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Performance Effects of Market Orientation and the Mediating Role of Innovation of Service Process in Insurance Industry: Case Study of Dana Insurance Company

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Abstract

Achievement of large organizations in the competitive environment first requires sustained and long-term competitive advantage. Such benefit acquisition and utilization depends on market oriented attitude and innovation of service process. This approach makes efforts in developing and dissemination of organizational performance and provides the opportunity for valuable service delivering to customers and benefiting their satisfaction. In this regard, the present research studied the effect of mediating role of innovation of service process in the relation between market orientation and organizational performance. This study is analyzed based on individual and all Dana insurance company agents including about 2000 individuals, throughout the country, are regarded as statistical population. Research statistical participants consisted of 325 agents who were selected through clustering sampling method. Data collected through using a questionnaire (by content validity; factor analysis and validity by measuring Cronbach alpha coefficient). Data analyzed and research hypotheses were tested using structural equations method. Results showed that market orientation has a positive, significant effect on innovation of service process and organizational performance; moreover, mediating role of innovation of service process was maintained between market orientation and organizational performance variables.

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Introduction

The success of the present organizations requires further understanding of customers, competitors and other market effective factors. Customers' needs and demands are constantly changing such that an organization achieves if only such changes are recognized. Competitors, on the other side, hardly try to attract customers. The key to success of superior service delivery organizations may be assigned to market orientation, meaning that the organizations pay attention to customers and competitors and try to deliver high quality services. This issue necessarily requires market orientation.

On the other hand, organizations and companies lacking constant, continuous innovation may be removed from the competition game. More than half of the profits of non-governmental organizations, today, particularly in advanced technology industries and organizations such as ICT industry, is obtained from products and services less than five years lifetime. In addition, innovation in several commercial and service sectors like banking and insurance has increasingly increased and companies make any efforts to maintain and preserve their competitive advantages in this context. Therefore, innovation significantly contributes in commercial and service fields' competition (Rapel and Haringtone, 2000). Indeed, organizational innovation refers to the improvement extent and implementation of new ideas as well as presenting latent capabilities in the organization; in other word, it is regarded as adopting a new idea or behavior in order to update the organization (Kazemi and Pour, 2012). Particularly, in innovation of companies' service process with discovering new opportunities for service delivery and produces creation, services, in the conditions that environmental factors impose complexities, turmoil, developments, competitions, requirements and limitations on firms' business, are very useful and save them from business break down. It not only survives the organizational life, but also it brings further achievements competing rivals and leads to market success for firms. However, achieving such potential must be market-oriented and based on market taste, as innovation of service process effectiveness relies upon paying attention to customers, understanding their demands and market rival approaches. The innovation, which is not along with organizational developments, is no more benefiting for organization or firm. Thus, firms and organizations must try to establish organizational innovation based on customer and market orientations by properly understanding of customers' expectations and demands. This satisfies the customers, on one side; and it causes firm benefit, on the other side.

Of the organizations where market orientation is considered as managements and policymakers' main concerns is Dana insurance company. Insurance industry in Iran is in dynamic competitive situation due to founding various insurance companies such that there is a highly challenging competition on customer's attraction. Therefore, insurance companies, in Iran, seek for distinguishing the offered services in order to extend a

sustained competitive advantage to maintain organizational survival. Hence, Dana insurance company must concentrate on new market orientations and delivering new services based on market taste to stabilize its position in such market such that not only attract new customers, but also maintain its current customers by its market orientation as the customers regularly evaluate and compare the services delivered by various insurance companies due to sensitivity of financial issues.

On the other side, in recent years, market orientation, innovation of service process and organizational performance issues are increasingly interested in many works. However, in spite of this fact that service sector, in particular insurance service largely attracted major parts of economy and many studies concentrated on servicing organizations, there is still many experimental gaps in this research area, particularly in innovation and market orientation. Thus, the present research based on market orientation, innovation of service process and organizational performance in insurance industry and in particular in Dana insurance company, intends to find the answer to the two main following questions: 1. How market orientation influence insurance organizational performance? 2. Does innovation of service process influence the relation between market orientation and organizational performance as the mediating variable?

Research background

Market orientation

Market orientation attitude originates in the early 1950s when Pitter Dracker (1954) introduced customer as the basis of organizations and critical for their survival. Lewit (1960), who supported Dracker ideas, decisively believed that satisfying customers' needs must be regarded as the primary goal of enterprises. Since then, many scholars and managers viewed this commercial customer-oriented philosophy as the integral part of their daily management (Ngansathil, 2001).

Market orientation as organization working philosophy, by coordinating activities of various departments in the organization, is the effective means of attaining and maintaining competitive advantage. It is a typical behavioral norm making organizations committed to recognition and meeting customers' needs. Contrary to public belief that sees market orientation as effort philosophy to satisfy all customer's needs disregarding the costs, market orientation is an effort to resist organization's financial crises. Indeed, market orientation relies upon profitability, customer focus and inter-task coordination. Thus, market partitioning is a market oriented policy, since the organization focuses on some market divisions that better meet customers' requirements comparing other rivals; this is what ensuring organization profitability (Ranjbariyan et al, 2009).

While marketing contains several integrated definitions; market orientation field lacks such wide abroad elaborations. Scholars' early efforts largely influenced the notion of market orientation. There are, so far, four main definitions for market orientation:

1. Market orientation means creating market information throughout the organization about customers' current and future needs, developing and transferring the

information throughout the organization and accountability at all organizational levels (Kohli and Jaworski, 1990).

2. Market orientation consists of three behavioral components: customer-orientation, competitor orientation, and coordination and information exchange among units along two decision-making, concentration on long-term and profitability (Narver and slater, 1990).

3. Market orientation constitutes a set of opinions and beliefs focusing on customers to provide long-term profitability to the organization. However, it does not imply disregarding other beneficiaries like owners, managers as well as employees (Deshpande, Farli and Webster, 1993).

4. Market orientation embraces exquisite and remarkable skills in understanding and satisfying customers' needs and demands (Day, 1991).

According to the aforementioned definitions, it inferred that:

- Highlighting the customer as the central core of organizational decisions;

- Particular attention to factors outside the organization;

- Responding to customer's needs means that it is not merely sufficient to notice customers; rather, it is necessary to create value to the customers;

- Market orientation notion goes beyond customer concentration (Ranjbariyan et al, 2009).

In other word, Deshpande et al (1993) believe that market orientation and environment focus are major marketing factors, which are also significant factors empowering organizations to understand the market and create product strategies and proper service to meet customers' needs and demands.

Many studies in market orientation domain are basically founded on Kohli and Jaworski and Narver and slater works. Kohli and Jaworski defined the concept of market orientation from behavioral aspect. They concentrated on market data or smart market rather on customer as the main element of environment-orientation. In their perspective, market orientation as producing information at organization level, dissemination the information in various departments and level of accountability represents coordination and adjustment of organization's marketing policies with market data. Adjustment of goods and production services with customers' demands is viewed a limited interpretation of market orientation. This type of response is like a reaction; whereas, environment orientation means the organization tries to identify customers' future demands based on environmental factors and to respond them (Kohli and Jaworski, 1990).

Narver and slater clarify environment orientation and market focus in term of cultural perspective (market orientation culture). Cultural environment orientation is an organizational culture paying attention to the most effective and efficient necessary

behaviors for creating premier value for buyers and consequently to the organization's premier performance (Narver and slater, 1990).

Innovation of service process

Increasingly competition, serious environmental turbulences, technological changing as well as environmental uncertainties made the organizations accept innovation as the major part of strategy. Innovation is defined as accepting a new tool, system, policy, plan (program), process, product or service that may be either created inside the organization or purchased outside and be new to the organization. This is a comprehensive description embracing all various types. Innovation positively influences firms' long-term achievement through increased organizational flexibility, change inclination, introducing new products and services and reduced organizational inertia (Hult et al, 2005).

Li and Jan (1996) explained innovation of process as creating a new method in conducting ongoing internal works by fundamentally redesigning; further, service process contains consecutive activities for effectiveness of ongoing services (Bitner et al, 2008). Therefore, innovation of service process requires change both in service process and designing the service itself (Hill et al, 2002). Innovation of service process includes the services supporting the processes formed by customer opinion implying that it improves service delivery to customers (Karimi et al, 2014). Researchers viewed innovation of service process as knowledge management and explained four knowledge-based activities including sourcing, receive, sharing and evaluation. These activities are applied around customer knowledge for innovation of service process as service process would be probably meaningless lacking customers; in other term, existence of the customer in service process serves as the primary element of innovation of service process (Karimi et al, 2014).

Organizational performance

Organizational performance is one of the critical construct in the realm of management studies and undoubtedly the most significant measurement scale of organizations' success (Abzari et al, 2009). Performance literally means the state or quality of function implying how an organizational operation is performed (Rahnavard, 2008). It is measured through two objective and subjective criteria. In objective method, the information contained in the documents, accounting and financial records serve as the foundation; whereas, in subjective method, management idea about organization performance is compared versus the competitors' and desired performance (Arabi and Soltan mohammadi, 2009). To state the matter differently, subjective performance embraces customer's performance (customers' satisfaction and loyalty) and objective performance includes market performance (sales volume and high market ratio) and financial performance (profit, profit margin, and return on investment comparing rivals) (Hurley et al, 2005). Different models tried to introduce and evaluate organizational performance. Examining these models indicates that firstly, changes in organizational performance must be measured and appraised. Secondly, changes in organization performance should be considered at all organizational levels; further, individual-group objectives must be along with organizational objectives. Thirdly, in measuring organizational performance level, it requires using various means concentrating on different organizational performance

dimensions. To appraise organizational performance, in addition to considering clear economic results such as return on investment (ROI) and increased margin profit and like, it needs to also estimate other effective factors including customer focus and satisfaction, as well as environmental changing focus (Pourreza, 2013).

Research hypotheses and conceptual model

Figure 1 represents the present research conceptual model and the relations between research variables. According to this, Hurley and Hult (1998) stated that customer orientation models should focus on innovation (using new ideas, products and processes). Micheels and Gow also expressed that market oriented companies are more innovative and achieve better performance. On the other side, Saberamaniyan (2010) also indicates that market orientation in business performance is positively correlated with the criteria of revenue growth, return on investment and profit margin. Finally, Pakdel et al (2011) states that increased innovation results from increased market orientation level, which itself leads to better innovation performance in the firm; the result of growing firm's innovative performance is also enhanced customers' loyalty, which finally followed by increased business performance level. Companies with stronger market orientation, at a wider cultural level, are more likely to follow change and innovation of service process relative to ongoing market conditions. Thus, market orientation is of critical elements influencing innovation of service process in companies whereby organizational performance improved and developed. In this regard, research hypotheses are as follows:

H₁: Market orientation positively influences organizational performance in Dana insurance company.

H₂: Market orientation positively influences innovation of service process in Dana insurance company.

H₃: Innovation of service process positively influences organizational performance in Dana insurance company.

H₄: Innovation of service process mediates the relationship between market orientation and organizational performance in Dana insurance company.
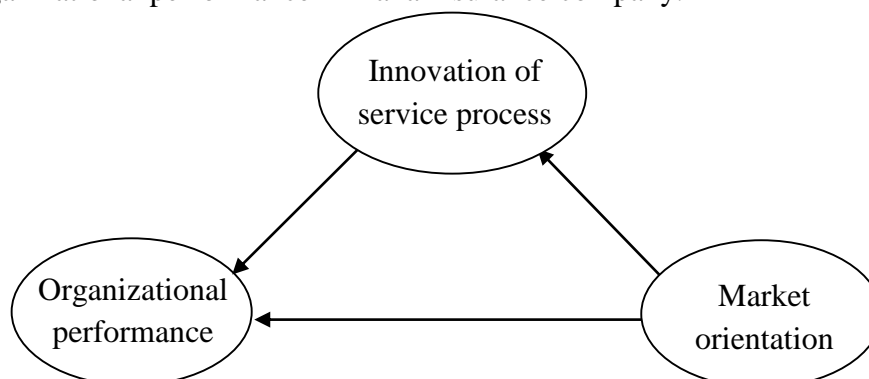
Figure 1: Research researcher-made conceptual model

Research methodology and data collection instruments

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The present research is an applied study in term of objective and is an analytical survey based on covariance matrix analysis using Structural Equation Modeling-SEM in term of method, which intends to describe the relationships between market orientation, innovation of service process and organizational performance variables. To evaluate this relationship, the questionnaires of Sadeqi taraghi (2012) work, Chen and Tsou (2012) and Karimi mazidi et al (2014) scale were adapted for measuring market orientation, innovation of service process and organizational performance, respectively. A 5-item scale Lykert questionnaire, from totally disagree to totally agree was designed, which was validated by academic experts and insurance industry elite as well as using confirmatory factor analysis. Moreover, research reliability was also verified through using Cronbach alpha coefficient of primary collected data of 30 questionnaires as sample volume. Table 1 shows obtained alpha coefficient of questionnaire items in terms of research model variables:

Table 1: Computing Cronbach alpha coefficient in terms of research model variables

Cronbach Alpha	Variable
0.873	Market orientation
0.817	Innovation of service process
0.845	Organizational performance

Statistical population, sample volume and sampling method

All Dana insurance companies' agents of approximately 2000 agents around the country were selected as research statistical population. For sampling, given that Dana insurance company representative branches are categorized into three classes based on qualitative indicators (including portfolio, loss ratio, debt collection, number of manpower, etc.); thus, clustering sampling method in the form of three clusters of representatives of first branch, representatives of second and third branches was used to obtain the sample of interest. Table 2 represents provincial selected samples from the three clusters of interest.

Table 2: Selected samples of the three clusters

Cluster	Province
First grade (level)	Tehran, Mashhad, Tabriz, Rasht, Sari, Shiraz, Isfahan
Second level	Zahedan, Birjand, Bandr e-abbas, Yaz
Third level	Bushehr, Girgan, Ardebil, Illam, Khoramabad

Furthermore, sample volume determined using different methods. Therefore, according to the volume and dispersion of the understudied population, to ensure adequate sample size the researcher selected maximum sample volume based on Morgan Table suggesting 322 individuals from 2000.

Given the likely low rate of returned questionnaires, the distributed questionnaires were more than sample so that ensure its sufficiency and replace unreturned

questionnaires. Therefore, 400 questionnaires were distributed of which 325 questionnaires were totally returned at 81% return rate.

Research findings

Statistical descriptions

The representatives' mean age range was 37 years that 55% were males and 45% were females; 59% had work experience of less than 7 years, 23% within 7-14 years, and 18% had over 14 years of experiences as agents (representative). 12% did not finish school and or had high school diploma, 74% had associate and bachelor degrees, and 14% had master and higher degrees. Statistical distribution of representatives' provincial domains is illustrated in Table 3.

Table 3: Frequency distribution and percentage of representatives in term of province

Province	Frequency	%	Cumulative percentage
Tehran	45	13.8	13.8
Isfahan	30	9.2	23
Tabriz	26	8	31
Ardebil	14	4.3	35.3
Mashhad	40	12.3	47.6
Yazd	25	7.7	55.3
Shiraz	12	3.7	59
Zahedan	8	2.5	61.5
Birjand	11	3.4	64.9
Khoramabad	10	3.1	68
Bandar-e-abbas	15	4.6	72.6
Bushehr	19	5.8	78.4
Ilam	5	1.6	80
Rasht	19	5.8	85.8
Sari	21	6.5	92.3
Gorgan	25	7.7	100
Total	325	100	

Research model

In order to analyze research data, the two-step Hulland (1999) method was applied for modeling through partial least squares method. The first step determines measurement model through verifying reliability and validity; and the second step determines structural model through analyzing coefficients of determination, path analysis and fitness indicators by using Smart PLS software.

In first step, the measuring model is examined by verifying model reliability and validity through confirmatory data coordination methods with a given (certain) factor structure. Indeed, confirmatory factor analysis investigates items' fitness selected for introducing the variables. In second phase, structural model is investigated through path analysis, model fitness indicators and coefficients of determination.

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Research measurement model

Prior to modeling structural equation to test research hypotheses, it is required to verify research measurement tools' validity through confirmatory factor analysis (CFA). To do this, model construct validity is studied by using convergent validity and discriminant validity. In convergent validity, each factor loading (regression coefficients) should be significant and equal or larger than 0.5. In discriminant validity, in order to examine non-overlapping of the questionnaire's constructs relating to measured items, the covariance between two constructs is not allowed to exceed 0.9 (Biren, 2010). Table 4 shows the results of confirmatory factor analysis of questionnaire's items in terms of each dimension.

Table 4: Factor analysis of research questionnaire

Variable	Item	Factor loading	T	Result	Variable	Items	Factor loading	T	Result
Market orientation	VAR01	0/768	10/715	Significant	Innovation of service process	VAR11	0/657	8.466	Significant
	VAR02	0/671	10/376	Significant		VAR12	0/886	18/428	Significant
	VAR03	0/731	11/694	Significant		VAR13	0/803	15/409	Significant
	VAR04	0/577	7/457	Significant		VAR14	0/849	16/559	Significant
	VAR05	0/661	10/394	Significant		VAR15	0/908	15/723	Significant
	VAR06	0/697	12/646	Significant	Organizational performance	VAR16	0/826	9/543	Significant
	VAR07	0/607	7/387	Significant		VAR17	0/943	24/733	Significant
	VAR08	0/646	11/521	Significant		VAR18	0/937	12/614	Significant
	VAR09	0/701	11/523	Significant		VAR19	0/876	22/932	Significant
	VAR10	0/763	15/716	Significant		VAR20	0/874	20/291	Significant

Thus, according to Table 4, all items have significant factor loadings larger than 0.5; as a result, measurement tool convergent validity is verified.

Discriminant validity

Table 5 shows research model main components' correlation matrix. According to this matrix, since model correlation in both dimensions is less than 0.9; therefore, non-overlapping of research model dimensions verified in the form of discriminant validity.

Table 5: Correlation matrix of research model main dimensions

	Market orientation	Innovation of service process	Organizational performance
Market orientation	1.000		
Innovation of service process	0.727	1.000	
Organizational performance	0.696	0.623	1.000

As a result, regarding verifying convergent validity and discriminant validity, model construct validity is confirmed.

Structural model fitness

Following studying and analyzing measurement model, in this section the structural model is examined. In fact, the second phase in Hulland approach is applying path
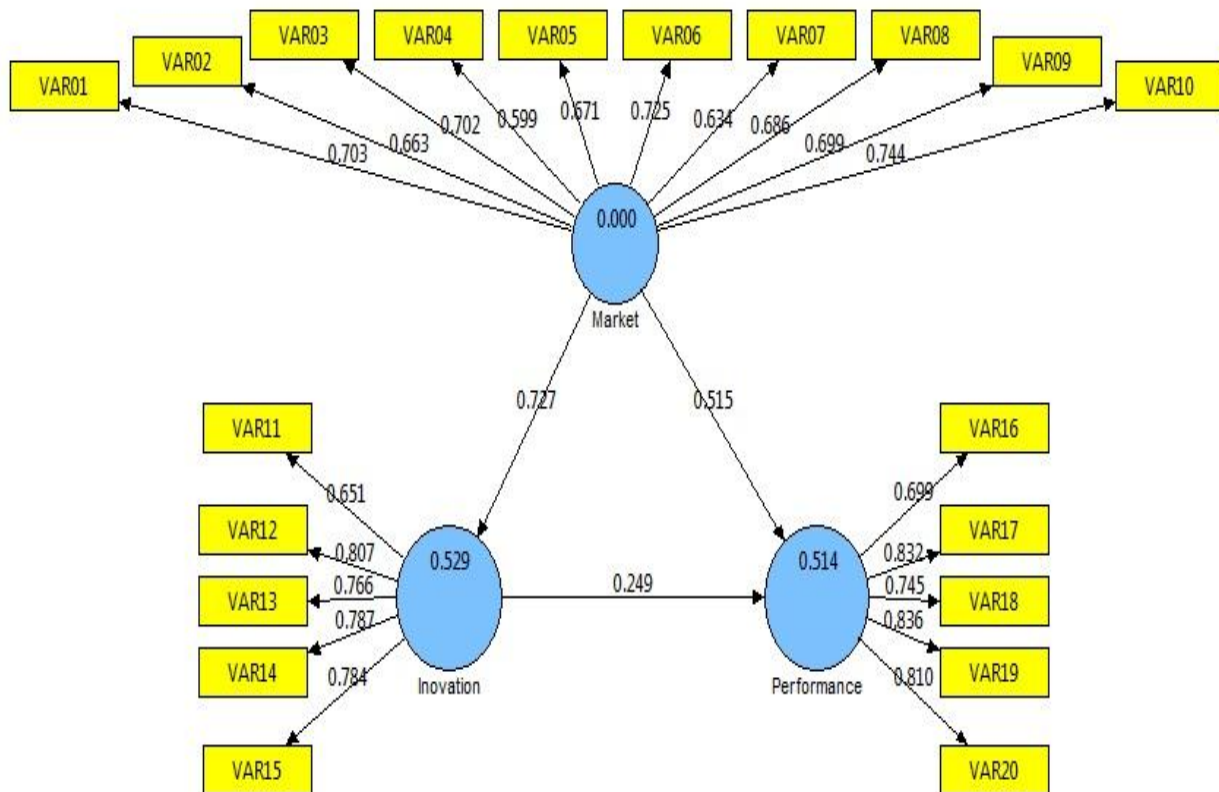
analysis, coefficient of determination and model fitness indicator. In path analysis, the relationships between variables follow the same direction regarded as distinctive paths. Notions of path analysis, at best, explained through its major feature that is path graph revealing probable causative links between variables (Hooman, 2005). Structural equations model and research model path graph are shown in Figure 1.

Figure 1: Structural equations model

Coefficient of determination

Coefficient of determination is much rational criterion than correlation coefficient. Coefficient of determination is the most significant criterion that explains the relationship between one or more independent to dependent variables. This coefficient presents the percentage changes of dependent variable by independent variables. According to Figure 1, coefficient of determination of research fitted model in terms of significant variables is seen in Table 6. About 53% of changes in the innovation of service process variable

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are formed as a result of firm's market orientation effect; the remaining is other factors excluded in the model. In addition, around 51% of changes in organizational performance are obtained under the influence of market orientation and innovation of service process; the remaining is other factors excluded.

Table 6: Coefficient of determination of research model dependent variables

Variable	R^2
Innovation of service process	0.529
Organizational performance	0.513

Model fitness indicators

Although various tests, which are generally referred as fitness indicators, are constantly compared, developed and evolved, there is still lack of general census about even one optimum test. As a result, various different indicators are suggested in many papers such that even well-known writings of structural model programs such as AMOS, LISREL and PLS software offer large numbers of fitness indicators. The indicators are differently classified such as absolute, relative, fitness of external and internal model (Hooman, 2005). In general, there are to fitness indicators of Q^2 and goodness of fit in PLS. For Q^2 indicator, the values larger than 0.35 are good fitted; the values from 0.15 to 0.35 are intermediate and the values less than 0.15 show low fitted. For goodness of fit, the more the value is larger than 0.5 closer to one, the fitness will be more perfect (Fernandez, 2012). Table 7 represents values of these indicators for research dependent variable. According to value of these two indicators, research model is well fitted in term of goodness of fit and intermediate fitted in term of Q^2 indicator.

Table 7: Research model fitness indicators

Variable	GoF	Q^2
Innovation of service process	0.553	0.295
Organizational performance	0.563	0.307

Research hypotheses

In this section, research hypotheses are verified and tested. Student's t-test statistics is used for verifying research hypotheses; if t statistics is larger than 1.96, the hypothesis of interest is accepted at 0.05 error level.

H_1: *Market orientation positively influences organizational performance in Dana insurance company.*

In examining the effects of market orientation variable on organizational performance in Dana insurance company, as seen in Table 8 and Figure 1, path coefficient is estimated

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0.515; and according to t-statistics 4.371, which is larger than significance level 0.05 with t=1.96, it is inferred that this path coefficient is significant at 0.05. This implies that market orientation effect on organizational performance is significant at 95%. Moreover, it has a positive effect on the relationship.

Table 8: Regression coefficient and significance of first hypothesis relationship

Hypothesis	Direct path	Regression coefficient	t	Result
H_1	Market orientation --- organizational performance	0.515	4.371	Accepted

H_2: Market orientation positively influences innovation of service process in Dana insurance company.

As seen in Table 9 and Figure 1, path coefficient is estimated 0.727; and according to t-statistics, which is 12.908 that is larger than the significance level 0.05 with t=1.96, it is concluded that this coefficient is significant at error level 0.05. It implies that market orientation positively and significantly influences innovation of service process in Dana insurance company at 95%.

Table 9: Regression coefficient and significance of second hypothesis relationship

Hypothesis	Direct path	Regression coefficient	t	Result
H_2	Market orientation- innovation of service process	0.727	12.908	Accepted

H_3: Innovation of service process positively influences organizational performance in Dana insurance company.

According to Table 10 and Figure 1, path factor is measured 0.294, regarding t=2.004, which is larger than the significance level 0.05 at t=1.96, it is inferred that this path coefficient is significant at error level 0.05. This means that innovation of service process has a significant effect on organizational performance at 95%. Further, as the coefficient is positive, the effect is also positive.

Table 10: Regression coefficient and significance of third hypothesis relationship

Hypothesis	Direct path	Regression coefficient	t	Result
H_3	Innovation of service process- organizational performance	0.249	2.004	Accepted

H_4: *Innovation of service process mediates the relationship between market orientation and organizational performance in Dana insurance company.*

According to Table 11, it is observed that indirect effect of market orientation on organizational performance through innovation of service process equals the product of market orientation direct effect on innovation of service process and direct effect of innovation of service process on organizational performance, which is measured as follows:

Indirect path coefficient= $(0.727) \times (0.249) = (0.181)$

According to the significance of this actor at 0.05, it is inferred surmised that research forth hypothesis implying the mediating role of innovation of service process in the relationship between market orientation and organizational performance is accepted.

Table 11: Regression coefficient and significance of forth hypothesis relationship

Hypothesis	Indirect path	Regression coefficient	Sig.	Result
H_4	Market orientation- innovation of service process- organizational performance	0.181	<0.05	Accepted

Discussion and conclusion

Research results give explicit implications for marketing executives and managers of companies like Dana insurance company. They must concentrate, beyond marketing strategies, on market orientation in order to nurture innovation of service process based on supporting customer-oriented organizational performance. Anyway, the role of market orientation in forming organizational performance in insurance industry and any other industry is inspired by their strategic methods. According to research findings, insurance companies like Dana insurance company should try for forming, orientation and stabilizing market orientation- based strategies in their organizational decisions. In this regard, it is required to improve the effective factors in creating and enhancing positive behavioral goals of innovation of service process and to avoid weakening factors. Research model indicates the variables that directly and indirectly influence innovation of service process and consequently organizational performance. Thus, marketing managers and marketers should focus on enhancing these actors in their organizational structure, i.e. creating information about the current and future customers' needs obtained from market in the whole organization, disseminating this information and sharing the resulted interpretations and responding to whole organization may be efficient. Therefore, according to the first and second hypotheses maintaining that market orientation positively influences innovation of service process, the firm may develop and improve innovation of service process and consequently organizational performance through adopting some measures in identifying the changes and reforming customers' servicing, accelerating recognition of main changes in insurance industry, timely and rapid informing of important events about firm's main customers, giving information about competitors' actions, achieving and sharing common understanding of accessible market information, responding to rivals' price changing as soon as possible, rapidly applying

customers' required service changes and proper compliance with customers' requirements and terms.

On the other side, according to the results of third and fourth hypotheses supporting the mediating role of innovation of service process in organizational performance, the firm may apply innovation of service process through delivering online services and other techniques. Further, studying and retrieving customers' updated information such as required servicing needs and servicing sites, utilizing new competitive marketing methods, emergence of innovative ways of purchasing insurance policies, developing presented services and updating are of other measures followed by positive consequences for the company. In particular, this accountability to customers should be initially considered for persuading and contracting such that it contains the firm's guaranteed services.

The results are consistent with the results of other studies. Arabi and Soltan mohammadi (2009) also noted that market orientation positively and significantly influences subjective, objective and total performance. Buyers' power plays the mediator role in the relationship between market orientation and subjective and total performance; whereas, intensity of competition and market changes are not mediating this relationship. Demirbeg et al (2006) also mentioned that market orientation has a positive, indirect effect on organizational performance through establishing total quality management (TQM). In addition, Pakdel et al (2011) expressed that increased level of innovation results from increased market orientation level, which is followed by growing business performance and customers' loyalty. Chen and Tsou (2012) also declared that management innovations should be directed toward developing technological capability of information and innovation of service process such that it serves like leverage in facilitating service delivery to customers for achieving higher organizational performance. Verhees and Meulenberg (2004) noted that innovation influences all variables' producer; in addition, it has a positive influence on market orientation and performance. Market information and product innovation may be reported positive of negative depending on the weakness or strength of producer's innovation in the area of new products.

Totally, it is recommended that Dana insurance company's policy makers, senior managers and marketers to more carefully consider the issue of market orientation. Since, in addition to positive effect of market orientation on innovation of service process and organizational performance, it also provides the opportunity for establishing market management system in the organization. This established system enables better market efficiency, which consequently leads to increased market share, higher customers' satisfaction, increased output as well as service delivery profit. Further, improving how to maintain satisfied customers recuperates business brand mental image providing customers' loyalty.

Thus, according to aforementioned, assigning trained and eligible managers for market management process, approving proper educational terms on market orientation and management of innovation of service process for employees, constant evaluation and monitoring of the presented market, taking customers' feedback, regular assessment of

customers' satisfaction of received services, and particularly initializing customer relationship management system are critically important.

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