the strategic orientation decision to make use of.

According to Day, (1990) capability is a resource available to the firm which draws from resource based view of internal capacity of a firm. The shift of competitive advantage to business process from ability to create customer life time value and use of information technology databases like sales force automation to improve sales force productivity, and the use of market capabilities also referred to has market knowledge and skill application.

Recently, telecommunication organization that came into Nigeria and are still experiencing the industry boom are usually valued by the external environment but recently according Michael portal five forces of evaluating firm competitive environment, bargaining powers of buyers have increased because customers can switch service from one mobile network to another, threat from competitions bring about reduction in price of call rates pushing new entrants out of the market, soon the market returns will reduce because of competitions, there will be need to move to the internal capability programs of a firm that are rare, in-imitable, non substitutable and valuable to competitive advantage .

A typical example is the shift made by GLO telecommunications limited to the use of celebrity endorsement to gain brand loyalty, because it seemed at that time the focus was on gaining market share by most of the industry players and not brand loyalty, analyses of the market showed rivals only competed for largest customers and not patronage, a GLO customer can be an ETISALAT customer tomorrow, but with effective market link program they effectively captured that patronage was better than market share rivalry while making sure that its profitable customers are targeted alongside other competitors is an example of application of market capability that enhances competitive advantage.

1.2 Statement of Problem

The source of competitive advantage has shifted from physical to intellectual and knowledge based resource or capabilities (Prahalad & Hamel 1990). The challenge facing most firms today is the ability to identify the set of intangible market based capabilities as the ground to establishing sustainable market performance. In practical most of the capabilities available to the firm are heterogeneous and numerous in nature, but because for a resource to have and gain advantage it must be valuable, rare, in-imitable and non substitutable, it is only when these scarce resource or

capability is identified and the appropriate program is developed to meet the above criteria before an organization can have competitive advantage.

In most organization the ultimate goal of customer relationship management is brand loyalty, but its depends on the ability to identify and design effective program that will position customers and in cases where it will cost the customer absolute zero amount to switch product or service there is need for competitive advantage.

It is when these capabilities are resourcefully managed through a mixture of proper skills and knowledge before they can exhibit the characteristics that will help them gain sustainable competitive advantage.

There as being subsequent shift by management to adopt information technology in organizations and the functional departments of an organization, in most cases efficient use is important so is effective use because information technology can be used routinely but not using the technology fully will not enhance performance.

Organizations which are now based on knowledge and resource have to identify that skill and management knowledge application, planning, and implementation that will determine how market capabilities skills form competitors, segment and target markets, advertising and pricing and integrated market activity know how will be used properly.

1.3 Objectives of the Study

The objectives of the study include:

1. To establish that a good customer relationship management program will lead to brand loyalty.
2. To make known that effective use of information technology will ensure personnel productivity.
3. To establish that market capability management will lead to increase in market share.

1.4 Research Questions

1. How will a customer relationship management program affect brand loyalty in service organization?
2. How will information technology affect personnel productivity in service organization?
3. How will market capabilities lead to market share increase in service organization?

1.5 Research Hypothesis

H₀: Customer relationship management program does not affect brand loyalty significantly in service organization.

H₀: Information does not affect the personnel productivity significantly in service organization.

2.0 Literature Review

The concept of recognizing marketing as key to the long term performance of firm as being recognized by many researchers in marketing but the ability to deduct the base area that marketing as to offer in firm value. There is need to understand the capabilities that influence business processes since market competition as increased and changed in fundamental ways, the source as shifted from tangible assets to intellectual and knowledge-based resources and capabilities (Prahalad and Hamel 1990) while capabilities are the complex bundles of skill and accumulated knowledge.

The research is based on the function of marketing to the addition of firm value, many at times other department of the organization have argued the fact on the amount of finance spent on marketing, most especially advertising and how can really see the process in the long run.

2.1.2 Resource Based Asset Creation

The Resource-Based View of the firm has been used to explain how firms allocate their scarce resources to obtain and exploit competitive capabilities.

Capabilities have been broadly defined as “complex bundles of skills and accumulated knowledge that enable firms [or SBUs] to coordinate activities and make use of their assets” (Day, 1990) suggest that “it is not possible to enumerate all possible capabilities, because every business develops its own configuration of capabilities that is rooted in the realities of its competitive market, past commitments, and anticipated requirements.” In this article, we focus on four important firm capabilities: technology, information technology (IT), market-linking, and marketing capabilities.

2.1.3 Firm Capability

To create economic value, sustain competitive advantage, and achieve superior profitability, an organization requires a wide range of capabilities (Day, 1994).

The Resource-Based View of the firm has been used to explain how firms allocate their scarce resources to obtain and exploit competitive capabilities. The RBV suggests that the mere possession of capabilities is a necessary but not sufficient condition for superior performance.

Rather, invests in capabilities that complement the existing capability base, will be best able to exploit its distinctive competencies. The firm that does this will be rewarded with sustainable competitive advantage and improved long-term performance.

According to the RBV, then, firms should allocate their scarce resources to solidifying and developing capabilities that are consistent with their strategic type

2.1.4 Technology Capabilities

Technology capabilities concern the manufacturing processes, technology, new product development, production facilities, and the forecasting of technological change in the industry. These skills are contained within the organization and are activated by market, competitor, and external challenges and opportunities. By allowing increased efficiency in the production process, they can reduce costs and improve consistency in delivery and, therefore, competitiveness.

Technology capabilities are important for all strategic types but most especially for prospectors, who thrive in unstable, changing environments, particularly those marked by rapid technological change, such as biotechnology, medical care, and aerospace (Walker et al., 2003). Since prospectors use a first-to-market strategy and typically operate within a broad product-market domain that undergoes periodic redefinition (Dodge and Robbins, 1992), they must be able to develop new technologies, products, and markets rapidly to address latent market needs (Conant, Mokwa, Varadarajan 1990 ; McDaniel & Kolari, 1987). note that prospectors require strength in product research and development cum product engineering, and they perform best when the amount spent on product R&D is high. The Resource based view would suggest that prospectors should prioritize development of technology capabilities in order to achieve sustainable competitive advantage. Because defenders typically locate and maintain a secure niche in a relatively stable product or service area, they tend to be less interested in developing new products and technologies and, therefore, less dependent on technology capabilities.

2.1.5 I.T Capabilities

A firm active in product development must be able to gather technical and market information effectively and disseminate it throughout the organization. IT capabilities facilitate internal communication and cross-functional integration.

Better IT is associated with greater strategic flexibility and, ultimately, with better financial performance and greater organizational success notes that the more creative use of IT would lead to better financial performance of firm. Others find that greater information transmission across functional areas leads to more successful new products.

2.1.7 Market Capabilities

Marketing capabilities include knowledge of the competition and of customers, as well as skill in segmenting and targeting markets, in advertising and pricing, and in integrating marketing activity. Conant et al. (1990) found that prospector firms have distinctive competencies in marketing planning, allocation of marketing resources, revenue forecasting, and control of marketing activities.

Although both prospectors and defenders require skills in Marketing and market research in order to succeed (Walker et al., 2003), Srivastava, Shervani and Fahey (1999) have identified three processes as being crucial to the creation of customer of value. These include:

1. A NPD process that aims to create solutions that customers need and want,
2. A SCM process that manages acquisition of physical and informational inputs and converts them into customer solutions in an efficient manner, and
3. A CM process that manages identification of customers, creation of customer knowledge, shaping of customer perceptions of the organization's products and image, building customer relationships through rich and satisfactory experience, and maximizing customer responses for optimal revenue and profit growth.

2.1.2.1 Firm Performance

Firm-based view of innovativeness effects are among the positive firm-based effects that could impact the marketplace performance of an innovative offering which are the following.

One is that producing highly innovative products that are new-to-the-firm or the marketplace can foster a spirit of innovation in the company that helps attract or retain creative employees and improve worker productivity.

Costs, employee turnover, and discontinuities in idea generation can be lowered as a consequence (Urban, Weinberg, & Hauser, 1996). Second, new-to-the-market innovativeness can create first-mover barriers (e.g., patents or pre-emption of competitive space) that preclude competitors from entering the marketplace with new goods of their own.

Being first can further give the firm a head start in developing, or allow it to capitalize on, unique competencies and experience curve effects that increase return on investment and lead competitors to invest in ventures where comparative expertise may be lacking.

Third, research shows that new-to-the-firm or new-to-the market offerings are more successful when the company can capitalize on synergies with marketing, management, engineering, and production.

And finally, the success of new and innovative products can be augmented when sales and marketing skills in the company are high (Cooper, 1979), so that promotional strategies properly emphasize customer education whenever innovative offerings are difficult to adopt and advertising strategies properly emphasize emotional campaigns whenever innovative offerings demand a great deal of consumer learning (Lee & O'Connor, 2003).

2.2 Theoretical Framework

2.2.1 Resource Based Theory

The resource-based view was popularized by Hamel and Prahalad in their book "Competing for the Future" (1994). Essentially, the view conceptualizes the firm as a bundle of resources. It is these resources, and the way that they are combined, that make firms different from one another and in turn allow a firm to deliver products and services in the market.

The **resource-based view (RBV)** is a business management tool used to determine the strategic resources available to a company. The fundamental principle of the RBV is that the basis for a competitive advantage of a firm lies primarily in the application of the bundle of valuable resources at the firm's disposal. To transform a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous in nature and not perfectly mobile. Effectively, this translates into valuable resources that are neither perfectly imitable nor substitutable without great effort. If these conditions hold, the firm's bundle of resources can assist the firm sustaining above average returns. The VRIN model also constitutes a part of RBV.

The key points of the theory are:

1. Identify the firm's potential key resources.
2. Evaluate whether these resources fulfill the following criteria (referred to as *VRIN*):

Valuable – A resource must enable a firm to employ a value-creating strategy, by either outperforming its competitors or reduce its own weaknesses. Relevant in this perspective is that the transaction costs associated with the investment in the resource cannot be higher than the discounted future rents that flow out of the value-creating strategy.

Rare – To be of value, a resource must be rare by definition. In a perfectly competitive strategic factor market for a resource, the price of the resource will be a reflection of the expected discounted future above-average returns

In-imitable – If a valuable resource is controlled by only one firm it could be a source of a competitive advantage. This advantage could be

sustainable if competitors are not able to duplicate this strategic asset perfectly.

Non-substitutable – Even if a resource is rare, potentially value-creating and imperfectly imitable, an equally important aspect is lack of substitutability. If competitors are able to counter the firm's value-creating strategy with a substitute, prices are driven down to the point that the price equals the discounted future rents (Barney, 1996) resulting in zero economic profits. Care for and protect resources that possess these evaluations, because doing so can improve organizational performance (Crook, Ketchen, Combs, and Todd, 2008).

2.3 Empirical Framework

2.3.1 There is recognition that market-based capabilities contribute to a firm's financial performance, the exposition is largely conceptual (Srivastava et al. 1999). Using a resource based view of the firm, the present study proposes that, market-based assets and capabilities of a firm impacts performance in three market-facing business processes (new product development, information technology and market capabilities), which in turn, influence, the firm's performance. According to the learning theories in competitive advantage of organization by (Hunt and Morgan 1996), they believe that it is important complex resources of the firm or organization that will create competitive advantage because it helps in improving market information processing. Studies from the theories shows us that an organization depends on strategy it takes to evaluate its market place, and organization who make use of strong market orientation and learning process have strong sustainable advantage.

Firms that are involved in market orientation are likely to engage in aggressive product development, notably, distinctive capabilities contribute to superior strategy selection and to sustainable competitive advantage, the more the process involved in underlying superior strategies and the wider it cuts across functional groups of the organization, the more difficult it would be to imitate by competitors, superior skills and resources, combined with high quality tactics, programs, and implementation systems, determine to a long way positional advantage (Day, 1988).

2.3.2 Service industries are based on delivery of promised and exchange of mutual benefit at a profit to the organization. According to (Berry 1995) it is focused on targeting profitable consumer and marketing to employees and other stakeholders using trust as a marketing tool.

Findings by Sheth and Parvatiyar (1995) relationship marketing is of the view that consumers want to reduce the risk associated with choices there making room for marketers to have long term relationship with them, and building their relationships around motives and needs of the individual

around their goals and desire leading to innovation and develop because maintaining a long term relationship is the goal of the marketers.

Every organization must have a business process that facilitates how a product or service will move its beneficiaries. The ultimate aim of customer relationship is brand loyalty, why would an organization think about short term profitability when one can go the long run.

3.0 Methodology

In order to get respondents to test the influence of market based capabilities and the results on corporate performance, the study adopted the simple random sampling technique by drawing sample from the Population that can be infinite, unconceivable and uncounted. This means that all elements that make up a population cannot be ascertained due to the large nature of the size of customers and employees of telecoms firms in Nigeria. The population considered for this study are and top managers, employees and customers from three top telecommunications industry organizations i.e. Airtel, MTN and Globacom. The Minimum Returned Sample Size Table for Continuous Categorical Data by Barlett, Kotrilik and Higgins (2001), was considered for this research and the yard's formula was used for sample size determination and calculated below:

The yard's formula

$$n = \frac{N}{1 + N(e)^2}$$

Where n= sample size

N=population

e=margin of error (0.05)

Sample size for the three service organization Consumers;

$$= \frac{134}{1 + 134(5\%)^2}$$

$$= \frac{134}{1.335} = 100 \text{ respondents}$$

Sample size for Employees of the three service organization;

$$= \frac{57}{1 + 57(5\%)^2}$$

$$= \frac{57}{1.425} = 49.80 \text{ respondents per organization}$$

- 100 consumers and 50 employees of Airtel Nigeria
- 100 consumers and 50 employees of Globacom Nigeria
- 100 consumers and 50 employees of MTN Nigeria

Data Analysis and Interpretation

A total of 450 questionnaires were distributed but 363 questionnaires were retrieved. Relevant questions relating to the objectives of the study was asked and analyzed in the questionnaire. This section also covers the personal information of respondents, they include; gender, age, marital

status, qualification, working experience. A simple analysis of data collected is given below. Analysis on the return rate of questionnaires is presented below:

Category	No of questionnaire administered	Percentage of total response (%)
No of Returned	363	80.7
No of Not Returned	87	19.3
Total no of Questionnaires	450	100

This table shows the number of questionnaires distributed and the total number returned. 450 questionnaires were distributed, 363 were returned all were filled at a percentage of 80.7% which is a sufficient response rate for an applied research of this nature.

Category	Globacom	MTN	Airtel	Total
Employees	40	39	42	121
Consumers/Subscribers	70	97	75	242
Total	110	139	117	363

Field Survey (2013)

Table shows the distribution between the case studies, of a total of 50 employees for each case study and 100 consumer respondents the result is displayed in this table.

The respondents are classified according subscribers to GSM network, 28.6% are GLO, 40.8% are MTN Nigeria, 30.6 are Airtel Nigeria subscribers.

The respondents are classified according employees of GSM network, 33.1% are GLO, 32.2% are MTN Nigeria, 34.7 are Airtel Nigeria employees.

4.3 Psychometric Properties of Scale

All items were examined for scale reliability. And the scale reliability was measured using the Cronbach alpha coefficient. All the scales have acceptable reliability coefficients as shown in the table below:

Table 4.3.1: Confirmatory Cronbach Alpha Analysis Result

Measurement of Variables	Range of Cronbach Alpha	Cronbach Alpha
Market capability	0.445-0.788	0.756
Customer relationship management	0.754-0.869	0.800
Information technology	0.466-0.800	0.812
Market share	0.705-0.930	0.757
Personnel productivity	0.682-0.748	0.732
Brand loyalty	0.418-0.789	0.711
Market based capabilities	0.571-0.826	0.783
Organization performance	0.724-0.705	0.702
All Variables	0.705-0.956	0.855

Source: Field Survey 2013

Market capabilities has the value of 0.756, customer relationship management and information technology having a value of 0.80 and 0.812, market share having value of 0.757, personnel productivity of 0.732, brand loyalty of 0.711, respectively. Market based capabilities of 0.783 and organization performance of 0.855. The overall Cronbach for all the variables is 0.856. Therefore this shows that there is less internal consistency of the overall homogeneity of all the variables comprising the scales.

4.4.1 TEST OF HYPOTHESES

Hypothesis One

H₀: Customer relationship management program does not affect brand loyalty significantly in service organization.

Presentation of Results

The mean is the average value of a set of data and the measurement of the maximum and minimum value also indicate the range of data, while the standard deviation and variance measures the degree of dispersion, the error provides information about uniformity of series and reliability of other statistics obtained from the sample.

Table 4.4.1.1: Score Range, Means and Standard Deviations for Telecommunication Firms, Airtel, Globacom, and Mtn.

Product	Variables	N	Min	Max	Mean	S
All	Brand Loyalty	245	7	20	17.00	2.756
	CRM	121	14	19	16.93	1.365
Airtel	Brand Loyalty	75	9	20	16.88	2.913
	CRM	42	15	19	16.86	1.260
GLO	Brand Loyalty	70	7	20	17.19	2.645
	CRM	40	14	19	17.00	1.414
Mtn	Brand Loyalty	100	8	20	16.97	2.732
	CRM	39	14	19	16.95	1.450

Source: Field Survey (2013)

Table 4.4.1.1 reflects the number of respondents for each products as well the score range, means and standard deviation for the two variables; market capabilities and organization performance. It also shows a score range and mean value of 13 and 17.00. For Airtel, Glo and Mtn the table reveals a score range of 6, 7, 6, a mean value of 16.80, 17.19, 16.97 and a standard deviation of 2.913, 2.645, 2.732 respectively for brand loyalty while customer relationship management range is 15, 14, 14, the mean is 16.86, 17.00, 16.97 and the standard deviation is 1.260, 1.414, 1.450.

Table 4.4.1.2: Regression Analysis of significance customer relationship management to brand loyalty

Products	R	Adjusted R ²	F	Sig	H ₀
All	0.356	0.104	5.654	.001	Reject
Airtel	0.429	0.119	2.852	.005	Reject
Glo	0.440	0.127	2.889	.000	Reject
Mtn	0.456	0.115	3.067	.000	Reject

Source: Field Survey 2013

Table 4.4.1.2 reflects significance of customer relationship management to brand loyalty for the service organizations, Airtel, Glo and Mtn products. The adjusted R² showed .104 i.e. (10.4 %) of the variation in market capability is caused by market share in all organizations investigated. 11.9% of the variation in market capability is caused by the market share for Airtel, 12.7% of the variation in market capability is caused by the market share for Glo, 11.5% of the variation in market capability is caused by the market share for Mtn.

Hypothesis Two:

H₀: Information technology does not affect the personnel productivity significantly in service organization

Presentation of Results

The mean is the average value of a set of data and the measurement of the maximum and minimum value also indicate the range of data, while the standard deviation and variance measures the degree of dispersion, the error provides information about uniformity of series and reliability of other statistics obtained from the sample

Table 4.4.2.1: Score Range, Means and Standard Deviations for Telecommunication Firms, Airtel, Globacom, and Mtn.

Product	Variables	N	Min	Max	Mean	S
All	Information Technology	121	14	19	16.35	1.442
	Personnel Productivity	121	14	20	16.35	1.542
Airtel	Information Technology	42	14	18	16.29	1.298
	Personnel Productivity	42	14	17	15.86	1.138
Glo	Information Technology	40	5	14	16.50	1.432
	Personnel Productivity	40	6	14	16.43	1.678
Mtn	Information Technology	39	5	14	16.50	1.432
	Personnel Productivity	39	14	19	16.29	1.618

Source: Field Survey 2013

Table 4.4.1.1 reflects the number of respondents for each products as well the score range, means and standard deviation for the two variables; market capabilities and organization performance. It also shows a score range and mean value of 5, 6 and 16.35. For Airtel, Glo and Mtn the table

reveals a score range of 4, 9, 9, a mean value of 16.29, 16.50, 16.50 and a standard deviation of 1.298, 1.432, 1.432 respectively for information technology while personnel productivity is 3, 8, 5, the mean is 15.86, 16.43, 16.29 and the standard deviation is 1.168, 1.678, 1.618.

Table 4.4.2.2: Regression Analysis of Significance between information technology and personnel productivity?

Products	R	Adjusted R ²	F	Sig	H ₀
All	.560	.296	17.786	.000	Reject
Airtel	.457	.147	3.348	.029	Reject
Glo	.694	.439	11.176	.000	Reject
Mtn	.898	.789	48.357	.000	Reject

Source: Field Survey 2013

*. Correlation is significant at the 0.05 level (2-tailed).

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

Table 4.4.2.2 reflects relationship between information technology and personnel productivity for all products, Airtel, Glo and Mtn products. The adjusted R² showed .296 i.e. (29.6 %) of the variation in market capability is caused by market share in all organizations investigated. 14.7% of the variation in market capability is caused by the market share for Airtel, 43.9% of the variation in market capability is caused by the market share for Glo, 78.9% of the variation in market capability is caused by the market share for Mtn.

Table 4.4.2.3 reflects relationship between information technology and personnel productivity for all products, Airtel, Glo and Mtn service organizations. It reveals a relationship between information technology and personnel productivity with a Pearson correlation coefficient of .525 for Airtel of moderate correlation, .400 and .352 show weak correlation for Mtn which is statistically significant at 0.01 and 0.05 level of significance. The null hypotheses are rejected.

Table 4.4.3.3: Correlation Analysis of the Relationship between information technology and personnel productivity?

Product	Pearson Correlation	Sig.
All	.494	.000
Airtel	.447	.003
Glo	.531	.000
Mtn	.432	.000

Source: Field Survey 2013

*. Correlation is significant at the 0.05 level (2-tailed).

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

Table 4.4.3.3 reflects relationship between market capability and market share for all service organizations, Airtel, Glo and Mtn products. It reveals a relationship market capability and market share, with a Pearson correlation

coefficient of .432, .447 shows weak correlation for Airtel and Glo, while .531 for Mtn, and represent moderate correlation statistically significant at 0.01 and 0.05 level of significance. The null hypotheses are rejected.

Summary, Recommendations and Conclusion

Theoretical findings include:

1. There is to identify that peculiar capability that will fit the industry or the organization, has what applies to the service industry defers in product industry.
2. Due to the lack of understand of ability to convert intangible capabilities to physical market, most of the organization have opted for a moderate use of capabilities.
3. Any capability that will create advantage as to be rare, in-imitable, non-substitutable by competitors.
4. In real life no organization can have ultimate capacity advantage, competitors can easily copy strategies.
5. Intangible capabilities if used well will serve as a resource advantage that can be converted to end assets that will yield performance results.

5.2.2 Empirical Findings

These findings include details discovered during the course of field work and subsequently in the analysis of obtained data. In the research work, it was discovered that there are more female respondents for both employees and consumers from the three service industries, it was discovered that mostly MTN consumers returned their questionnaires filled, less attitude from consumers of Airtel and Globacom services.

1. Another discovery was that all three service organization exhibited at least 40 percent variation on brand loyalty.
2. Mtn exhibited the highest personal productivity, while Glo came in second, Airtel can in less in its application showed the way information technology is being utilized in each organization.
3. In market share analysis Mtn share topped in the rankings with over 10 percent a wide range while Glo coming behind Mtn and Airtel exhibiting low market share in the service industry.
4. It was also discovered that the service industry identifies brand loyalty has among each of three service organization customers felt indifferent to certain brand loyalty questions. But in the overall measure there was significant acceptance in the industry.
5. It was also discovered that informational technology is one of the highest capability tool used by the service organizations, followed

by market share accumulation and then customer relationship management.

6. It was also discovered that, individually all the three service organization exhibited the same sequence in capability adaptation because of the changing market environment.
7. It was also discovered that personnel productivity were taken in consideration and which has considerable showed in the significant in increase in its market share.

Recommendations

As a result of the empirical findings organizations should ensure that there is an opening and continuing space for new positions of the C.I.O (Chief Information Officer) and C.R.M (Customer Relationship Management) management offices and task team to enable the focus and utilization of the information coordination and management.

Organizations and firm alike should endeavor to encourage and disburse funds into the training of employees in the organization; all training should ensure that it is integrated with any system that comes into the organization in order to ensure maximum productivity.

The management should ensure that programs are develop by this three respective offices; of the Marketing manager, the Chief information officer, and the Customer relation manager, it is when this offices have being integrated proper to generate the appropriate program that will fit the organization demand which in turn will be communicated to other department in the organization, it this program when proper managed and controlled will lead a strategy that will ensure sustaining competitive advantage over other competitors in the industry.

Intellectual skills and knowledge no how's and this era of Dot com's and "information superhighway" it is evident that every organization must gradual adjust its system to fit this new phenomena, investment must be made in creating these intangible assets that in turn yield long term profitability for and organization. It is also important to note that manager market capability is every important because this manager will determine the future value of their organization if they cannot adjust to the dynamic business environment facing everyday business today.

The business managers of organizations must ensure that long term performance is what the firm should be focused on and not short term, seeking for only market share in an industry should not be the only focus but the focus should be in converting its market share in loyal customers, because it is this loyal customer that will ensure profit in the long run when the industry curve begins to fall the organization will be able to maintain its

own share of the industry profit but only by ensure that the customers are their top market priorities and not just competition advantage.

5.3 Conclusion

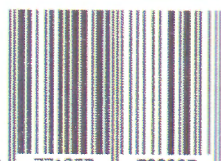
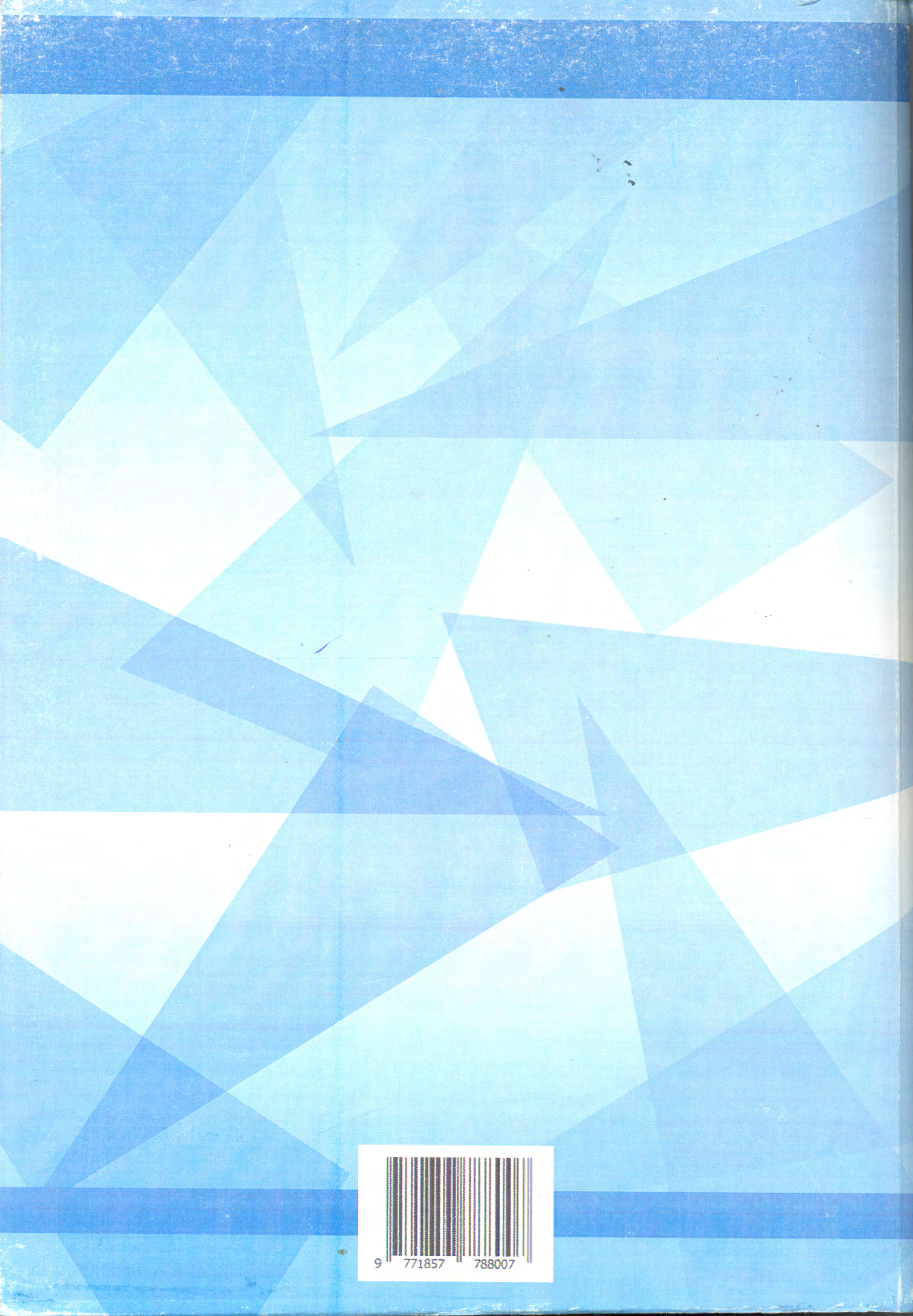
A number of conclusions can be drawn from the findings of this study that has implications on strategy development for the organization under study and similar organizations operating these services. To a very large extent the level customer relationship management will affect the function of brand loyalty in many organizations, proper coordination and communication to sales representatives, marketers and various management positions of the firm are to ensure that the personalization and customer focus management commitment is first which is evident by the relative use of it by the studied firms.

Every firm or any organization exist in an industry, the studied case study exist in an industry where competition is fierce and large capital is needed for introduction and survival, studies have shown that with time the profitability of the industry will soon begin to dwindle with constant reduction in price by these service organization, the question of what will happen tomorrow if prices as low as 1kobo to make a phone call, for an organization that cannot focus on an approach that will ensure profit, will find itself gradually losing to the industry profit available, an organization that takes its market share to a level will ensure long term performance.

References:

- Barney, J.B., & Hesterly, W. (1996). "Organizational Economics: Understanding the Relationship between Organizations and Economic Analysis", in *Clegg S.R., Hardy*
- Bartlett, J.E., Kotrlik; J.W., Higgins, C. (2001 spring). *Organizational Research: Determining Appropriate Sample Size in Survey Research*. Information Technology, Learning, and Performance Journal, Vol. 19, No. 1; 43-50.
- Berry, Leonard L. (1995). 'Relationship marketing of services – growing interest, emerging perspectives'. *Journal of the Academy of Marketing Science*, 23(4), 236-245.
- Cooper, R.G (1979) "The Dimensions of Industrial New Product Success and Failure' *Journal of Marketing*" 43(3): 93-103
- Conant, J., Mokwa, M., Varadarajan, R. 1990. Strategic types, distinctive marketing competencies and organisational performance: a multiple measures based study. *Strategic Management Journal* 11 (No issue number), 365-383.

- Crook, T.R., Ketchen Jr., D.J., Combs, J.G. & Todd, S.Y. (2008). Strategic resources and performance: a metaanalysis. *Strategic Management Journal*, 29(11), 1141-1154.
- Day, G.S. & Wensley. R. 1988, 'Assessing advantage: A framework for diagnosing competitive superiority', *Journal of Marketing*, vol. 52, April, pp. 1–20.
- Day, G.S. 1990, *Market Driven Strategy, Processes for Creating Value*, The Free Press, New York.
- Day, G.S. 1994, 'The capabilities of market-driven organisations', *Journal of Marketing*, vol. 58, October, pp. 37–51.
- Dodge, H.R. & Robbins, J.E. 1992, 'An empirical investigation of the organizational life cycle model for small business development and survival', *Journal of Small Business Management*, vol. 30, no. 1, pp. 27-37.
- Hamel, Gary and Prahalad, C.K. 1994. *Competing for the Future*. Boston, MA: Harvard Business School Press.
- Hunt, S. D. & Morgan, R. M. (1996) "The Resource-Advantage Theory of Competition: Dynamics, Path Dependencies, and Evolutionary Dimensions." *Journal of Marketing*, 60: 107-114.
- Lee, Y., O'Connor, G.C., (2003). The impact of communication strategy on launching new products: The moderating role of product innovativeness. *Journal of Product Innovation Management* 20 (1), 4-21.
- McDaniel, Stephen W. and James W. Kolari (1987), "Marketing Strategy Implications of the Miles and Snow Strategic Typology", *Journal of Marketing*, 51, 19-30
- Prahalad, C. K. & Hamel, G. (1990) The core competence of the corporation, *Harvard Business Review*, May– June, pp. 79–91.
- Sheth, J. N. & Parvatiyar, A. (1995b) "The Evolution of Relationship Marketing." *International Business Review*, 4 (4), 397-418.
- Srivastava, R., Shervani, T.A., Fahey, L., 1999. Marketing, Business Processes and Shareholder Value: An organizationally Embedded View of Marketing Activities and the Discipline of Marketing. *Journal of Marketing* 63 (Special issue), 168-179.
- Urban, Glen L., Bruce Weinberg and John R. Hauser (1996), "Premarket Forecasting of Really-New Products," *Journal of Marketing*, 60,1, (January), 47-60. Abstracted in the *Journal of Financial Abstracts*, 2, 23A.
- Walker, W., Harremoës, P., Rotmans, J., van der Sluijs, J., van Asselt, M., Janssen, P. &
- Krayer von Krauss, M. (2003), 'Defining uncertainty: A conceptual basis for uncertainty management in model-based decision support', *Integrated Assessment* 4 (1), 5–18.



9 771857 788007