



T.C

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**THE DIMENSIONS OF THE ORGANIZATION
STRUCTURE EFFECT IN IMPROVE MARKETING
PERFORMANCE**

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CONTENTS

	page
CONTENTS.....	i
BİLİMSEL ETİK BİLDİRİMİ	vi
ÖNSÖZ	viii
ACKNOWLEDGMENTS	ix
DEDICATION	x
ÖZET	xi
ABSTRACT.....	xii
ABBREVIATIONS	xiii
LIST OF TABLES	xiv
LIST OF FIGURES	xv
CHAPTER ONE - INTRODUCTION.....	1
1.1. Introduction.....	1
1.2. Research Problem.....	2
1.3. Research Objectives	3
1.4. Importance of the Research.....	3
1.5. Research Variables.....	3
1.6. Research Questions	4
1.7. Research Hypothesis	4
1.8. Research Model.....	5

1.9. Research Structure	6
CHAPTER TWO - THEORETICAL FRAMEWORK	7
2.1. Organizational Structure	7
2.1.1. Definition of Organizational Structure	8
2.1.2. The Concept of Organizational Structure.....	8
2.1.3. Elements of Organizational Structure	9
2.1.4. Steps to Build the Organizational Structure	9
2.1.5. The Importance of Organizational Structure.....	11
2.1.6. Determinants of Organizational Structure.....	12
2.1.7. Factors Affecting the Design of the Organizational Structure	14
2.1.7.1. Organizational Size.....	14
2.1.7.2. The Role of the Life of Organization.....	15
2.1.7.3. The Geographical Location of the Organization	15
2.1.7.4. Human Resources (HR).....	15
2.1.7.5. Strategy	15
2.1.7.6. The External Environment.....	16
2.1.7.7. Technology	16
2.1.7.8. Management System (Centralized and Decentralized).....	17
2.1.8. Types of Organizational Structure	17
2.1.8.1. The Formal Organization Structure	18
2.1.8.1.1. Line Organizational Structure (Simple)	18

2.1.8.1.2. Functional Organizational Structure.....	19
2.1.8.1.3. Multi – Divisional Organizational Structure.....	21
2.1.8.1.4. Matrix Organizational Structure.....	22
2.1.8.1.5. Hybrid Organizational Structure	23
2.1.8.1.6. Network Organizational Structures	25
2.1.8.1.7. Virtual Organizational Structures.....	26
2.1.8.2. The Informal Organization Structure.....	28
2.1.9. The Characteristics of a Good Organizational Structure.....	28
2.1.10. Marks (Sings) of Poor Organizational Structure	29
2.1.11. Dimensions of Organizational Structure	30
2.2. Marketing Performance (MP)	32
2.2.1. The Concept of Marketing Performance and Its Importance	32
2.2.1.1. Performance Definitions	33
2.2.1.2. Performance Classification.....	33
2.2.2. The Definitions of Marketing Performance	35
2.2.3. The Importance of Marketing Performance	37
2.2.4. Measuring Marketing Performance.....	39
2.2.4.1. The Concept of Measurement Marketing Performance.....	39
2.2.4.2. The Evolution of Measurement Marketing Performance	40
2.2.4.2.1. Financial Performance Measurement.....	41
2.2.4.2.2. Non-Financial Performance Measurement.....	42

2.2.5. Steps of the Marketing Performance Evolution	43
2.2.6. The Problems and Obstacles Facing the Marketing Performance.....	45
2.2.7. Marketing Performance Dimensions	46
2.3. Organizational Structure’s Relation to the Marketing Performance.....	47
2.3.1. The Alternatives and Opportunities Offered By the Internet	48
2.3.2. The Effect of Using the Internet on Direct Marketing	48
2.3.3. The Role of the Internet in Marketing Activities	50
2.3.4. How can the OS Affect the Improvement of MP.....	52
CHAPTER THREE: RESEARCH METHODOLOGY	53
3.1. Research Methodology.....	53
3.1.1. Secondary Data.....	53
3.1.2. Primary Data	53
3.2. The Study Population and Sample	53
3.2.1. A Brief Overview of Galala Group	54
3.2.2. The Origin and Definition of Galala Group	54
3.2.3. The Nature of Activity Carried Out By the Organization and Functions.....	55
3.2.4. Galala Group' S Objectives and Organizational Structure	55
3.2.4.1. The Objectives of Galala Group	55
3.2.4.2. The Group's Organizational Structure	56
3.2.5. The Study Sample	58
3.3. The Questionnaire’s Validity and Reliability Test.....	58

3.3.1. The Study Questionnaire	58
3.3.2. The Validity and Reliability Test	58
3.3.3. Statistical Treatment	59
CHAPTER FOUR - DATA ANALYSIS AND HYPOTHESES TESTING	60
4.1. Data Related to Respondent's Characteristics	60
4.2. The Level of Use of the Organizational Structure	65
4.3. Description of the Study Variables	83
4.4. Hypotheses Testing	85
4.5. Results and Discussion.....	88
4.5.1. Hypothesis one	88
4.5.1. Hypothesis two	89
CHAPTER FIVE - CONCLUSIONS AND RECOMMENDATIONS	90
5.1. CONCLUSIONS.....	90
5.2. RECOMMENDATIONS	92
References.....	93
Appendix.....	102
Özgeçmiş/CV	107

BİLİMSEL ETİK BİLDİRİMİ

Yüksek Lisans tezi olarak hazırladığım [*The Dimensions of the Organizational Structure Effect in Improve Marketing Performance*] adlı çalışmanın öneri aşamasından sonuçlanmasına kadar geçen süreçte bilimsel etiğe ve akademik kurallara özenle uyduğumu, tez içindeki tüm bilgileri bilimsel ahlak ve gelenek çerçevesinde elde ettiğimi, tez yazım kurallarına uygun olarak hazırladığım bu çalışmamda doğrudan veya dolaylı olarak yaptığım her alıntıya kaynak gösterdiğimi ve yararlandığım eserlerin kaynakçada gösterilenlerden oluştuğunu beyan ederim.

06.06.2017

İmza

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THESIS ACCEPTANCE AND APPROVAL

This thesis entitled “**The Dimensions of the Organizational Structure Effect in Improve Marketing Performance**” presented by **Dana Muhamad Ali ABDULA** under the supervision of **Yrd. Doç. Dr. Mehmet GÜVEN** in the business administration department has been accepted as a Master Thesis according to the rules of Higher Education Institution of Republic of Turkey on **05.06.2017** with unanimity of the member of jury.

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DEDICATION

This thesis is dedicated to:

The sake of Allah, my Creator and my Master,

My great Mather, who never stop giving of themself in countless ways, And to the spirit of my father

My dearest wife (KANARWY), who leads me through the valley of darkness with light of hope and support,

My beloved brothers and sisters;

My beloved kids: ALI, SOZ, and ROZ whom I can't force myself to stop loving.

My friends who encourage and support me

All the people in my life who touch my heart

I dedicate this thesis.

ÖZET

Bu çalışma, örgütsel yapının kavramı ve tanımı ile örgüt içindeki yönetim, bölümler, işlevler ve planlama gücünü özetleyen bir çerçeve olarak ele alınmaktadır. Çalışma, aynı zamanda, örgüt yapısının tasarımını ve aşamalarını etkileyen faktörler, ve pazarlama performansının artırılmasında etkini ele alır. Çalışma, örgütsel yapının çeşitli türlerini ve örneklerini taslakla özetlemektedir. Çalışma aynı zamanda organizasyonel yapının varlığındaki etkili ve iyi unsurların özelliklerini de sıralamaktadır.

Araştırma, bir örnek olay incelemesi aracılığıyla pazarlama performansının iyileştirilmesi üzerindeki örgütsel yapı boyutlarının etkisi dahilinde Galala Şirketler Grubunda çalışan yöneticilerin eğilimlerini belirlemeyi amaçladı. Bu grup, Irak-Kürdistan bölgesindeki Erbil kentinde merkezlidir, bölgede ve ülke çapında farklı ekonomik sektörlerde hizmet vermektedir. Araştırmacı, bölgedeki önemli ekonomik rolünden dolayı bu araştırmayı bir vaka çalışması olarak seçmeyi tercih etmiştir. Toplam yöneticiler araştırmaya birkaç saha ziyareti yoluyla katılmışlardır, (120) grupta yukarıda anılan katılımcılara anket gönderilmiştir. Toplam dağıtılan anketlerde (111) lisi dön miş, anca (6) tanesi geçersiz olduğundan, (105) tanesinin istatistiksel analiz için geçerli olduğu düşünülmektedir.

Araştırma, satır verilerini analiz etmek için birkaç istatistiksel tekniğe dayanan araştırma sonuçlarına ulaşmak için betimsel analitik yöntemi kullanmıştır; Bunlar; Ölçek tanımlayıcı istatistikler, regresyon analizi, varyans analizi, Cronbach alfa testi, Chi-Square testi, Anova testi ve T-testi dir SPSS programı tarafından. Veri analizi süreci ve hipotezin değerlendirilmesinden sonra, araştırmada, pazarlama performansı (bağımlı değişken); iyileştirme üzerinde örgütsel yapının belirgin etkilerinin (bağımsız değişkenin); olduğu sonucuna varmıştır.

Anahtar Kelimeler: Organizasyon apısı, pazarlama performansı, Örgütsel amaçlar

ABSTRACT

This study is concerned with the concept and definition of the organizational structure as the framework that outlines the administration, departments, functions and the planning power inside the organization. The study also covers the factors affecting the design of the organizational structure and its stages as well as effectiveness on improving marketing performance. The study outlines the various types and examples of the organizational structure by diagram. The study also concluded the features of the effective and good elements in the existence of the organizational structure.

The research aimed to specify the trends of managers employing in Galala group of Companies, towards the extent of the effect organizational structure dimensions on the improvement marketing performance through a case study. This group is centered in Erbil city in Iraqi-Kurdistan region and provides its services in different economic sectors in the region and throughout the country. Due to its significant economic role in the region, the researcher preferred to choose it as a case study in this research. The total Managers has been involved in to the research, through several site visits, (120) questionnaires were distributed on abovementioned respondents within the group. From the total distributed questionnaires only (111) were returned, and (6) of them were invalid, so (105) of them were considered as valid for statistical analysis.

The research has used the descriptive analytical method to attain research results, which relayed on several statistical techniques to analyze row data, including; scale descriptive statistics, Regression analysis, Analysis of Variance, Cronbach's alpha test, Chi-Square test, ANOVA test and T-test by the SPSS program. After data analyze process and evaluation of hypothesis the research concluded that there are evident relationship and evident impacts of organizational structure (independent variable) on the improvement marketing performance (dependent variable).

KEYWORDS: Organization Structure, Marketing Performance, Organizational Objectives

ABBREVIATIONS

OS	Organizational Structure
MP	Marketing Performance
IMP	Improvement Marketing Performance
IKR	Iraqi – Kurdistan Region
KRG	Kurdistan Region Government
GG	Galala Group
US	United States
SBM	Small Business Administration
ISO	International Standardization Organization
IV	Independent Variable
DV	Dependent Variable
PM	Performance Measurement
R&D	Research and Development
HR	Human Resource
E	Environment
S	Structure
O	Organizational

LIST OF TABLES

	page
Table 1: The differences between the formal OS and non-formal.....	28
Table 2: Key Differences between Financial and Non-financial PM.....	42
Table 3: Results of Cronbach's alpha test to measure the stability of the form.....	59
Table 4: Results of Cronbach's alpha test to measure the stability of the form.....	59
Table 5: Distribution of study sample by gender.....	60
Table 6: Distribution of study sample by age.....	61
Table 7: Distribution of study sample by Education Level.....	62
Table 8: Distribution of study sample by functional status variable.....	63
Table 9: Distribution of study sample depending on experience level variable.....	64
Table 10: The level of the enterprise adoption to the concept of the OS.....	65
Table 11: The level of assistance the OS to clarify the tasks in the organization.....	66
Table 12: The level of compatibility between the OS and the overall objectives.....	67
Table 13: The level of assistance OS to fulfilling the speed and quality of work.....	68
Table 14: Positioning of the enterprise perimeter.....	69
Table 15: The vulnerability of strategic decisions foreign changes.....	70
Table 16: The purpose of the organization needs to change in the OS.....	71
Table 17: Section in charge of the organizational structure.....	62
Table 18: Participants in the process of organizational structure.....	73
Table 19: When and how are changes in the OS of the institution.....	74
Table 20: Responsible for study and analysis of the organizational structure.....	76
Table 21: Analysis of results of OS and its relationship with MP of institution.....	77
Table 22: Description and evaluation of the impact of OS on MP.....	80
Table 23: Sources of Enterprise Information.....	82
Table 24: The purpose of online services.....	83
Table 25: Shown the relationship between the OS and MP.....	85
Table 26: Distribution of number enterprises surveyed by dependence on OS.....	86
Table 27: Chi-Square test measuring the effect of the OS on MP.....	86
Table 28: Determine the relationship between the variables of the study.....	87
Table 29: Coefficients of regression availability of OS on MP.....	87

LIST OF FIGURES

	page
Figure 1: Research Model.....	5
Figure 2: Shows the Research outline.....	6
Figure 3: Key Factors affecting the design of the organizational.....	17
Figure 4: Line organizational structure.....	19
Figure 5: Functional organizational structure.....	20
Figure 6: Multi – divisional Organizational structure.....	21
Figure 7: Matrix Organizational Structure.....	23
Figure 8: Hybrid Organizational Structure.....	24
Figure 9: Network Organizational Structures.....	26
Figure 10: Virtual Organizational Structures.....	27
Figure 11: The concept of marketing performance.....	36
Figure 12: Marketing efficiency and activity.....	37
Figure 13: Corporate objectives.....	39
Figure 14: Steps Marketing Performance Evolution.....	44
Figure 15: The organizational structure of the institution Galala.....	57
Figure 16: Distribution of respondents by sex variable.....	61
Figure 17: Distribution of respondents according to age variable.....	62
Figure 18: Distribution of respondents by educational qualification variable.....	64
Figure 19: Distribution of study sample by functional status variable.....	64
Figure 20: Distribution of study sample depending on experience level variable.....	65
Figure 21: Relative circle to the level of enterprise adoption to concept of the Organizational Structure.....	66
Figure 22: Relative circle to the level of assistance Organizational Structure to clarify tasks in the Organizational.....	67
Figure 23: Relative circle of compatibility between the Organizational Structure and of Foundation level.....	68
Figure 24: Relative circle of assistance the Organizational Structure to fulfilling the speed and quality ofwork.....	69
Figure 25: Graphic columns of the status of the enterprise perimeter.....	70
Figure 26: Graphic columns represent the degree of influence strategic decisions....	71

Figure 27: Relative circle showing the purpose needs of the amendment of the Organizational Structure.....	72
Figure 28: Graphic columns representing the department responsible for the Organizational Structure.....	73
Figure 29: Relative circle represents participants in the process of Organizational Structure.....	74
Figure 30: Graphic columns represent when and how changes in the Organizational Structure.....	75
Figure 31: Graphic columns represent responsible for studying and analyzing Organizational Structure Information.....	76
Figure 32: Graphic columns represent sources of enterprise information.....	82
Figure 33: Graphic columns represent the purpose of the online services	84

CHAPTER ONE

INTRODUCTION

This chapter includes of Introduction, Research Problem, Research Objectives, and Importance of the Research, Research Variables, Research Questions, Hypothesis, Research Model and Research Structure.

1.1. Introduction

Organizations are created by groups of people with the aim of fulfill effects that one person cannot realize individually. Better results are created as a consequence of organizational (O) effect which directs organization to achieving some organizational aims. Concerning the reason for the association's establishing, they can be depicted as fitting (lucrative) or Failed (no lucrative) ones. To accomplish these points associations make internal request and connections between authoritative adornments that can be portrayed as hierarchical structure.

That these factors imposed economic constraints on organizations that forced them to choose a certain structure over others, Organizational structure (OS) is partly affected by the firm's external environment. (Bourgeois, 1978: 508) Research suggested that firms organized to deal with reliable and stable market may not be as effective in a complex, quickly changing environment. (Lawrence, 1967: 22) (Spekman, 1979: 54) The more certain the environment is, the more centralized hierarchy the firm's OS may have, with formalized rules and procedures, Organizations that operate with a high degree of environmental uncertainty may decentralize decision-making, (Ruekert, 1985: 343). Relying on formal rules and policies, (Jaworski, 1988: 23) and flatten their hierarchies, (Walton, 1985: 237).

Based on above facts, the research attempts through a case study in (Galala group (GG) of Companies), centered in Erbil – Iraqi-Kurdistan Region, to argue this important topic. The research is targeting also to find out how the effect of OS dimensions on the improvement marketing performance in regional private sector companies in Iraqi-Kurdistan region (IKR). The research depends on organizational structure dimensions of Galala group, which is considered as an appropriate road

map to attain research purposes. For data collection, the research relies on a questionnaire and some interviews, as two appropriate survey tools. This process will be applied on selected sample of GG.

Finally, the analysis of gathered data will be done by pursuing three steps, they are; checking and preparing data, computerization process and then analyzing data for detecting research results. Through acquiring research results, the essential conclusions and recommendations will be submitted for further development in this respect.

1.2. Research Problem

This research aims to apply the organizational structural sample and methods in order to identify the strengths and weaknesses of the improvement marketing performance and processes of the organizations and use it as a basis for developing plans to get better and maximize the dynamism and effectiveness of the accommodation aspect on the improvement marketing performance (IMP).

One of the limitations of the organizational structural model is that it does not take into consideration the influence of the external environment and only takes into account the intrinsic factors within an organization. The marketing has powerful links with extrinsic factors such as the social and relationship with customer's environments that are not addressed by this model. However although this research will also take into consideration these factors and investigate their impact on the marketing sector separately one by one, in this manner, I can subedit the examination issue as:

- The study problem was formulated through self - questioning: (The dimension of the organization structure effect in improve marketing performance).
- Defining the idea and corners and components, sorts and models of organizational structure.
- The difficulty in earning documents relating to the organizational structure of the institutions due to confidentiality.
- Lack of references in terms of organizational structures and contemporary marketing.

1.3. Research Objectives

Headmost, and foremost, the topical of this research is to find answers to the main research problem it is (The Dimension of the Organizatio Structure Effect in Improve Marketing Performance) and the sub - problems related to it. So, incoming at usable managerial implications and action recommendations, which also are goals of the research? This research has the following main objectives:

- The dimension of the OS effect in improves MP in Galala group of companies in Iraq - Kurdistan Region (IKR).
- Diagnose and determine the factors affecting on the improvement marketing performance in Galala group of companies.
- Knowledge of the most significant factors affecting the design of the organizational structure.
- Recommend implementation of suitable Intervention activities to improve marketing realization in the units analyzed.

1.4. Importance of the Research

One of the suggested antecedents is organizational structure. An organizational structure influences the activities of every organization, including performance marketing, job contentment and occupational mobility, employee trust and perceived fairness, Exists little research on OS as it relates to the improvement marketing performance. The importance of this study lies in its possibilities to expand both organizational theories regarding organizational structures and roles research in marketing performance by examining organizational structure factors that may affect marketing performance. The wish and inquisitiveness to go into all that is new and we are aware of the importance of the organizational structure and have the effect of the marketing performance of the institution.

1.5. Research Variables

The study was designed to include the following variables:

1. Independent variable (IV) (Organization Structure).
2. The dependent variable (DV) (Marketing Performance).

1.6. Research Questions

As is apparent, most of the research in marketing performance focuses on role typology and does not to any large extent explore the link between marketing and other organizational dimensions. As such, previous research suggests that there is more to discover regarding the relationship between OS and marketing performance practice. Out of this extensive literature review, there emerge questions about the OS and the MP, by surveying marketing performance practitioners on the tasks performed at work, those tasks may be related to specific marketing. The present study aims specifically to further research in the areas of organization theory and marketing performance by answering the following research questions:

Q1: Are simple, multi-divisional, functional, hybrid, matrix, network, or virtual OS related to the performance of expert prescriber, the improvement marketing performance, and problem - solving process facilitator?

Q2: Are certain tasks related to the performance of expert prescriber, the improvement MP, and problem-solving process facilitator?

Q3: What is the measure of marketing performance of the key indicators?

Q4: What is the relationship between the organizational structure and marketing performance in the Enterprise?

Q5: What new factors affecting the design of the organizational structure?

1.7. Research Hypothesis

To answer the questions and problematic sub-major of the study and this research tried mainly to examine the effect of "organizational structure" on "marketing performance" of employees in private sector companies working in Galala group in Iraqi – Kurdistan region (IKR). To this end, the following hypotheses proposed to be examined for their validity:

Hypotheses 1:

H0: There is no relationship between the organizational structure (OS) dimensions and marketing performance (MP) in general.

H₁: There is a statistically significant relationship between the organizational structure dimensions and marketing performance.

Hypotheses 2:

H₀: The organization structure of the organizational do not effect on marketing performance (MP).

H₁: The organization structure of the organizational effect on marketing performance.

1.8. Research Model

Research model explains thesis variables and shows expected correlations and effects between both research variables and their dimensions.

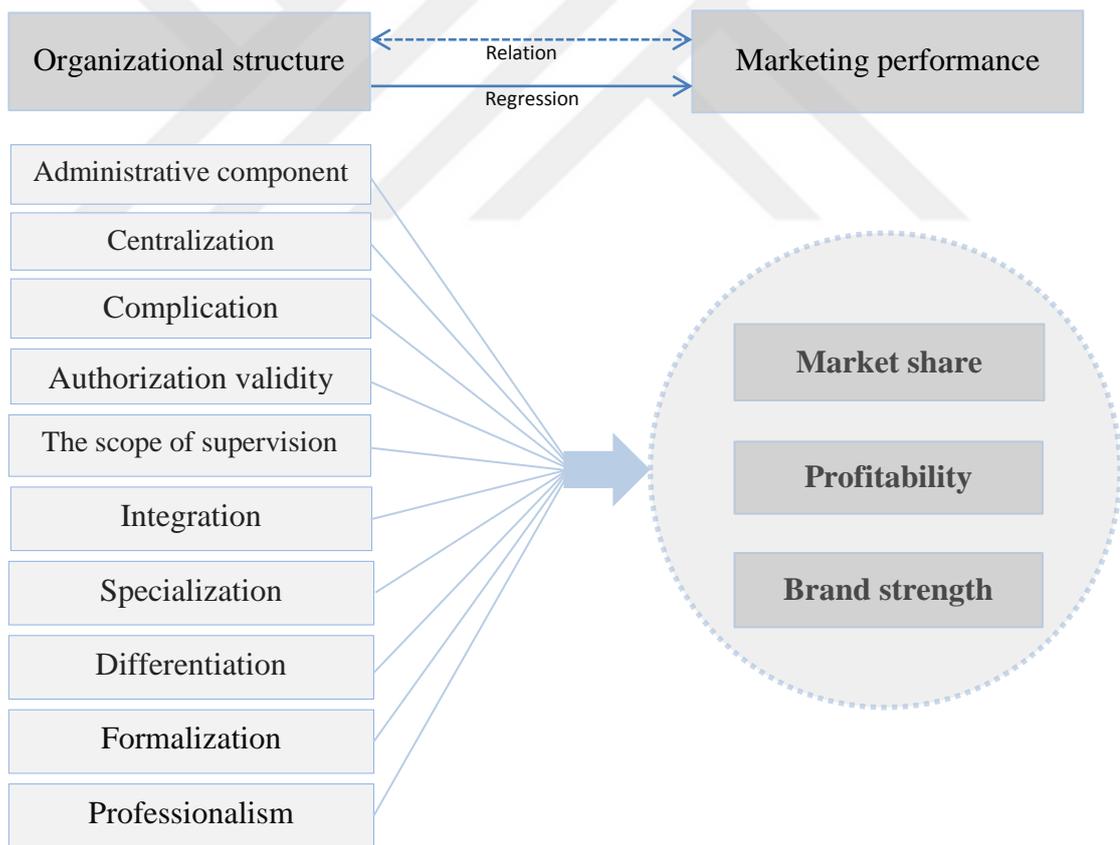


Figure 1: Research Model

Source: Model was developed by the researcher with the assistance of the Supervisor

1.9. Research Structure (Research outline)

The study was divided into five main chapters. Chapter one comprised of the introduction, Research Problem, Research Objectives, Importance of the Research, Research Variables, Research Questions, Research Hypothesis, Research Model and Research Structure. However chapter two consult published literature related to the topic under discussion (theoretical framework). Chapter three featured the methodology adopted in carrying out the research, Chapter four analyses of the collected data and results. So that the chapter five It includes the summary of findings, Conclusion and Recommendations.

Chapter 1	Introduction	Research Problem	Research Objectives	Research Importance	
	Research Variables	Research Questions	Research Hypothesis	Model & Structure	
Chapter 2	Organizational Structure	Marketing Performance	OS Relation to the MP		
Chapter 3	Research Methodology	The Study Population and Sample	The Questionnaire's Validity and Reliability Test		
Chapter 4	Data Related to Respondent's Characteristic	The Level of Use of the OS	Description of the Study Variables	Hypotheses Testing	Discussion
Chapter 5	Conclusions		Recommendations		

Figure 2: Shows the research outline

Source: Was developed by the researcher

CHAPTER TWO

THEORETICAL FRAMEWORK

In this chapter we will review the basic literatures involving in the context of the research title, they are theories that are the basis for the analyses, the results, the conclusions and the recommendations presented?

2.1. Organizational Structure

The Organizational structure is still one of the most important topic in the organization and management concept, as well as attracting the attention of intellectuals, consultants and managers, because it is a vital mean for assisting the organizations in achieving its works and objectives efficiently and effectively, also it's a main variable that affects many variables and organizational sides for any Organization. And the attention of thinkers and researchers focused mainly on determining the dimensions of organizational structure and the relationship extent with the performance, effectiveness, competence, elasticity and adaptation of the Organization and other success criteria that is mentioned in many studies concerned with the performance and success of the Organization.

As a result of many studies conducted on the design of Organizations many forms and samples of organizational structures have been developed, which includes Bureaucratic organization and the Organic Organization, and each one of these organizations include different types of organizational structures. by the beginning of the third millennium along with the transmissions and challenges such as the globalization phenomenon , Multinational organizations, Universal organization, Knowledge based economy and knowledge Organizations, so the virtual forms of other organizations have been developed such as imaginary or hypothetical organization and others , and one of the most prominent type of ongoing transmissions is that, the organizations are depending much more on the organization network or Web and knowledge workers.

2.1.1. Definition of Organizational Structure

There are several definitions of organizational structure and the scientists of administration mentioned it in more than one format , Most of the definitions focused mainly as it's a form and frame of the administrative sequence of the organization that clarify the position of the employments and its administrative communications and the relationships between employees, it also shows the authority lines and the responsibility within the organization, where the viewer to the organizational structure of any organization can recognize the units and departments within the organization, The responsibilities and authorities there.

- Defines organizational structure as a gathering of people and tasks into different units to boost harmony of communication, decisions, and actions. Realizing the close connection between the processes taking place inside an organization makes it is easier to understand the intricate task of directing an efficient organization. (Bloisi, 2007: 710).
- Organizational structure is the way responsibility and power are allocated, and work procedures are carried out, among organizational members (Blau, 1970: 150; Dewar and Werbel, 1979: 426; Germain, 1996: 117; Gerwin and Kolodny, 1992).
- Echoed the above definition by saying that organizational structure determines task allocation, reporting lines, and formal coordination mechanisms and interaction patterns (Robbins, 1990).
- Defined organizational structure as "the network of relationships and roles existing throughout the organization" (Goldhaber, Dennis, Richetto, and Wiiio, 1984: 44).
- The OS is identified as the formal procedure in which the Organization management can determine the authority line and the communication between Employees and employer (Al-Amyan, 2002: 18).

2.1.2. The Concept of Organizational Structure

To know the wide expression, organizational structure we will use the work of different researchers, it will help us to boost our knowing and understanding.

For example, (Lawrence and Lorsch, 1967: 11) defined structure as some aspects of behavior that are influenced by preexisting programs and controls in organizations. Similarly, (Pugh, 1990) claimed that organizational structure consists of activities such as task allocation, coordination and supervision that are geared toward organizational goals. (Stroh, Northcraft, and Neale, 2002) confirm that organizational structure represents the relationships among different roles played by units within an organization. These diverse points of views of definitions indicate that the term organizational structure is not necessarily concentrated on any univocal characteristic, but rather, more likely to contain various dimensions.

Organization Structure is an entity (such as an organization) made up of elements or parts (such as people, resources, aspirations, market trends, levels of competence, reward systems, departmental mandates, and so on) that impact each other by the relationship they form. A structural relationship is one in which the various parts act upon each other, and consequently generate particular types of behavior (Fritz, 1996). In his classic *Corporate Tides*, Fritz points out that, in practice, OS are rarely designed in a deliberate manner. Small structures grow into larger ones and individual units become the focus of managerial power. Fritz says that Departments and divisions become entrenched as power systems. Any structural change is likely to meet resistance from these power systems.

2.1.3. Elements of Organizational Structure

By reading different definitions of organizational structure it becomes clear to us that it is mostly participates in many elements that should be available in the organizational structure.

- There should be different administration unites for the organization.
- Clarity of Specialization and duties.
- The supervision extent, authority line and the responsibility.

2.1.4. Steps to Build the Organizational Structure

To determine how to do the process of building the organizational structure, the following steps should be applied:

First Step

Determining the objectives on the organization and the number of the employments activities that is required for this objective

Second Step

Preparing detailed lists with activities required for achieving this objective.

Third Step

This step includes collecting all the similar activities together in one administration unit. There are several principals for collecting the activities (Forming Managements) and these principals are:

- a. Dividing (Collecting) Based on Employments.
- b. Dividing (Collecting) Based on Products.
- c. Dividing (Collecting) Based on Clients.
- d. Dividing (Collecting) Based on Geographical areas.
- e. Dividing (Collecting) Based on production phase.

Forth Step

Determining Organizational relationships: After forming Management units, those units should be connected together through determining suitable relationships among employees in various administration level vertically and horizontally, These organizational relationships related to the basic concepts of the most important: Authority - Authorization - Responsibility - Centralization and Decentralization - Supervision Scope - Committees.

Fifth Step

Determining the relationship Among Administration units: After Establishing the Administration units in the organization such as; Financial Management, Production Management, Marketing Management and human resources Management, there should be coordination between them through finding formal communication network allows exchanging Data and information in easy and flexible way.

Sixth Step

Selecting and developing Human Capital for implementing the duties of administration units .After finishing the process of designing the OS the process of selecting the individuals will start to fill the positions available in structure and the selection should be on the basis of (The right person in the right position).

Seventh Step

Drawing the Organizational structure as diagram (Organizational map) and the organizational map clarify the magnitude of organizational structure (Organization), dependence and the supervision scope for each person and the number of management units, and it will give an idea about different positions. And the map shows the lines of authority flow from top to down and the map may be from right to left it also can be as a circle.

Eighth Step

Organizational Guide preparation: In this step the organizational guide will be prepared which is a brief like a booklet that includes the organization name, address, objective, policy and organizational structure with its main and branch divisions, as well as its procedures ...etc.

Ninth Step

It is the necessity of oversee the organization process always and constantly and inserting proper corrections where required to meet any required changes.

2.1.5. The Importance of Organizational Structure

The efficiency and effectiveness of the organization is affected by the surrounding environment, there is a clear relationship between the stable environment and moveable environment and the complexity of the OS, and this complexity requires a high degree of decentralization to enable the organization to respond to the changes around. And the importance of the organizational structure as the following:

1. Order relationships with in the institution.
2. One of the Management apparatus it will help the organization to reach its goals in terms that looks like a skeletal structure of the human being which holds the various sub-systems of the human body, without this architecture the various departments and units remain isolated from each other.
3. Making clear the management units in the foundation, specialization and responsibilities of each level.
4. Clarifying the Management, Departments, Division and the People Inside the Organization.
5. Reducing the Unproductive processes of the organization.
6. Decrease the costs of supervision and controlling the ingoing and outgoing financial resources.
7. The process will have more capacity on following up the organization and to focus on productivity.
8. It will help to strength the capacity of controlling the human and financial sides to achieve highest profits and results.
9. Easy to control the resources which can organize and distribute the resources on the units to be used in best way.

2.1.6. Determinants of Organizational Structure

One of the most common and relevant research topics in the field of contingency or situational theory involves analyzing the effect of a set of mainly external factors on the design of an organization in order to verify the most efficient organizational structures (Powell, 1992:119; Baligh et al., 1996: 1648; Forte et al., 2000: 753; Pettigrew et al., 2000: 257 and Meilich, 2006: 161). How is an organization's structure determined? Ideally, managers carefully assess a variety of important factors as they plan for and then create an organizational structure that will allow their organization to function efficiently. Many factors play a part in determining an organization's optimal structure. Chief among them:

1. Strategy

A dynamic and rapidly growing business, for example, needs an organizational structure that allows it to be flexible, to respond to changes in its environment and strategy, and to grow. A stable organization with only modest growth goals and a more conservative strategy will most likely function best with a different OS.

2. Size of the Organization

Size of the company and aspects of the organization's environment also affect organizational structure. Organizing is a key part of the management process. As such, it must be conducted with an equal awareness of both a firm's external and internal environments.

3. Technology

Technology is the one of the structural variables Technology, because it directly impacts and will pass in the relationships between individuals Organization.

4. Organized Environment

The organization must be Interact with their E Internal and external, Environmental constraints include legislation, government regulation, court orders, market characteristics, social issues, and societal norms. For example, major incursions by Japanese auto manufacturers into the US market have forced American firms to change their production methods as well as the underlying structures of their organizations.

5. The Power and Control

The organizational structure of the entrepreneur may sometimes be the results of those who occupy decision-making positions in the organization understand who choose the organizational structure that enhances his powers and influence and interests.

2.1.7. Factors Affecting the Design of Organizational Structure

Organizational structure is the frame companies use to outline their authority and communication processes. The frame usually includes policies, rules and responsibilities for each individual in the organization. Several factors affect the OS of a company. These factors can be internal or external. Small works owners must be responsible for creating their companies OS frame. Business owners may use a management consultant or review information from the Small Business Administration (SBA) before setting up their organizational structure. The organizational structure is influenced by several factors in its design and drafted a comprehensive and appropriate, the next eight factors are the most common: organizational size, the life cycle of the organization, the geographical location of the organization, HR, strategy, the external environment, Technology and Management system.

2.1.7.1. Organizational Size

The great an organization becomes, the more intricate its structure. When an organization is small - such as a single grocery, a two person consulting firm, or a snack bar - its structure can be unpretentious. In truth, if the organization is very small, it may not even have an official structure. Instead of following an organizational table or particular work functions, individuals simply perform tasks based on their likes, hatred, ability, and requirement. Principles and guidelines are not prevalent and may exist only to provide the parameters with in which organizational members can make resolution. Tiny organizations are very often organic systems.

As an organization develops, it becomes increasingly difficult to manage without more formal work assignments and some deputation of authority. Subsequently, large organizations develop formal structures. Tasks are highly specialized and detailed rules and guidelines dictate work procedures. Inter organizational communication flows primarily from excellent to subordinate, and hierarchical relationships serve as the grounds for power, responsibility, and control. The type of structure that develops will be one that provides the organization with the power to operate effectively. That's one reason larger organizations are often mechanistic -

mechanical systems are usually designing to maximization specialization and improve activity.

2.1.7.2. The Role of the Life of Organization

Where is influenced by the organizational structure (OS) of the enterprise-old Will is in its infancy, or in the development stage or decline organization is similar to the human being begins and ends her life make it possible demise. The company life cycle also plays an important part in the development of an organizational structure. Business owners attempting to grow and expand their company operations usually develop an OS to outline their company business mission and goals. Businesses reaching peak performance usually become more mechanical in their OS. This occurs as the chain of command increases from the business owner down to frontline employees. Mature companies usually focus on developing an organizational structure to improve efficiency and profitability. These improvements may be the result of more competitors entering the economic marketplace.

2.1.7.3. The Geographical Location of the Organization

Organizations that exceed several graphics-old sites it was to be a regional or global needs a large OS and different from the organization in a single place.

2.1.7.4. Human Resources (HR)

When the desired individuals with simple capabilities the organizational structure is also simple, Each factor of OS, in its way has the same influence, but nevertheless, the human potential has a crucial meaning, as the most important, crucial factor. It is the most important factor in building a formal organizational structure and whether the defined OS will be implemented and how much it will show success depends from this factor. Broadness and the depth of the hierarchical pyramid does influence on the employee satisfaction in their work.

2.1.7.5. Strategy

Logically certain structure follows strategy because organizational structures are built to achieve objectives by implementing the strategies. When strategy changes,

Structures must change, at the corporate level, strategies are formulated based on the company's mission and strategic goals or objectives.

2.1.7.6. The External Environment

Organizations are open systems so they have to receive different inputs from the environment and to sell a variety of outputs to their environment (E). As a result, it is crucial to comprehend what the external E is and which elements are likely to be significant. Factors of the external environment – such as uncertainty, level of competition, and resources – are important in figuring out organizational design. The E of an organization could possibly be described as general or specific. The general environment consists of cultural, economic, legal - political, and societal conditions within the areas where the business functions. The specific E comprises its owners, company's market, industry standards, competition, suppliers, distributors and government agencies with which an organization will have to interact to grow and survive. A company usually is a lot more worried over the composition of its specific E than of its general environment.

2.1.7.7. Technology

Technology affects OS and productivity by improving the efficiency of communication and resource flow. It is a major contingency factor of OS. Two essential technological contingencies which affect the type of OS are the variety and analyzability of work activities. Variety indicates the number of exceptions to standard procedure but can occur in the team or work unit. Analyzability means to the extent that the transformation of input resources to outputs could be decreased to a number of standardized steps. Businesses can make use of technological tools to boost productivity and to initiate new and more efficient structural designs for the business, thus adding potential sources of economic value and competitive advantage. Technology consists of the knowledge, machinery, work procedures, and materials which transform the inputs to outputs. A good example of an OS which has surfaced from newer technological developments is the virtual organization that links a network of organizations via the internet.

2.1.7.8. Management System (Centralized and Decentralized)

The presence in the Central Organization (However, senior management authority) it reduces the complexity of the organizational structure and is clearer, while the existence of the decentralized system Increases the complexity of the organizational structure.

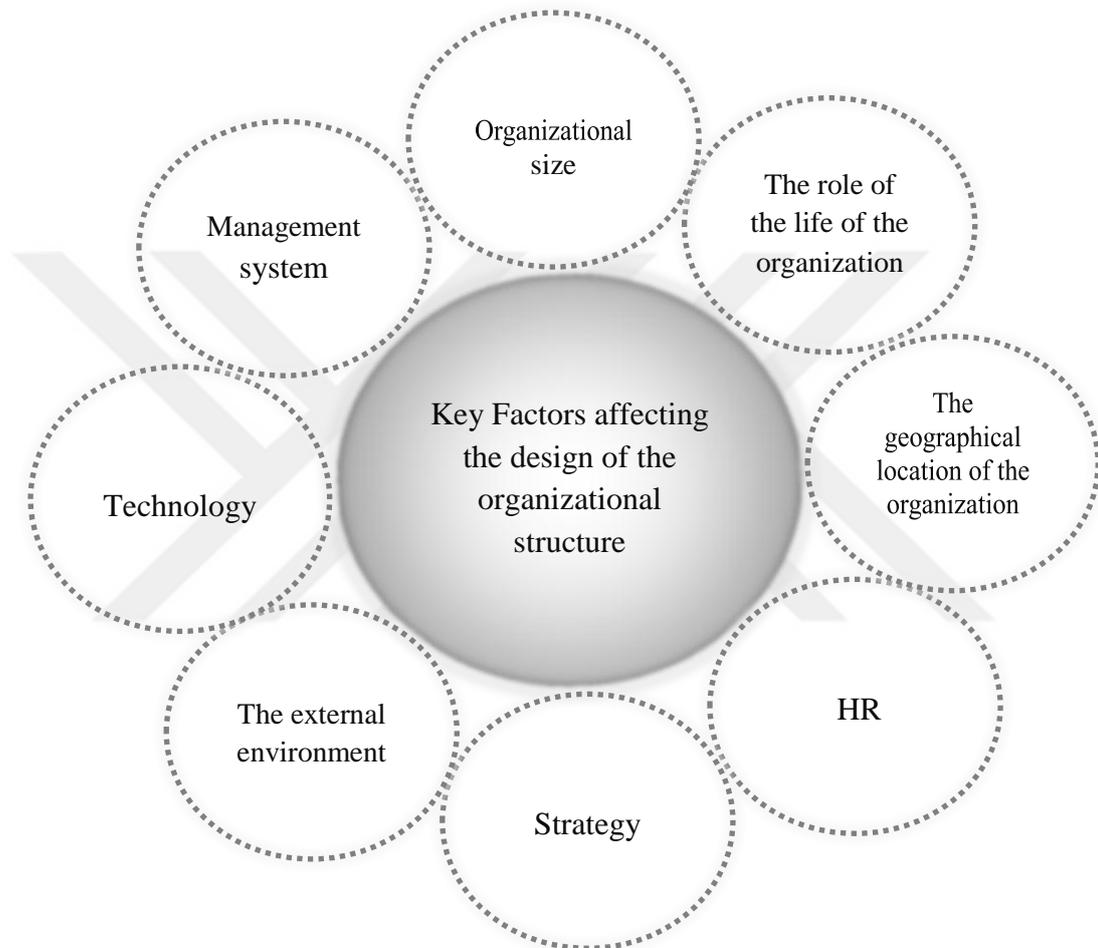


Figure 3: Key Factors affecting the design of the organizational structure

Source: Was developed by the Researcher with the assistance of the Supervisor

2.1.8. Types of Organizational Structure

Following are the types of organizational structures that can be observed in the modern business organizations; In general, there are two types of OS as follows: (The formal organization structure and an informal organization structure).

2.1.8.1. The Formal Organization Structure

Formal organization structure is a result of the process of organization design and it represents backbone of each organization, where it identifies business, Activities, mission, Responsibilities and authority. The most important stages of the design of the formal organizational structure are:

1. Reaching organization goals and thus determine the organizational needs.
2. Organization flexibility.
3. Full attention on key functions and determine the job description for each job.
4. Rational use of Human Resources (HR).
5. Optimal grouping of activities and other subsidiary.
6. Clear responsibility.
7. Efficient use of all available resources.
8. Adequate information and communication system.

The formal organizational structure models: The formal organization is usually delineated by an organizational chart and job descriptions. The official reporting relationships are clearly known to every manager. Formal organizational structures are categorized as:

2.1.8.1.1. Line Organizational Structure (Simple)

This type of organizational design may form as soon as at least two people make up an organization. The simple structure occurs usually in very small, flexible, and dynamic organizations that have little differentiation among tasks. According to (Mintzberg, 1983), the simple structure frequently occurs in a newly developed organization or an organization that is permanently small. However, large corporations may also utilize the simple structure within specific units, or departments, of the company (Hatch, 1997: 161). Has an only direct vertical relationship between different levels in the firm.

Some of the advantages of a pure line organization are:

1. A line structure tends to simplify and clarify responsibility, authority and accountability relationships. The levels of responsibility and authority are likely to be precise and understandable.
2. A line structure promotes fast decision making and flexibility.

3. Because line organizations are usually small, managements and employees have greater closeness.

However, there are some disadvantages also. They are:

1. As the firm grows larger, line organization becomes more ineffective.
2. Improved speed and flexibility may not offset the lack of specialized knowledge.
3. Managers may have to become experts in too many fields.
4. There is a tendency to become overly dependent on the few key people who and perform numerous jobs.

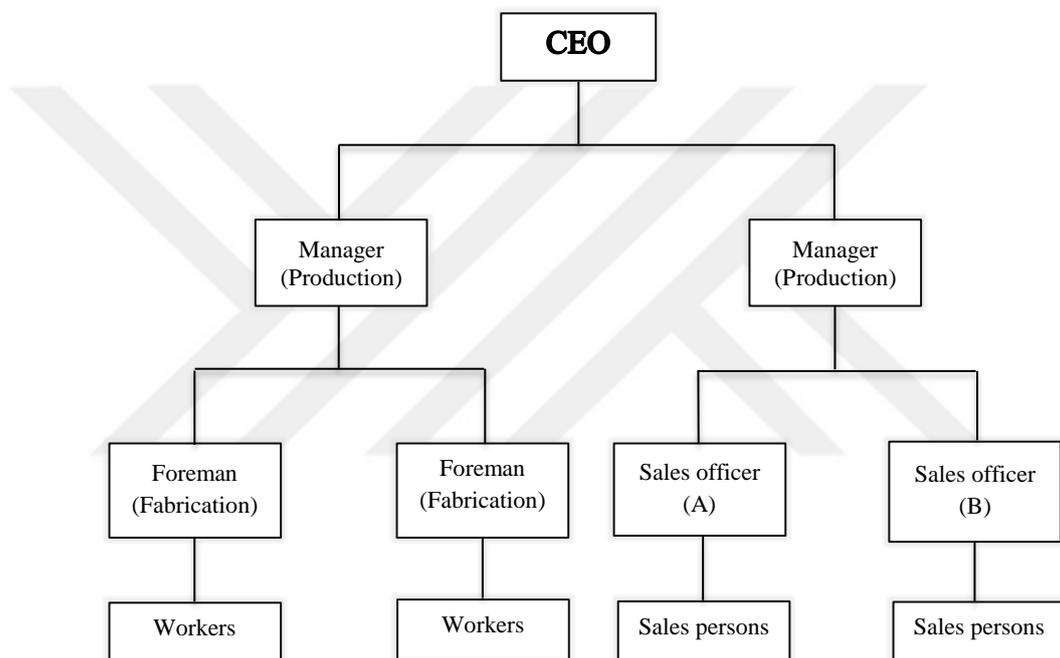


Figure 4: Line organizational structure (simple)

Source: <http://www.yourarticlelibrary.com/organization/8-types-of-organisational-structures-their-advantages>, Data, 11/10/2016.

2.1.8.1.2. Functional Organizational Structure

The functional structure divides the organization based on a logical grouping of members that share common tasks or goals. (Peters, 1993: 60) identified the functional structure, or structure based on division by specialization, as the most common organizational design. Employees are hired based on their skill of specialization, and they report internally to a department head that then represents that specific function to the highest authority in the company.

The strength of the functional organization lies with its simplicity in clearly delineating task responsibility. It does have weaknesses, however, such as hostility between functional departments that generally results when objectives do not match up exactly. Another weakness involves customer interaction in that several departments may deal with one customer, where each department has no prior knowledge of what has transpired between other departments and the same customer. Typically, functional organizations communicate vertically internally, often resulting in communication breakdowns between functions.

While this type of organizational structure overcomes the disadvantages of a pure line organizational structure, it has some major disadvantages, they are:

1. The potential conflicts resulting from violation of principle of unity of command.
2. The tendency to keep authority centralized at higher levels in the organization.

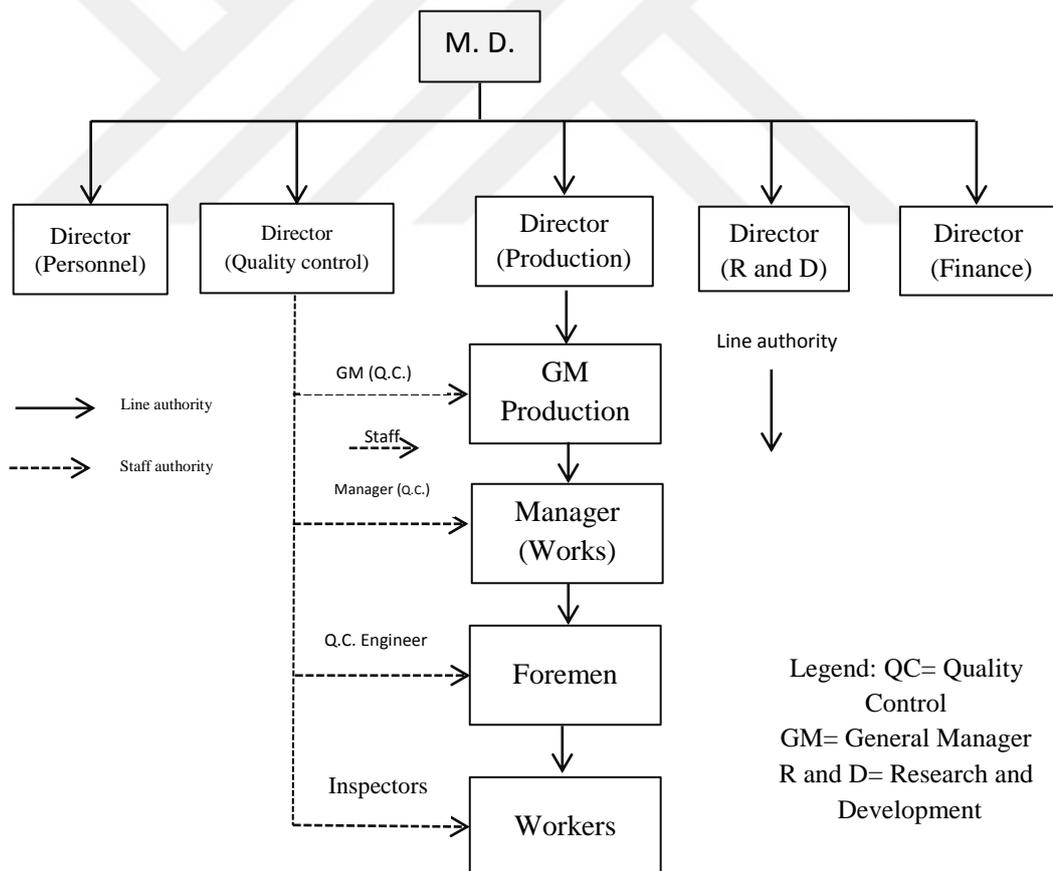
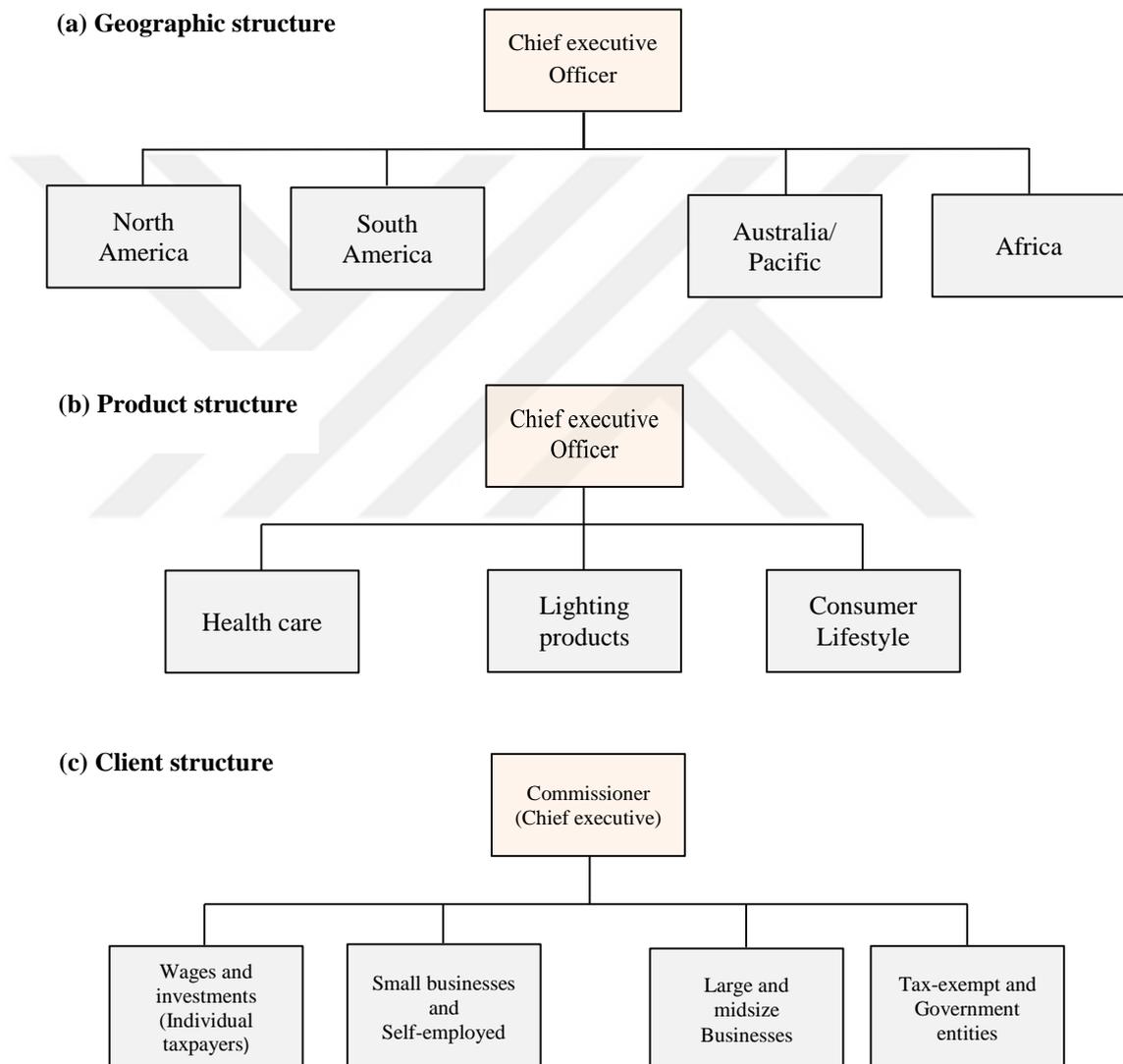


Figure 5: Functional organizational structure

Source: <http://www.ydourarticlelibrary.com/organization/33-types-of-organisational-structures-their-advantages>. Data, 26/10/2016

2.1.8.1.3. Multi - Divisional Organizational Structure

These types of organizations divide the functional areas of the organization to divisions. Each division is equipped with its own resources in order to function independently. There can be many bases to define divisions. Divisions can be defined based on the geographical territory basis, products, services, Function, Project, or any other measurement.



Note: Diagram (a) shows the global geographic divisional structure of Barrack Gold Corp.; diagram (b) is similar to the product divisions at Philips; diagram (c) is similar to the customer-focused structure at the U.S. Internal Revenue Service

Figure 6: Multi – divisional Organizational structure

Source: Organizational Structure – chapter 13 – p. 397

2.1.8.1.4. Matrix Organizational Structure

An OS that overlays two structures (such as a geographic divisional and a functional structure) in order to leverage the benefits of both, It is a permanent organization designed to achieve specific results by using teams of specialists from different functional areas in the organization. (Kolodny, 1979: 543) claimed that, although matrix organizations contrast behaviorally and structurally with traditional organizational forms, the matrix design develops out of the more traditional structures.

There exists the absence of an agreed upon definition of a matrix organization, though (Mee, 1964: 70) proposed one of the first definitions when he called the design a web of relationships. The difficulty in defining the matrix organization arises due to the fact that the matrix design may incorporate various structural arrangements and behaviors. The most important advantages and disadvantages of this organizational structure:

Advantages:

1. Decentralized decision making.
2. Strong product/project co-ordination.
3. Improved environmental monitoring.
4. Fast response to change.
5. Flexible use of resources.
6. Efficient use of support systems.

Disadvantages:

1. High administration cost.
2. Potential confusion over authority and responsibility.
3. High prospects of conflict.
4. Overemphasis on group decision making.
5. Excessive focus on internal relations.

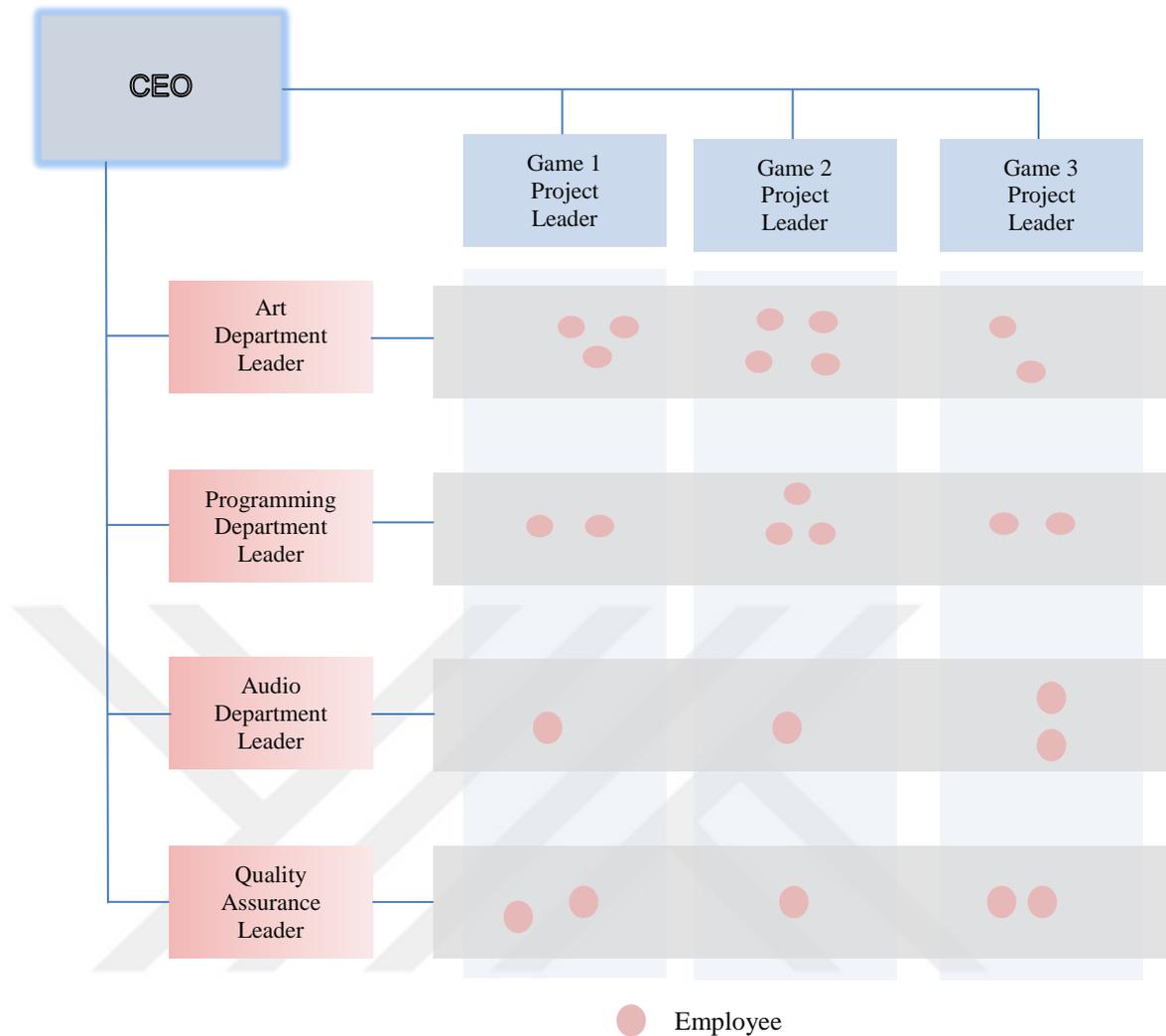


Figure 7: Matrix Organizational Structure

Source: Organizational Structure – chapter 13 – p. 397

2.1.8.1.5. Hybrid Organizational Structure

The simple, functional, multi-divisional, and matrix forms of organizations represent pure types of OS. Sometimes, an organization will not fit neatly into one of these categories, but would rather utilize some combination of two or more structures. Hybrid structures may exist deliberately in order to gain the maximum advantage of certain structures, or the organization may be changing and temporarily incorporate more than one structural type. Confusion often occurs in a hybrid organization because relationships change accordingly between parts of the organization. However, the hybrid structure can be beneficial in that it provides the organization with the ability to embrace the structure that best fits its needs (Hatch, 1997: 161).

(Lentz, 1996: 453) saw the hybrid structure as a balance between customer focus and the use of economies of scale, which leads to increased profits. The hybrid structure incorporates the best aspects of both centralized and decentralized organizations. In the hybrid structure, the organization is divided into business units, each dealing with a specific operation of the company. The most important advantages and disadvantages of this organizational structure:

Advantages:

1. Alignment of corporate and divisional goals.
2. Functional expertise and efficiency.
3. Adaptability and flexibility in divisions.

Disadvantages:

1. Conflicts between corporate departments and units.
2. Excessive administration overhead.
3. Slow response to exceptional situations.

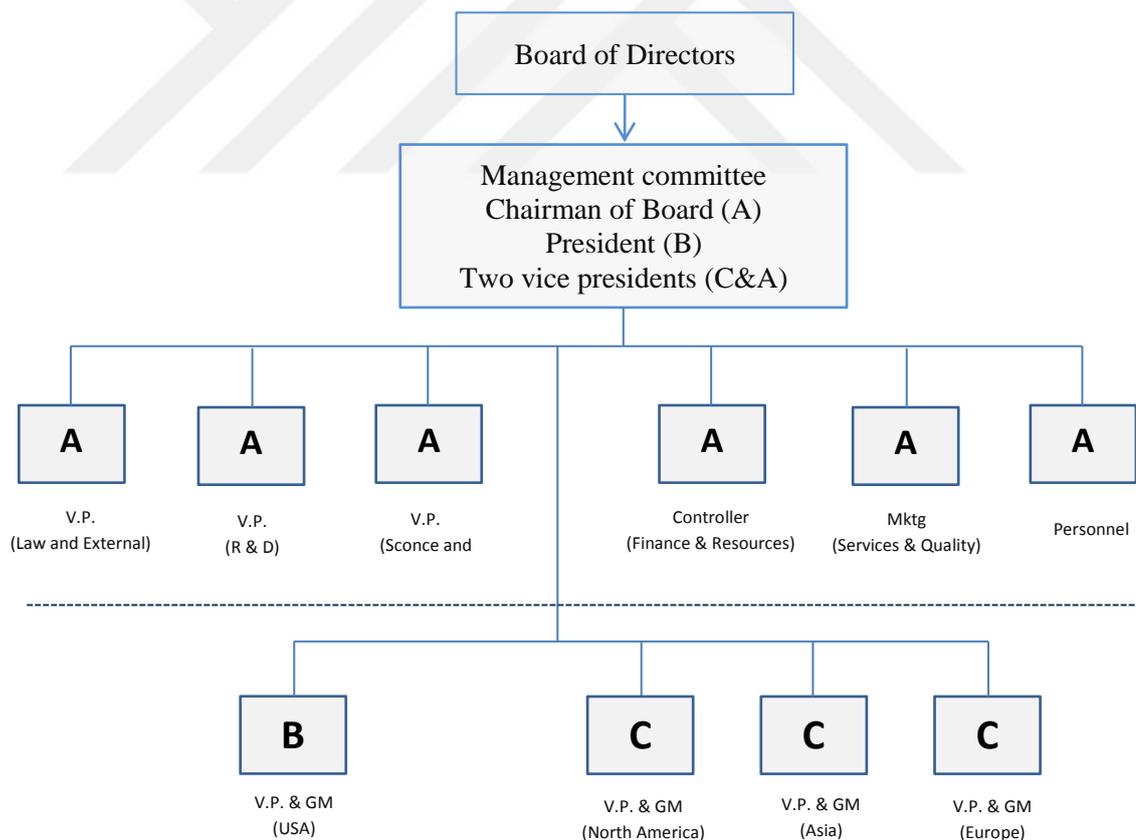


Figure 8: Hybrid Organizational Structure

Source: <http://www.yourarticlelibrary.com/organization/types-of-organisational-structures-their-advantages-and-disadvantages/22143/>, Data, 2/12/2016.

2.1.8.1.6. Network Organizational Structures

An alliance of several organizations for the purpose of creating a product or serving client, The rise in the number of network structures is a result of increased competition and the tumultuous nature of the business world, which require organizations to become more flexible and adaptive (Walker, 1997: 75).

These networks, or “clusters of firms or specialized units coordinated by market mechanisms or relational norms rather than by a hierarchical chain of command,” Networks, unlike traditional organizational forms, must deal more regularly with relationship issues such as trust and commitment.

(Snow, 1997: 72) dubbed this the age of the network but simultaneously lamented the lack of an empirically validated typology of network Organizational Structures. The author pointed out the important characteristics presumed by network Organizational Structures, such as single firm versus multiform, single industry versus multi-industry, and stable versus temporary. While (Achrol, 1997: 56) is celebrated for having built a foundation for examining network typologies, (Snow, 1997: 72) expressed the need for an empirically formulated typology so that research on network OS may proceed and prosper.

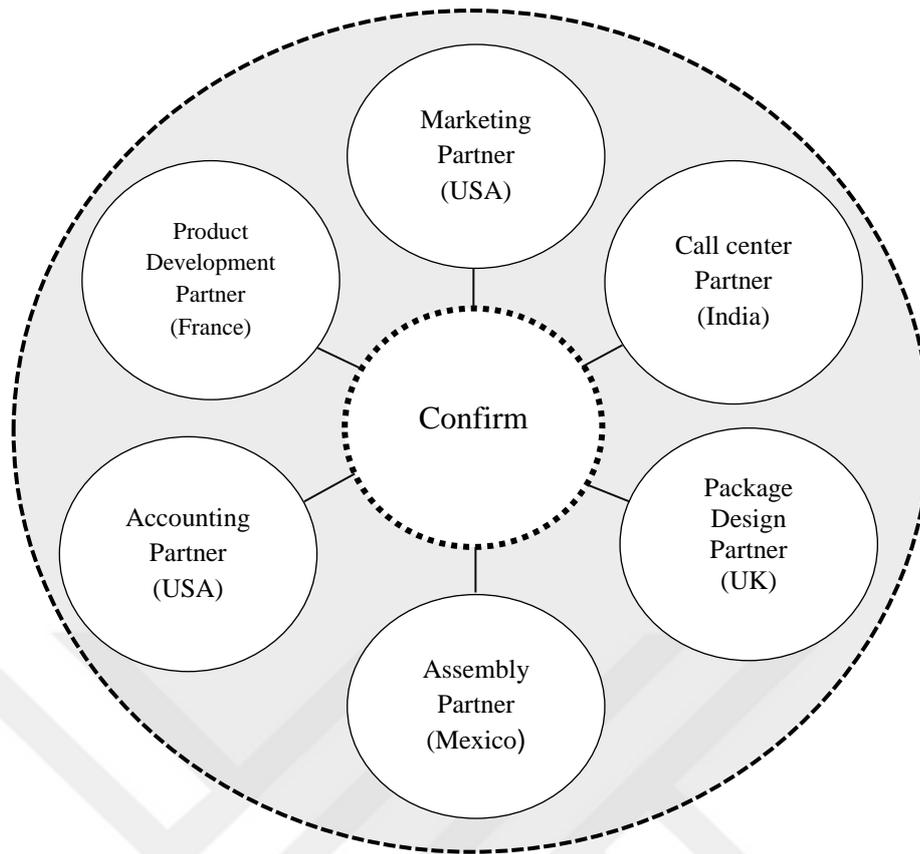


Figure 9: Network Organizational Structures

Source: Organizational Structures – chapter 13 – p.397

2.1.8.1.7. Virtual Organizational Structures

The virtual organization is typified by the virtual product, or a product that is instantly produced according to the specific desires of the customer. The characteristics of the virtual organization include work teams, flexible manufacturing, individual worker autonomy, and computer design and customization (Davidow and Malone, 1992). (Rahman and Bhattachryya, 2002: 29) discussed the emergence of the virtual organization as a specific type of networked organization.

There are two definitions that may represent the virtual organization; an organization may be virtual in that it is a temporary network of generally independent entities that are linked through technology to provide skills, costs, and accessibility to different markets. An organization may also be virtual in that it simply does not have a physical building from which it operates. In this context, that definition might imply that the organization is geographically distributed and therefore operates through

electronic communication devices. (Mowshowitz, 2002) acknowledged that the term “virtual organization” was first introduced early in the 1980s and has since been developing. To (Mowshowitz, 2002), the term “virtual organization” does not conclude the existence of a certain type of organization. Often, the term refers to one of the major aspects of organizational design.

Virtual organization encompasses a configuration irregular to the typical corporation while remaining highly dependent upon technology that is computer-based. The irregular configuration consists of fewer constraints in terms of spatial boundaries, leading to the distribution of information and services in cyberspace. In the future, economic and social aspects of business will likely force virtual organization to become the dominant paradigm of organizational design. This type of organization is unique to the extent that it is both efficient and cost-effective in achieving goals. (Teece, 1996: 193) described virtual organizations as possessing shallow hierarchies and substantial local autonomy. Virtual firms avoid specialization by function as well as issues of seniority that accompany a hierarchical structure.

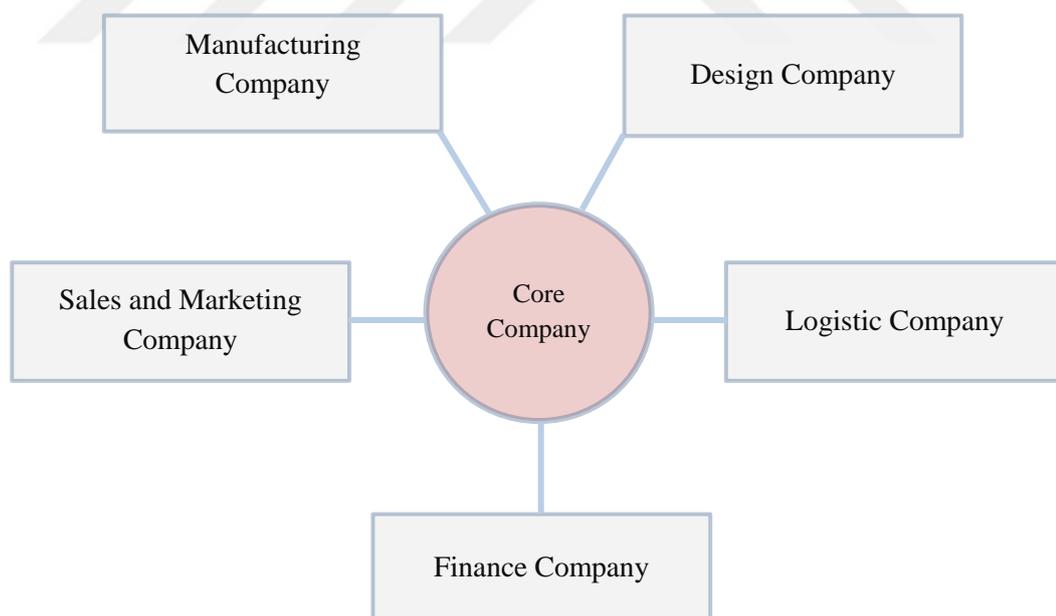


Figure 10: Virtual Organizational Structures

Source: <http://onlinecomputernews.blogspot.com/2010/04/revolution-organization.html>,
Data. 21/11/2016.

2.1.8.2. The Informal Organization Structure

Informal organization is related to people and their work in organization, Informal organization structure is a group of relations between people in an organization, which have grown while they have been working together, and which effect formal goals of organization or is usually connected with informal groups in a company. Usually it is considered negative, which does not have to be true. The differences between the formal organizational structure and non-formal OS:

Table 1: The Differences between the Formal Organizational Structure and Non-Formal Organizational Structure.

The formal organization structure	The informal organization structure
It will be determined by top management in a planned and reviewed way.	Can be built in a spontaneous way among a group of employees working together.
The relationships between workers will be based on written criteria's	The Personal relationships are the basic in the informal OS.
It represents the legal authority in the organization	It may lead to different situations and directions that oppose the rules of formal Organizational Structure
The employees are aiming to handle their organized tasks and duties through formal structure	The motivation of employees in the informal OS based on filling their psychological and social needs

Source: Was developed by the Researcher

2.1.9. The Characteristics of a Good Organizational Structure

The organizational structure in order to be effective and serve the objectives of the organization and management of, and even judge the OS it is good there must be several elements in this structure are:

1. **Take advantage of specialization:** So that each worker burdens of single function or department each work so fast delivery, workmanship and cost reduction achieved.

2. Coordination between the works of the Organization: So as to eliminate duplication, Repetition and work on the principle of complementarity between the works of the organization.
3. Attention to the important activities of the organization and to distinguish between important and less important: Good organizational structure that gives priority, the attention of key activities and put in the appropriate management level.
4. The effectiveness of control: Good organizational structure that allows effective supervision so that the separation of control Position to be controlled with the same employee based out not to be.
5. Taking into account the environmental conditions: Must be of interest and to consider internal and external environment of the organization and their impact upon so that the flexibility to respond to any changes or emergencies.
6. Not extravagant: The OS is good if taken into account the necessary cost structure to the needs of the specialty units so that the divisions that are expected to be long-term benefits report.

2.1.10. Marks (Signs) of Poor Organizational Structure

The OS of a business is the system that encourages interchanges and productive work forms. At the point when business issues rise, signs regularly exist inside the outline or segments of the OS. In some cases, these signs can be early indicators of significant problems that need to be addressed (Back, 1992: 720).

- **Low Productivity:** Profitability is a key metric for practically every business. Low profitability levels can demonstrate an issue in an association's structure. Through wasteful asset allotment, poor vertical correspondence and worker strengthening requirements, representatives might not have the best possible condition to finish their work assignments in a productive way.
- **Unequal Workload:** Poor OS can bring about an unequal dissemination of work between offices or divisions. At the point when a few territories of an organization are routinely understaffed and work additional time to meet workload prerequisites, while different regions battle to discover adequate work to keep each representative occupied, the hierarchical S has not been improved for business necessities.

- **Lines of Communication Unclear:** Representatives routinely bypassing the standard levels of leadership in an organization could be an indication of poor hierarchical plan. Employees with complaints or suggestions should typically provide feedback to their manager or occasionally to their manager's boss. In an optimal business, employees should feel their voices are heard through the standard management path. In an organization with a poor S, employees may feel the need to go directly to a department head, vice president or even the president to express concerns or recommendations.
- **Lack of Teamwork:** Terrible hierarchical structure does little to encourage the idea of collaboration. Divisions might be unwilling or not able to coordinate with each other, and specialists within offices may not feel a feeling of fellowship. (Dale, 2003). Workers may focus on their individual tasks and not offer assistance to others unless directed to do so by a supervisor.
- **Slow Decision Making:** Slow decisions can hamper sales opportunities and innovations. If an OS is not optimized to direct decision making authority to the appropriate person, or must travel through multiple layers of management before a result is rendered, the OS may need to be changed (Copeland, 1990: 352). A leaner or departmental decision-making process may be needed to foster an innovative spirit in the company.
- **Lack of Innovation:** Organizations with terrible hierarchical structure are regularly ease back to improve. A pipeline for new thoughts may not exist, and regardless of the possibility that it does, poor correspondence may imply that the thought never achieves the correct hotspot for advancement and usage. Subsequently, laborers who concoct new thoughts may remain quiet about them or take them to another business.

2.1.11. Dimensions of Organizational Structure

Although the consensus of thinkers and researchers on the importance of organizational structure and its vital role in the performance of organizations and achieve their objectives, But it is a consensus among them is not available on what the dimensions of the OS Divergent views on this matter to varying degrees. Will be

reviewed the most important of these views briefly. (Robbins, 1997: 216) noted that the organizational structure consists of the following basic elements:

1. Specialization in Work: It refers to what extent is broken and the fragmentation of activities to jobs.
2. Business Combinations: It refers to the foundation Dependent manner to assemble business / Jobs.
3. Chain of Command: Hierarchy represents a system in which people are organized into different levels of importance from highest to lowest.
4. The Span of Control: It refers to the number of subordinates belonging directly to the director / president of one.
5. Central / decentralization: Where decision-making.
6. Formalization: The degree. Official standard Business.

The authors (Hodgetts and Luthans, 2000: 320) it has proposed the three dimensions of the organizational structure, namely:

1. Formalization: Reflect the use of structures, systems, policies and procedures in the decisions, communications and control making.
2. Specialization: Is assigned specific duties and are well described for individuals.
3. Centralization: It is an administrative system in which decisions are taken at the top level.

(Pugh, Hickson, Hinings, and Turner, 1968: 65) defined and operationalized five dimensions of organizational structure: specialization, standardization, formalization, centralization, and configuration. (Jackson and Morgan's, 1982) added a sixth dimension, traditionalism. (Duncan, 1971: 54) proposed five primary features of organic structure or organisms: participation in work decisions, formalization, and hierarchy of authority, impersonality, and division of labor. (Leifer and Huber, 1977: 235) added another: the extent of the subject's participation in strategic decisions.

(Damanpour, 1991) offered a longer list of structural characteristics including specialization, functional differentiation, professionalism, formalization, centralization, managerial attitude toward change, managerial tenure, technological knowledge resources, administrative intensity, external communication, internal communication, and vertical differentiation, in their probe into organizational

determinants. Similarly, we will mention other dimensions also contribute in drawing the basic parameters of the structure:

1. Administrative component: They are supervisors, managers and workers.
2. Centralization: emphasizes the locus of decision making. It determines the authority which makes legitimate decisions that affect the organization. The process of decision making characterized by a top-down mechanism and a wide discussion based on networking results in a mechanistic and organic structure of organization, respectively.
3. Complication: The number of specialized jobs, professional and professional activities.
4. Authorization validity: The proportion of the number of resolutions by the Director delegated to lower administrative levels.
5. Differentiation: Number of jobs in the organization specialist.
6. Formalization: Term by which the fee is determined and the role of the employee.
7. Integration: Based cooperation between organizational units.
8. Professionalism: The degree to which the employee on a professional organization relies primarily as a reference for acting career.
9. The scope of supervision: The number of individuals who should be supervised by Director.
10. Specialization: Class in which the division of regulatory functions.
11. Normative: Is the extent of the tasks and activities in a unified manner accomplished.

2.2. Marketing Performance (MP)

The marketing performance was for a long time the main interest in marketing and it is still a vital issue for many organizations, particularly in industries where large marketing expenses are.

2.2.1. The Concept of Marketing Performance and its Importance

Extremism marketing performance of the institution studying the theory is necessary to take in all its aspects, based on which an integrated model is proposed, before the concept of MP addressed, it will be referred to the performance:

What is the meaning of the term performances? Performance is one of the words which definition is very flexible as everyone places the concept that suits best, and letting the context take care of the definition. Nevertheless in general terms performance can be seen as the result of activities (e.g. of an organization) over a given period of time. In general, PM seeks to monitor, evaluate and communicate the extent to which various aspects of the marketing meet their key objectives. Usually, those objectives can be summarized under a limited number of headings.

2.2.1.1. Performance Definitions

Numerous definitions of performance, including:

- Deploying and managing the components of the causal model that lead to the timely attainment of stated objectives within constraints specific to the firm and to the situation (Lebas, 1995: 23).
- At an organizational level of analysis I assume that an organization that is performing well is one that is successfully attaining its objectives; in other words, one that is effectively implementing an appropriate strategy (Otley, 1999: 363).
- Claims performance which is a function of employees' Ability, Motivation and Opportunity to participate. (Appelbaum et al., 2003: 9).
- Performance measurement is generally defined as regular measurement of outcomes and results, which generates reliable data on the effectiveness and efficiency of programs.
- The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

2.2.1.2. Performance Classification

There are several classifications for the performance, where classified based on several Gougers, According to the source standard: According to this standard as possible the performance of the organization is divided into:

- a. Internal performance: The result of the various performances sub-organization of the institution interaction, the various renderings partial represented in human

performance (human resource performance) in the organization, technical and financial performance.

b. External performance: Is the output performance of the organization surrounding environment changes, it produces the outer perimeter of the institution so the institution cannot control in this performance. This performance may appear in the good results is obtained by the Corporation.

According to the standard totalitarianism: It divides the performance according to this standard:

a. Overall performance: Embodied in the achievements that have contributed to all of the functions and sub-systems of the institution to achieve without completely part or element alone in their investigation, and by the overall performance can be judged on the extent to which the institution, reached its general objectives, continuity, growth and profitability.

b. Partial performance: It means the performance achieved on the sub-systems of the institution and the level of the basic functions, the overall performance is in fact a reaction performances subsystem (partial renderings) which promotes the idea or the principle of complementarity and the sequence between the objectives of the organization.

By functional criterion: According to this standard is divided into performance:

a. The performance of financial function: It's in the organization's ability to achieve fiscal balance, and build an effective financial structure, in addition to achieving profitability and maximizing return on investment as one of the most important goals of the institution.

b. The performance of the marketing function: This performance is determined by a set of indicators concerning the function of marketing including: sales volume, market share ... etc.

c. The performance of production function: the institution achieved when high productivity compared to other institutions by producing high quality products and lower costs allow them to compete, in addition to reducing disruptions resulting from the disruption of machinery or delay in meeting orders.

d. Perform the function of individuals: human resource is the most important resource in the organization, from which are moving the other supplier and routed to

allow the achievement of the organization's objectives. This means that the survival of the organization depends on the performance of the human factor in it.

2.2.2. The Definitions of Marketing Performance

There are several definitions of marketing performance, including:

- (Asiegbu, Awa, Akpotu and Ogbonna, 2011: 43) they knew that marketing performance "The contribution of the marketing function organization to achieve the organization's goals".
- (Clark and Ambler, 2001: 231) also known as "The relationship between marketing and business performance of activities".
- Marketing performance simplest form is "The degree of success of the organization in the market and realized by the product" (Ambler and Kokkinaki, 1997: 665).

Marketing performance management does not only provide insight in how a company is performing, but also support the navigation to future competitive success (Kaplan and Norton, 1996). To use such a system as a navigation tool, managers must have confidence in and rely on the used measures. This requires that metrics are reliable, related to firm performance, and collectively fully covers the business. MP is part of (business) performance, a field that aims to support strategy execution by creating insights in company performance.

Even though PM is often associated with the evaluation of employees, it is in fact a broader, multidisciplinary and cross-functional discipline that covers all areas and layers of an organization (Marr and Schiuma, 2003: 680; Eckerson, 2006: 301). Performance can be described as "a series of organizational processes and applications designed to optimize the execution of business strategy" (Eckerson, 2006:p.301) and is part of the O planning process. This planning process ideally exists out of four steps: (1) plan, (2) do, (3) check, and (4) act (Deming, 1982; Walton, 1986). MP focuses on the third step, in order to observe the quality of strategy execution and to identify areas for improvement.

The organizational processes and applications used to determine the performance cover a wide range of activities, like data collection and analysis, performance

assessment, and intervention design to improve performance. Through concepts it notes that marketing performance can represent three stages illustrated in the figure.

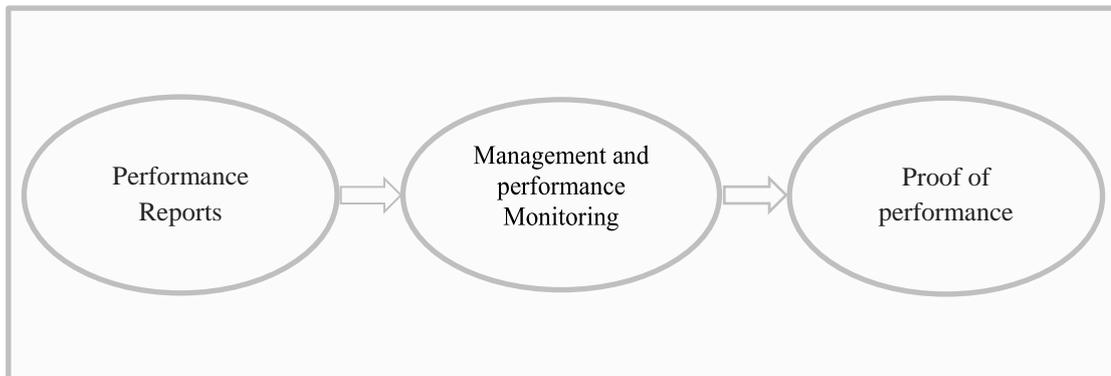


Figure 11: The concept of marketing performance

Source: Kotler, P. (2004). "The case for Technology – enabled marketing", Kellogg school of management, North western university.

MP aims to assess “the relationship between marketing activities and business performance”, (Clark and Ambler, 2001: 231). Herein marketing relates to all activities conducted to stimulate, facilitate, and accelerate sales, (Lee et al. 2000: 126; Alsem, 2007). Effective marketing practices result in success with winning and retaining customer preferences, which supports the achievement of long-term goals (Ambler and Kokkinaki, 2002: 225).

In this process marketing should not be conceived as a separate function within firms, but as shared responsibility of the business as a whole (Drucker, 1954; Grönroos, 2007). MP focuses on assessing: 1. how well customer preferences are won and retained, 2. to which extent that contributed to the stimulation, facilitation, and acceleration of sales, and 3. how that impacted overall firm performance. MP evaluations can in these processes contribute to the following four functions: 1. annual-plan control, 2. profitability control, 3. efficiency control, and 4. strategic control.

The first and last function differ from each other in the sense that annual-plan control attempts to evaluate if planned results are realized, while strategic control strives to assess if the best market, product, and channel opportunities are pursued, (Kotler and Keller, 2006). Theories on MP are organized around two streams, which evolved along with the marketing perspectives. These two streams are Marketing productivity

measurement and marketing audit, (Morgan et al., 2002: 363). The marketing productivity paradigm deals with determining the efficiency by which inputs are transferred into outputs, while the marketing audit school of thought tries to determine the quality and effectiveness of the marketing inputs, (Sheth and Sisodia, 2002: 349; Alsem, 2007). The relationship between marketing efficiency and effectiveness is exhibited in figure (12).

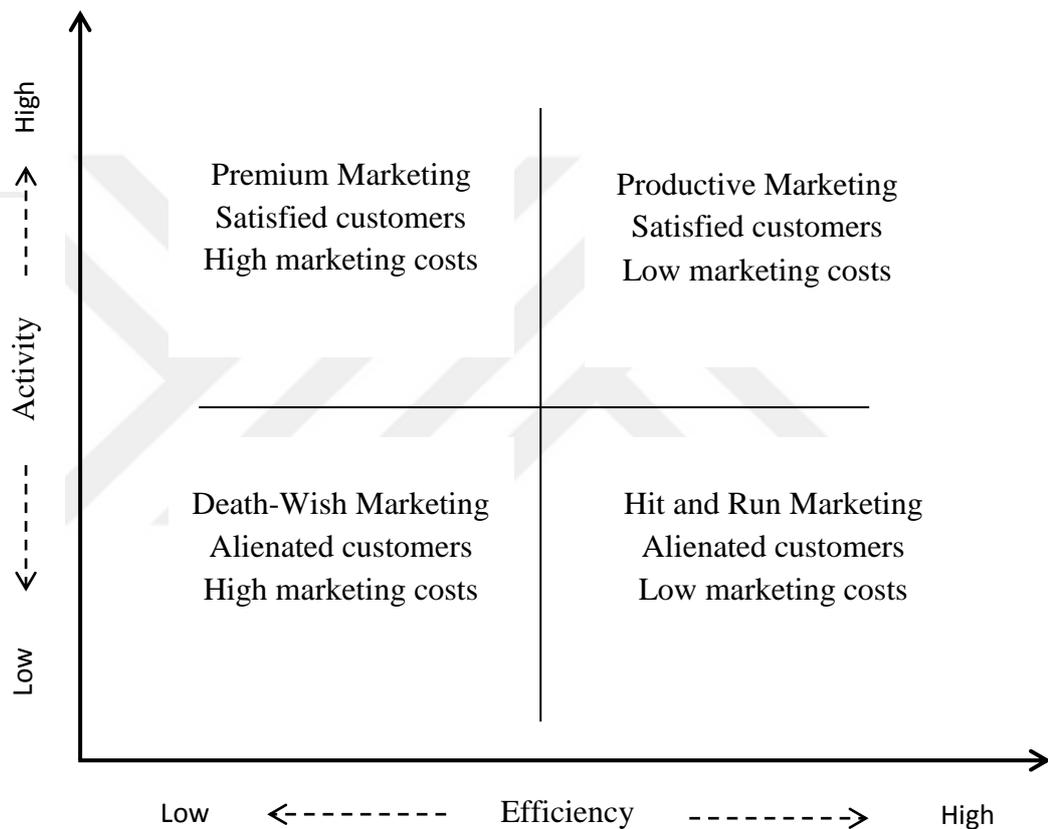


Figure 12: Marketing efficiency and activity

Source: Sheth and Sisodia, 2002: p. 352

2.2.3. The Importance of Marketing Performance

Due to the growing importance of marketing process in the world today, and the need for strong and effective MP in a spectacular and sophisticated technological advances, and how to overcome problems and challenges imposed by the fact the

result of the evolution of this technology and the opening of markets and complete business organizations, became world marketing performance improvement and development depends on this, not only through regulation and continuing training of marketers and a minimum of knowledge and skills, that allow them to meet those challenges and to get opportunities and created as a result of this organization and training.

Marketing has become increasingly important during the previous years and still growing, even today for several reasons, the most important and significant are technological development and continuous improvement of production processes and services, and the desire to open new markets, and the changing concepts of marketing and MP. For these reasons alone or combined, for any business organization is a marketing process has contributed in turn to rising importance of marketing executives and marketing men concern really is the standard by which demonstrate the success or failure of the marketing process by business organizations, because the difference in success or failure return attention to how to improve and develop the marketing men's performance in these organizations which would give the ability to confront contemporary problems and challenges in marketing and continued survival and progress. The most organization's objectives are two basic objectives:

- Satisfying the needs of their customers.
- Achieve the highest returns on investment.

When the marketing department played an important role in achieving these objectives, we say that a good performance, but no doubt that the good performance of the marketing will reflect positively on the overall performance of the company, given that the overall performance of the company is the result of the interaction of partial renderings group, since the improvement of any partial performance reflected on the improvement of the overall performance of the company.

The figure below shows organizations objectives...

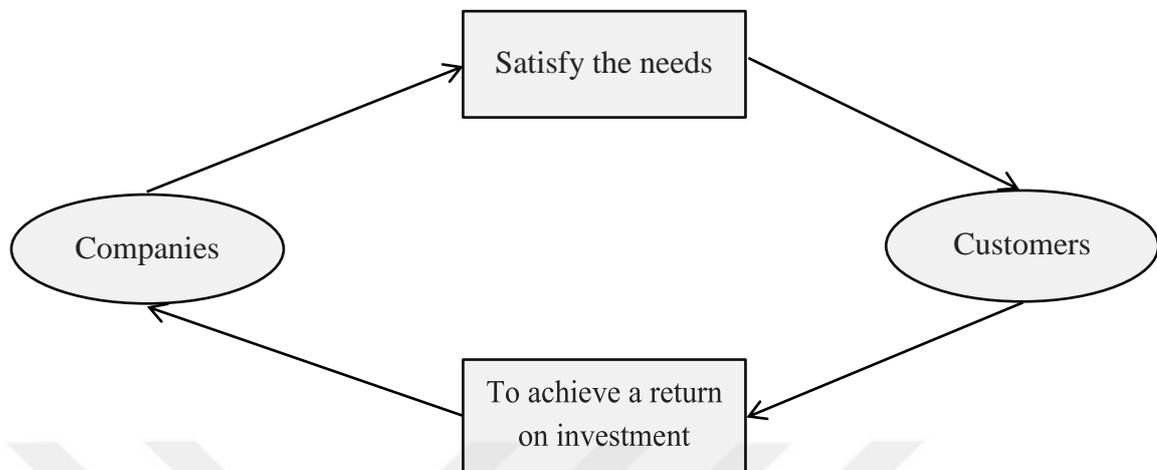


Figure 13: corporate objectives

Source: Akram A. L. and Ali W. A., p. 118

2.2.4. Measuring Marketing Performance

It is recognized that the effectiveness and efficiency of marketing processes usually are subject to change with well-being, so the best way to diagnose and assess the real situation of the health and safety of the whole marketing process and its image is subjecting the company to complete and comprehensive survey, similar to taking a picture of class, from head to toe, and that spring term (marketing performance measurement) is a process that stretches your organization a real base for effective marketing.

2.2.4.1. The Concept of Measurement Marketing Performance

Distinguished from these definitions that MP reflects the degree of the organization's success or failure, and the piece through the pursuit of the objectives of survival and adaptation to the environment variables, especially those contemporary organizations are facing rapid change in the requirements for environment and resources, and in the demand and the diversity in the size specifications, as well as intense competition in the markets, which imposed a tendency to develop technologies to ensure the ability to respond to changes and achieving goals, using the MP of the organization

standards. And measuring marketing performance is part of a marketing performance measurement process, which includes generating a framework of standards to monitor MP, and the development and use of the means by which you can marketing department ensure the achievement of marketing objectives, and to do the necessary to improve performance or adjust their goals in the case of actual performance difference from the action plan (O'Sullivan, Don and Abela, Andrew 2007: 71).

According to (Clark, Abela and ambler, 2006: 191) measuring MP is the process through which to provide feedback on the performance of the organization, including the results of marketing efforts in a practical, performance is usually a vital component for each of the organization's budget and incentives for executive's individuals. In terms of the difference between the terms of measures and metrics that comes to mind that these terms mean one thing, but the fact reveal a difference between them, as the word measurement applies to anything possesses quantifiable comparison, but metric is the measurement process (Dimancescu and Dwenger, 1996: 91).

confirms that the measurement process has changed during the 1970s as there was growing interested in the use of more standard, and simultaneously, also become standards build on the market and the consumer basis and the result was the large number of MP metrics, has identified about twenty measures of MP (Gronholdt and Martensen, 2003). And business organizations initiated to choose other measures of performance, as well as the output of non-financial measures, was the trend towards multi-dimensional measures that have the ability to take more performances compared to what can any a measure after a single one, but that there are those who stressed that MP not originally measured only by many accounts, it has been observed, for example, that some large organizations based in the measurement of their performance on the (60 - 50) scale (Clark, 1999: 711).

2.2.4.2. The Evolution of Measurement Marketing Performance

The evolution of MP metrics the only result of the adoption of supplementary measures of performance as well as traditional financial measures of outputs, Standards that have been adopted by business organizations have evolved in measuring performance catalog. A review of the literature in this field shows that

performance measures have been categorized according to a number of characteristics. For example, Tsang, Andrews, (Kolodnym, 1999) classify performance measures according to the perspectives of financial, non-financial, outcomes and performance drivers. Most commonly, however, researchers have considered performance measures to be either financial or non-financial, reflecting the dimensions of organizational activity they are perceived to apply to (O'Connor, 2000; Boume, 2003: 1; Kellen, 2003: 13). The following discusses the characteristics of measurement within these two dimensions in order to evaluate the appropriateness of this categorization for PM.

2.2.4.2.1. Financial Performance Measurement

A lot of research and indeed organizational action in terms of performance measurement PM has been focused on the financial dimension of organizations. This emphasis on financial measurement is easy to understand given the importance of. (Furthenore, Sofaer, 1999); Parkinson, 1999 and O'Connor, 2000) suggest that financial measurement facilitates access to powerful statistical tools and relies on well established, commonly understood and reliable measures such as budgets, profit and loss statements, statistical analysis, return on investment and earnings per share. Finance to strategic success and organizational achievement (Artley and Stroh, 2001 Bourne 2003; Kellen, 2003). Recent studies have shown that hotel companies place a greater emphasis on financial performance than on any other performance dimension (Atkinson and Brander-Brown, 2000: 138; Haktanir and Harris, 2005:39).

From a management perspective, this emphasis on financial measurement is easily justified for a number of reasons. First, financial performance is perceived by many stakeholders to be the fundamental measure of organizational success (Wilson, 2000: 127; Kellen, 2003; Kennerley, 2003: 213; Kaplan, 2004; Anderson, 2005: 354 Sucheshchander, 2005: 12). Second, the measures used for evaluation of the financial dimension are well-understood, robust and consistent allowing comparison of financial performance across functions and years. Third, financial measurement is primarily quantitative resulting in numeric data, which is perceived to be a more objective measure of performance.

2.2.4.2.2. Non-Financial Performance Measurement

Supporters of non-financial performance measurement offer many reasons for the use of performance measures that do not focus on the financial dimension of organization. (Sofaer, 1999) suggest that non-financial performance measurement is valuable in providing rich descriptions of complex phenomena, tracking unique or unexpected events and illuminating the experience and interpretation of events by stakeholders with widely differing stakes and roles. Consequently, this type of measurement is particularly popular with stakeholders of the organization such as managers, shareholders, investors, consumers and competitors (Kellen, 2003; Lothian, 2006; Fitzgerald et al., 2006). In support of this, (O'Connor, 2000; Phillips, 2005: 201) state that non-financial performance measurement gives rich information and insights to explain performance across more of the organization.

Table 2: Key Differences between Financial and Non-financial Performance Measurement.

Financial Performance Measurement	Non-financial Performance Measurement
1.Reliance on past performance 2.Budgets against targets 3.Figures based 4.Easy to evaluate 5.Most frequently used 6.Easy to measure 7.Information easily accessible 8.Tracks past history 9.No indication that what worked in the past will work again 10.Objective 11.Narrowly focused on financial figures 12.May fail to capture organizational long term 13.business 14.Success 15.Historically sound 16.More operationally focused 17.Factual 18.Easy to source from organizational reports	1.Leads to a culture of continuous improvement 2. Personal 3.Evaluates criteria other than financial outcomes 4.Measures performance on an on-going basis 5.Difficult to measure 6.Not frequently used 7.Gives guidelines of future direction 8.More time consuming 9.Provides more of a balance of measures 10.Provides more options for measurement 11.Allows the organization to view performance in 12.several areas simultaneously 13.More strategically focused on the goals and objectives of the organization

Source: Neely et al., (2000); O Connor (2000); Harris and Mongrello (2001); Kellen (2003) and Haktanir and Harris (2005).

2.2.5. Steps of the Marketing Performance Evolution

Performance evaluation of the marketing function occupies a very important and passes a series of steps as follows:

1. Determine what is being measured: Any results and operations that are the subject of follow-up and control, the focus is on with the greatest impact on the cost of the elements or that are connected by a lot of problems.
2. Determine standards or marketing performance metrics: So the strategic objectives for Public institution and the objectives of the marketing strategy in particular.
3. Actual marketing performance measurement: This is done in a timely manner to discover potential problems before the situation becomes critical and irreversible.
4. Actual performance compared to established criteria: In order to detect the presence of any deviations from the plan.
5. Take the necessary corrective actions: In the case of a difference for the actual performance levels or standards established.

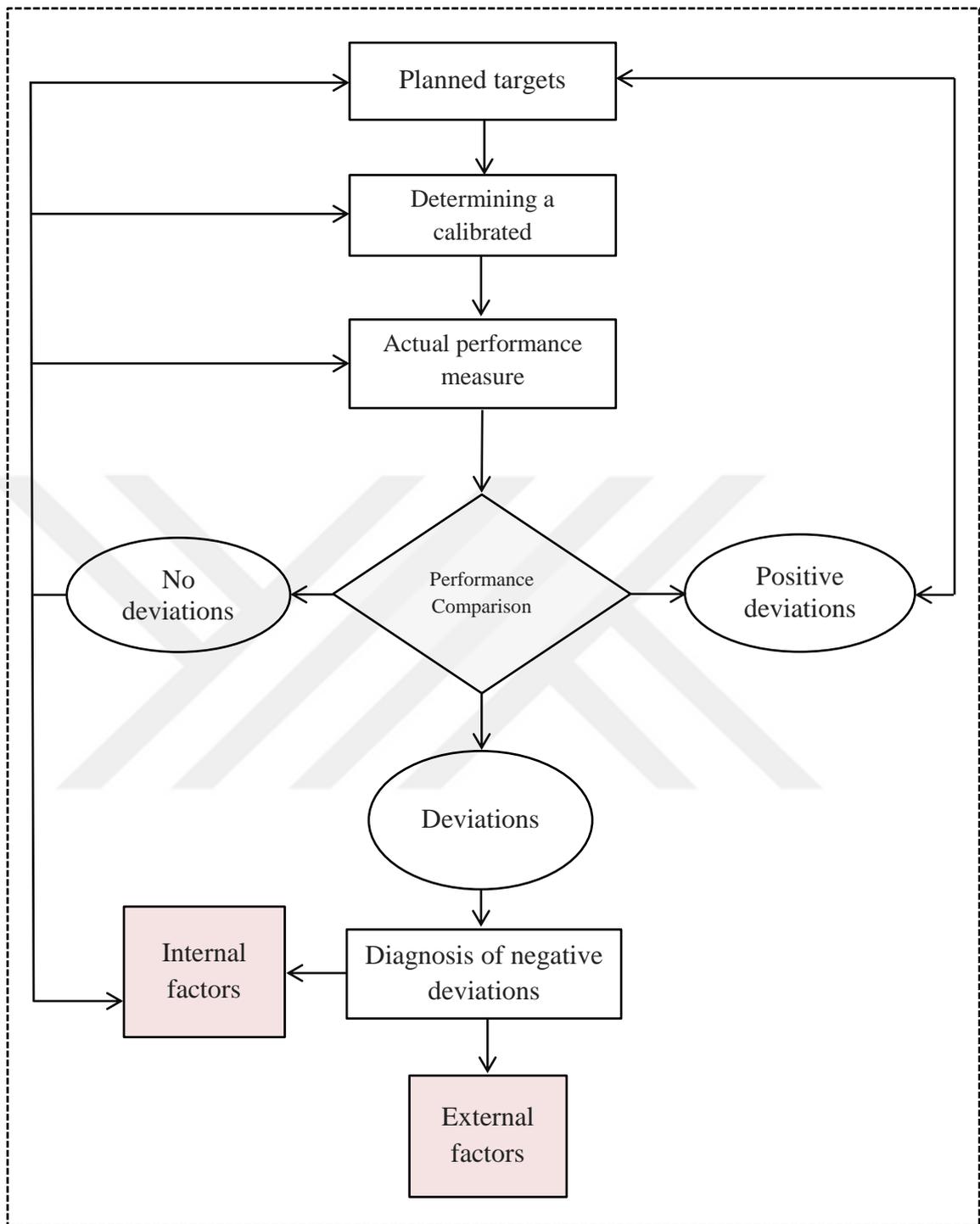


Figure 14: Steps Marketing Performance Evolution

Source: Gharbaoui, A. and others, "modern marketing", 2007.

2.2.6. The Problems and Obstacles Facing the Marketing Performance

There are many problems and obstacles facing the advancement of performance of marketing in the world including:

1. The Volume of Production

As the production launch on the aspects of the activity which leads to the creation of form benefit, the marketing is called on aspects of the activity which helps to know the market demands and wishes of the consumer and then the production of goods required to facilitate making them accessible to the consumer. And the mass production is the one which drives the marketing process where overflowing quantities produced for Attracting markets and demand, and mass production depends on a huge investment and the industrial sector tremendously.

2. Income Level

The low level of income leading to poor ability to consumption and therefore production, which freezes the economic situation and the cause to stop production if growing up, and will affect undoubtedly the price level so that down to the lowest level which hinders the ability of goods to withstand the marketing costs, which usually reach 50% of the final price paid by consumers.

3. Research and Marketing Costs

Since the process of marketing starting to know the market demands and desires of consumers, interest in research, surveys and scientific means to bring us closer to knowing the market needs and desires of consumers has become a necessity which helps to achieve the goals of the marketing process.

4. Infrastructure

The infrastructure Constitute solid base contribute to the completion of the process of marketing it, which provides telecommunications and transportation, it is true that the knowledge of the market and the desires of consumers establish a process of successful marketing, but that access to the market and consumers is the executive act and application unrealistic for process and without the marketing process

becomes deficient and failed, and many countries lack the country's infrastructure basics, severely hampering internal marketing operations.

5. Local Goods

The loss of quality in the goods manufactured locally compared to the loss of global goods, thus weakening their ability to compete in local markets and the lack of acceptance in the global markets where quality has become a commodity and consumer requirements become more aware.

2.2.7. Marketing Performance Dimensions

Marketing performance process is a multidimensional process; the theoretical literature on marketing it has focused on three dimensions on marketing performance. It will be the focus of this study to the: Market share, profitability, and Brand strength.

A. Market Share

The market share of the most important marketing standard, As the number of pieces sold determine the competitiveness, and rely on companies in the construction of what became known as the economics of the market relying on large-scale production, analysis of the number of pieces is not enough but the market available to them became plays an active role in the rating, whereas the difference in prices could double profits and returns.

And the index measuring market share when you select corporate market share to be covered and serviced, Compared with competitors in the same sector whether compared with the company's market share, which has the largest market share in the same sector or with the company's market share of the three largest companies, commander of the market as you can access to this quota during a certain period of time. Achievable compete with the internal environment and the external conditions of the company Compete.

B. Profitability

You must focus on achieving profitability, the goal here is not to focus on the money market has, but consider to meet the needs of customers better than competitors includes maintaining customers and attract new customers. The result is an improvement in profitability with the expansion of opportunity and growth and the future of greater permanence of the institution in the long run. The refers (Wheelen and Hunger) There are many measures of profitability is the gross profit margin, Operating profit margin, Net profit margin, Return on investment and return on equity.

C. Brand Strength

Representing the brand identity of the product or organization in the market which you can differentiate product varieties and the achievement of discrimination on the competitors with brand equity is a core market share of concentrates, because it gives a reflection of the market share for the brand. Through the experiences of international organizations tour the extent to which the mark in achieving success such organizations IBM, COCA COLA which owns a broad impact in the minds of customers. And know the brand as: name, term, Signal, or a combination of them all, Aim distinguishes the goods or services provided by the vendor and what competitors offer others. Previous studies suggest that these three dimensions cannot connect after a period of time because of the trade-offs between them.

2.3. Organizational Structure's Relation to the Marketing Performance

In light of the complexity requirements of the market and the emergence of information technology as a challenge for business organizations to achieve their goals, new technological tools and systems appeared, considered by members of the senior management of these organizations serve as ideal means capable of achieving its objectives by assisting in the marketing process, in this context, the internet is as a means of administrative and OS, and is considered one of the most important tools given because of its high ability to produce innovative ideas and practical solutions to difficult and complex problems.

2.3.1. The Alternatives and Opportunities Offered By the Internet

Preceding years have seen tremendous developments have become receiving enormous challenges to marketing with the beginning of a new millennium, perhaps most notably technological developments both in markets, or art production or means of communication with customers. And the emergence of the Internet is one of the most important revolutions in modern technology, is by nature does not require high cost, as it allows users – from all over the world – access it easily, making it a good platform for corporate communication with its customers efficiently.

With the advent of direct communication revolution, the organization and interact with its customer personally, the organization and the customer has become a face-to-face, and, deal together through a structured interaction through modern interactive tools outweigh significantly the potential seller personal time and movement, and means for explanation and clarification.

The Internet provides four alternatives to using opportunities as follows: First, through Internet companies can create sites for direct contact with customers or individuals or of other domestic organizations with their important relationships (such as suppliers, distributors) which helps to exchange information quickly and accurately. Second, the Internet allows prancing the others in the value chain - such as prancing distributors and brokers - and direct sales to the consumer. Third, companies can use the Internet in the development and delivery of products for new customers. Fourth, organizations can use the Internet as a key factor to establish new bases for action and control what can reach customers and competitor's information.

2.3.2. The Effect of Using the Internet on Direct Marketing

There is a range of elements represents the effect of the Internet on direct marketing, these elements are: (Speed, Cost reduction, Easy access, Direct Communication, and the Mental Image):

First: Speed

The internet is the fastest way was discovered so far, to transfer information from the organization to customers or clients with them anywhere in the world. The humbled that the most prominent effects of Internet use are:

- Achieving the speed in correspondence with suppliers and customers, also speed in buying and selling procedure.
- Haste to know the global events that affect the prices of services in the global stock markets.
- Awareness of requirements of the customer.
- Knowledge of the local and international events concerning industry.
- Speed to know information about competitors.

Second: Cost Reduces

Cost reduction is one of the most important consequences of the use of the Internet in direct marketing, where it is a freeway if compared with other advertising methods. And the effects of cost reduction are:

- Offer a local and international advertising by low wage.
- Provide international communications costs saving.
- Provide the use of regular mail.
- Lower prices through savings achieved by using the Internet.
- Provide saving of traditional distribution costs by eliminating some brokers.

Third: Easy Access

Consequently, check the Internet easy access both to customers or suppliers anywhere in the world. And where the business owner or Marketing Manager, respond to customers and dealers as soon as you open your computer and connect to the Internet, thus all his works from anywhere in the world, in addition to transforming the company into environmentally friendly by reducing the volume of paper used, easily find suppliers and exported or imported cargo tracking at any time during shipment.

Fourth: Direct Communication

Direct Communication with the largest customers in the shortest possible time is the most important factor of direct communication with a number of benefits, the most important elevated:

- Visitor access to information as the company wants to.
- Increased responsiveness to suppliers.
- Manage the movement of goods with distributors.
- Providing more than a means of communication for the company.
- Achieve communication with a greater number of customers in the least possible time.
- Identify target market sections to communication with a different message.

Fifth: The Mental Image

The most important implications of the use of the Internet are to build a good image for the organization as a loyal and advanced technology, and its aftermath:

- Improving relations with customers and know their views.
- Achieve a mental image for the company's technical and technology.
- The possibility of offering the largest number of services that satisfy customers.

2.3.3. The Role of the Internet in Marketing Activities

Marketing activities such are marketing research, product development, pricing, promotion and advertising.

First: Marketing Research

Internet usage comes in regular marketing research nearby current and prospective customers, the role of the Internet in:

- Record market opportunities.
- Identify the qualities and benefits of competing products.
- Ensure regular marketing research about current and prospective customers.
- Survey the appropriateness of local products to the needs of customers.
- Gather information on the potential risks that may be facing the company.

- Study competitors and prepare reports on its activities.

Second: Product Development

Companies continue offering new products, and evaluated in the market through the Internet, in order:

- To identify new needs and desires of the customers.
- Collecting ideas for product development.
- Prepare for the provision of new products and services studies.
- The follow-up to the introduction of new products and evaluated in the market.
- Provide tips on how to stock the product.

Third: Pricing

The role of the internet in:

- Giving flexibility in quotations and changed when necessary.
- Study competitors' price.
- Testing pricing on a limited number of dealers.
- Negotiate price and terms of payment and receipt.

Fourth: Distribution

The role of the internet in:

- Identify competitors' distribution plans.
- Evaluate and select distributors.
- Manage relationships with distributors and follow-up business with them.

Fifth: Promotion and Advertising

The Internet plays a role in the promotion and advertising through:

- Obtain a complete model for plans direct promotion of the competitors and non-competitors.
- Prepare electronic catalogs of our products at a lower cost.
- Provide means of sales promotion.
- Attract customers for access to the site by other means of advertising.

2.3.4. How can the OS Affect the Improvement of MP

The rapid reality of events in the information age, and the enormous pressure of competition and market forces, everlasting movement of markets, consumers, and large developments and innovations of others unique technology in all areas, making us live in a world of many variables, where much great information and move quickly (with the ease of Acquisitions for those who seek them). But what is an observer; many organizations find it difficult to adapt to the rapid developments in the fields of technological, cultural, management and organizational structure of the organization closer to its surroundings and know them and assist in analysis.

In this regard, the structure plays an active role in organizing the necessary information on the various current and potential competitors in many aspects; their products, their marketing strategy and business, the technology used their prices, etc. and all that affects the competition. In this concern, organizational structures help directors to formulate competitive strategy and monitor their suitability with the competitive environment to achieve their results and therefore strategic performance. As above, the organizational structure allows the organization to monitor and control their surroundings, it is considered a factor specific to cope and adjust to variables, to enable the organization of the predicting and monitoring changes.

That the organizational structure plays a prominent and effective role in achieving sustainability of marketing performance, thanks to the information available at the organization, and bundled under touches everything that affects the competitiveness of its strategy and in the continuity of performance.

It should be pointed out that the effectiveness of the organizational structure in the organization appear as a key factor in the continuity of the performance as a whole, where the collection of data and information, the organization processed inadvertently converted into meaningful information, and after it went according to their nature to users to be taken into account in the decision-making and strategy development. The organization can follow all movements and changes in the external environment, and thereby contributed to the achievement of an effective competitive performance.

CHAPTER THREE

RESEARCH METHODOLOGY

After the theoretical framework for the topic of the organizational structure as participation to improve the marketing performance of the organization, and both offer related concepts in the previous chapter, the foundation, and principles that have been identified in the set has subsided as one of the most important organizations located in the national territory, where it has always required to impose itself on the market so as to provide the highest quality and best service, this is under consideration and analysis.

3.1. Research Methodology

The study adapted descriptive method, a method in which marks scientific method properly, that attempts to describe and assess the effect of organizational structure in improving marketing performance, from the point of view of Galala group employees. For collecting the data, the study used two main data sources:

3.1.1. Secondary Data

Where the Researcher turned to address the theoretical framework, for study secondary sources, which are in the books, References relevant research, Previous studies on the subject and Reading on various internet sites.

3.1.2. Primary Data

To address the analytical aspects of the research topic researcher resorted to primary data through the questionnaire survey form as a key tool to study, since they are specifically designed for this purpose and distributed to employees in the organization under consideration.

3.2. The Study Population and Sample

Regarding the study population, all of the organization departments took included in the various Group departments.

3.2.1. A Brief Overview of Galala Group

The Galala group are the most important existing organizations on the national territory and strives to impose itself on the market as a result of the intensity of competition in order to provide the highest quality and best service, and to learn more about the organization will be communicated by highlighting the origins and evolution, with analysis its organizational structure.

3.2.2. The Origin and Definition of Galala Group

Galala group company, consist of private-sector companies, founded in 1970, the Group began its activity in sectors of industry, construction and civil engineering has established a number of industrial plants at different locations around Iraq for the production of building materials such as marble, limestone, and mosaic flooring. At the beginning of the 2000, Galala expanded its activities in the construction of power plants and substations, electro-mechanical business, design condominiums, commercial centers, residential units. As well as it expanded to intervene in the medical sector in terms of building hospitals and import of medicines and installing medical equipment and devices. And now the group one of the largest leading companies in Iraqi - Kurdistan Region (IKR) .

In addition to the foregoing, the GG now have partnerships with a number of leading local and foreign companies and to act as the commercial agent for several international companies are considered the pioneers of the company and professionally specialized in various fields and has qualified, long and broad history in the fields of competence. GG manages its activities through ten companies specializing in different areas of activity. The Galala groups of companies are looking forward to with partners who are committed to reliably to improve the areas of competence and access to the highest degree of the worm to build a prosperous future in the Kurdistan Region especially and Iraq generally.

3.2.3. The Nature of Activity Carried Out By the Organization and Functions

- We analysis and study of the local market situation from all aspects, in addition to being one of the oldest local companies that exist in Iraq.
- Our group serves all civilian areas, electrical, mechanical, electro-mechanical, information and communications technology, education and bioengineering and health care, which is unique in Iraq.
- Recruiting Iraqi qualified human resources, which represent the best workforce in terms of management and technical skills available in Iraq, in Iraq in line with business requirements and surge now in the Kurdistan Region of Iraq?
- Applied International Standardization Organization (ISO) in various projects for all activities of the group management, with innovative private company policy ways and developed according to the tireless calibrator.
- Our Group's regional branch in Oman Jordan has enabled us to support all branches of logistics and banking and training associates on most new systems that will develop our staff and the services they provide.
- Logistical and security support by our government in all areas offered by group companies has enabled us to progress at a steady stride forward.
- The possibility of our companies in marketing and disposal services to all provinces of the Kurdistan Region.

3.2.4. Galala Group' S Objectives and Organizational Structure

3.2.4.1. The Objectives of Galala Group

- The group seeking to maintain its international size and developed, and contribute to social growth.
- The achievement of cultural, social, and economic growth for the country through the provision of public services.
- Improve commercial activity and the level of services to gain more market share and improve the image of the organization.
- The introduction of modern technology, which guarantee security and safety for total satisfaction.

- Observing the boundless technological development that identifies the market.
- The group pursued under strong competition to ensure its maintain reputation.
- Profits and lasting development in general.

3.2.4.2. The Group's Organizational Structure

We can identify the organizational structure of the Galala group companies, as follows: It's a system that demonstrates the relationship between administrative units and functions within the organization Galala group to access the dominant goals that ensures harmony between human resources that includes (233) employees, and the company has the potential to provide additional staff under the requirements and the size of the project, which is intended implementation.

The organizational structure displays of the various functions and levels and various administrative relations as follows:

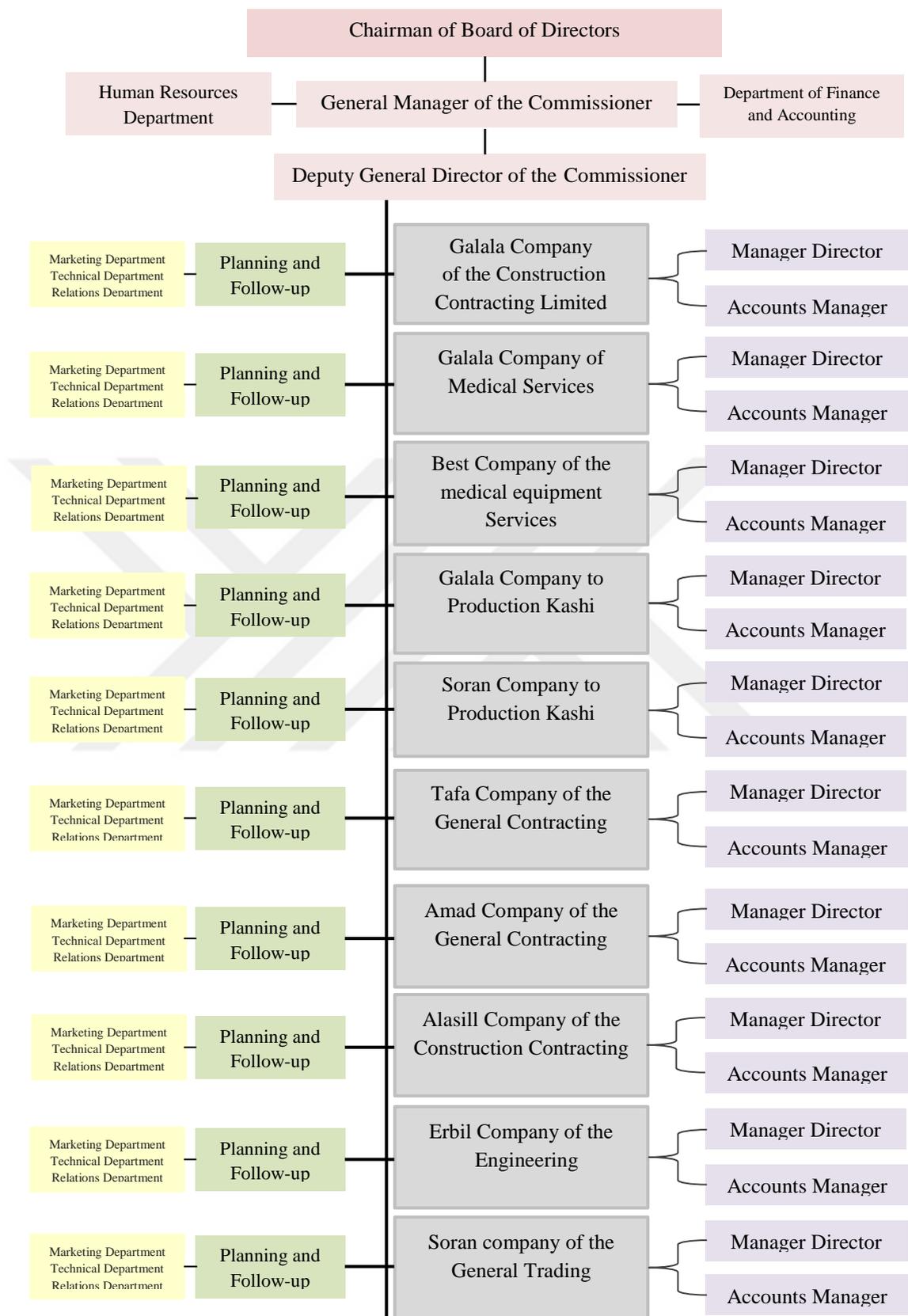


Figure 15: The organizational structure of the institution Galala

Source: Documents Foundation of Galala group, Data, 20/10/2016.

3.2.5. The Study Sample

The study sample consists of (105) employees from various levels of the organization, were distributed (120) questionnaire form, but it is regained (111) and the exclusion of the (6) of them for not answering all the questions contained in the questionnaire.

3.3. The Questionnaire's Validity and Reliability Test

3.3.1. The Study Questionnaire

The questionnaire has been prepared to investigate the effect of the organizational structure in improving marketing performance from the perspective of the Galala group employees, so the questionnaire included:

a) Personal and Functional Data

That private respondent's data such as Gender, Age, Academic level, years of experience, Job position.

b) Study Variables

Which is at the Level of Sections Indicating the use of the Organizational Structure, in Addition to the relation and effect of the Organizational Structure in the Marketing Performance of the Galala group?

3.3.2. The Validity and Reliability Test

Conscientiously the questionnaire validity intended to measure its questions and to make sure of the reliability we used:

a) The Arbitrator's Validity

The researcher has accessible questionnaire form on a group of arbitrators consisted of three professors with some proficiencies and we carried out the necessary deleted and modified in the light of the proposals made, thus emerged questionnaire finalized.

b) The Questionnaire Reliability

It is envisioned (internal consistency) so that each statement of the questionnaire forms reliable with the field to which it belong statement, and was relying on the Cronbach's alpha coefficient. In general, the reliability depends on the amount of the resulting correlation coefficient of statistical analysis, many researchers consider that the correlation coefficient 0.6 guarantor tendency toward reliability of the scale used.

Table 3: Results of Cronbach's alpha test to measure the stability of the form

Variables	Number of paragraphs	Cronbach's alpha value
Y1	03	0.786
Y2	03	0.824
Y3	03	0.90
Overall labs	09	0.902

- Cronbach's alpha coefficient for the level of adoption of the organizational structure, the above result (0.902) shows that there is acceptable internal consistency of items.

Table 4: Results of Cronbach's alpha test to measure the stability of the form

Variables	Number of paragraphs	Cronbach's alpha value
The level of adoption of the organizational structure	39	0.710

- The above result (0.710) shows that there is acceptable internal consistency of items.

3.3.3. Statistical Treatment

We unloaded and analysis of the questionnaire through statistical analysis program SPSS. As it was used the following statistical tests:

- Percentage, duplicates and SMA.
- Cronbach's alpha test to determine the stability of the vertebras of the questionnaire.

CHAPTER FOUR

DATA ANALYSIS AND HYPOTHESES TESTING

This section includes a full demonstration of a topic, and separately for the various findings of the study and statistical analysis and interpretation, through the performance review of respondents revealed their answers on all the paragraphs of the study scale, that concluded using necessary statistical techniques.

4.1. Data Related to Respondent's Characteristics

This study confined to certain respondent's demographic characteristics that could have an impact on different vision study sample of workers in Galala group, about the axes and the dimensions of the different study, examined, these characteristics are (gender, age, academic level, and years of experience and job position).

Through the general information contained in the first part of the questionnaire, we extract demographic and functional characteristics of the respondents, and then presented in the form of repetitions and percentages and then infer some indications and cryptograms on each side.

1. Gender: The following table shows the number of respondents according to gender.

Table 5: Distribution of study sample by gender

Variable	Group	Repetition	Percentage
Gender	Male	94	%89.8
	Female	11	%10.2
	Total	105	%100

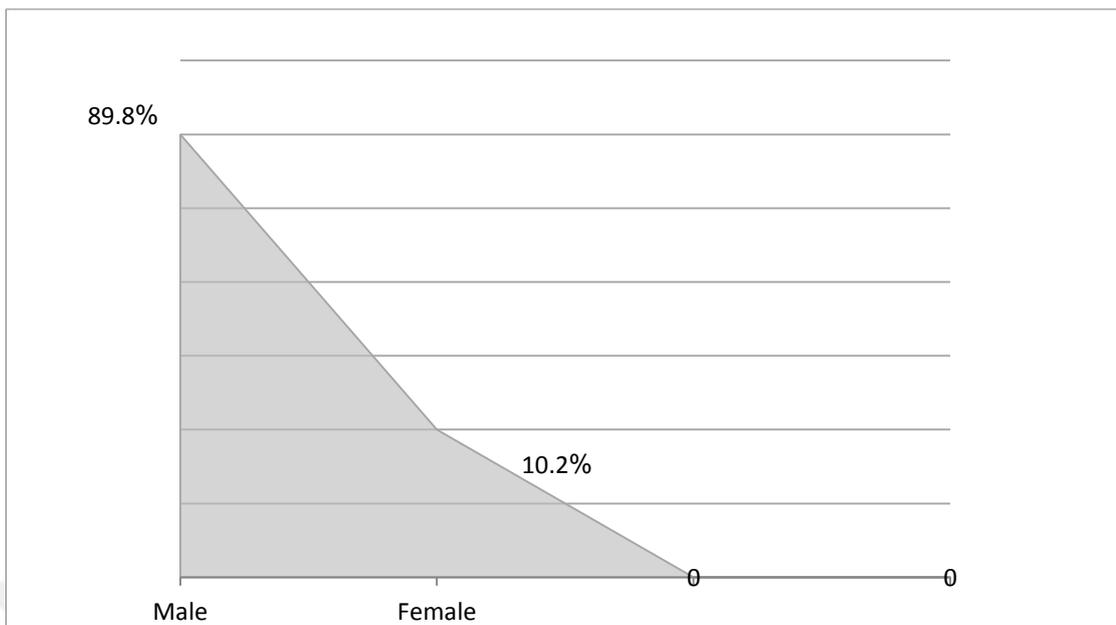


Figure 16: Distribution of respondents by sex variable

Analysis: As indicated in table and previous graph, that the majority of the study sample are male, reaching the 94 by 89.8%, and these percentages indicate that the organization employs both genders, which shows the beginning of changing cultural environment of the organizations in Kurdistan.

2. Age: The following table shows the number of respondents according to age variable.

Table 6: Distribution of study sample by age

Variable	Group	Repetition	Percentage
Age	Less than 30 years	15	% 14.38
	From 30 years to 39 years	51	%48.57
	Greater than 45 years	39	%37.15
	Total	105	%100

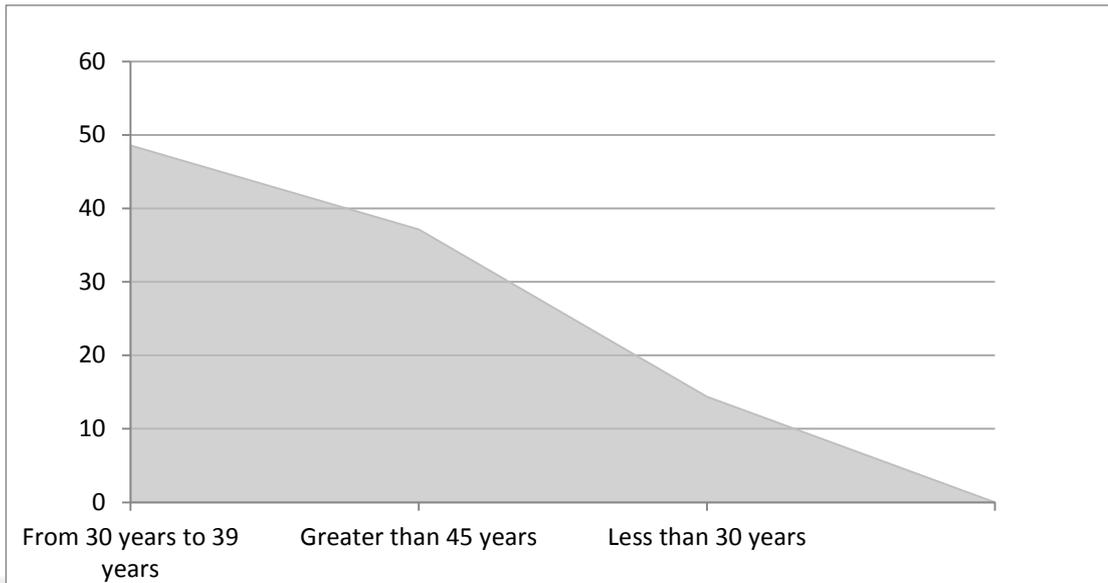


Figure 17: Distribution of respondents according to age variable

Analysis: As selected from the figure and previous table, that the study sample are distributed among the various age groups, with the majority of respondents aged between 30 and 39 years of 48.57%, and 37.15% of the biggest age of 40 years, then follow them aged less than 30 years Increased by 14.28%.

3. Academic Level: The following table shows the number of respondents, according to the variable of academic level

Table 7: Distribution of study sample by Education Level

Variable	Group	Repetition	Percentage
Academic Level	Diploma	42	%40
	College (BA)	54	%51.4
	Master's	9	%8.6
	PhD degree	0	%0
	Total	105	%100

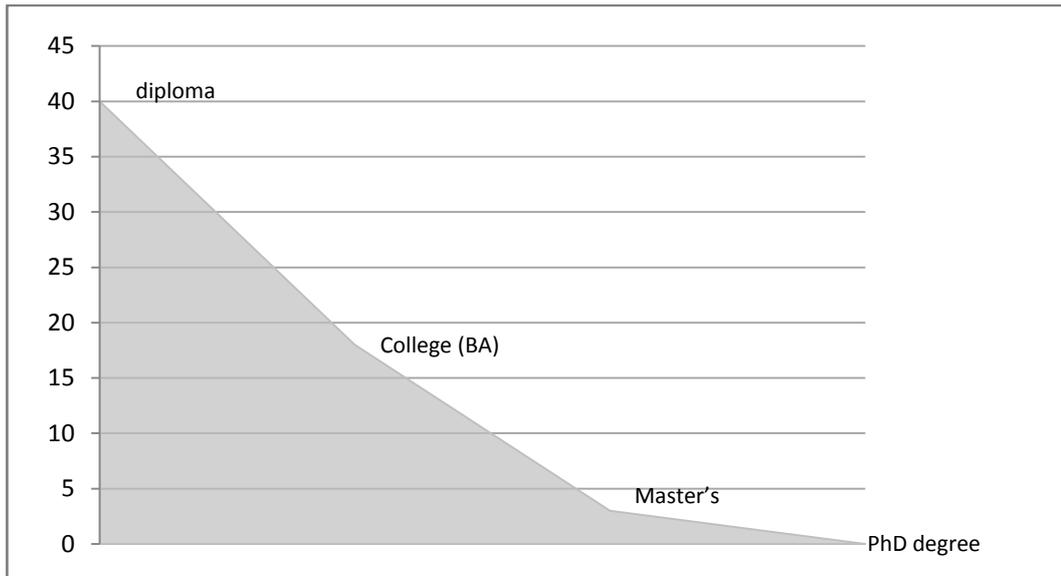


Figure 18: Distribution of respondents by educational qualification variable

Analysis: The respondents are divided into four different groups depend of their qualifications, and the majority of them are bachelor's degree holders, it can be said that, they increased %51.4 of the study samples. On the other hand, it followed by diploma category by %40. However the master's holders are increased the rate by 8.6%, also, we can be concluded that there is human capacity eligible.

4. Functional Class: The following table shows the number of respondents, according to the variable functional status.

Table 8: Distribution of study sample by functional status variable

Variable	Group	Repetition	Percentage
Functional Class	Director general	0	%0
	Head of the Department	39	%37.1
	Employee	66	%62.9
	Total	105	%100

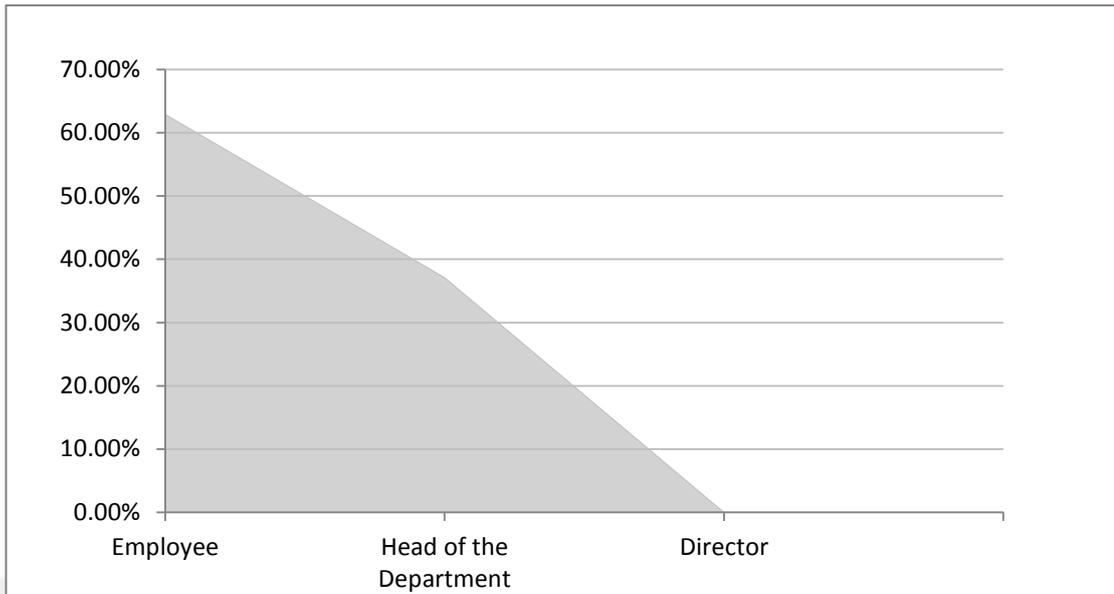


Figure 19: Distribution of study sample by functional status variable

Analysis: The analysis of the study sample shows that, the study distributes by the function of employees rank which is %62.90. And the other on is remains the sample of the heads of department's percentage of %37.1.

5. Experience Level (job position): The following table shows the number of respondents, according to the Experience Level variable.

Table 9: Distribution of study sample depending on experience level variable

Variable	Group	Repetition	Percentage
Experience Level	Less than 3 years	30	%28.5
	From 3 years to 5 years	9	%8.6
	More than 5 years	66	%62.9
	Total	105	%100

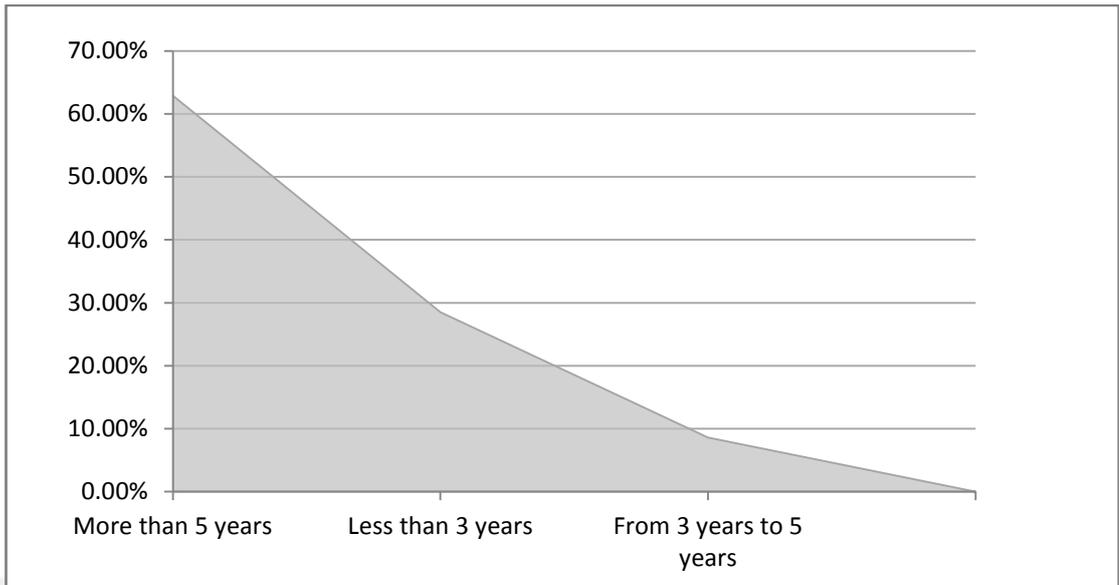


Figure 20: Distribution of study sample depending on experience level variable

Analysis: Regarding to the table and graph former, it is obvious that, 63% have professional experience that exceeds 5 years, which is considered for monitoring cognitive and professional institution, must be exploited by the retirement of bearers and efforts in order to share this balance with the energies future of the institution, while the proportion of 28% less experience for three years, Alternatively, the 9% percentage are ranging between 3 to 5 years depend on their experience.

4.2. The Level of Use of the Organizational Structure

Phrase 1: Does the institution adopt the concept of the organizational structure?

Table 10: The level of the enterprise adoption to the concept of the organizational structure

	Duplicates	Percentage
Yes	105	% 100
No	0	% 0
Total	105	% 100

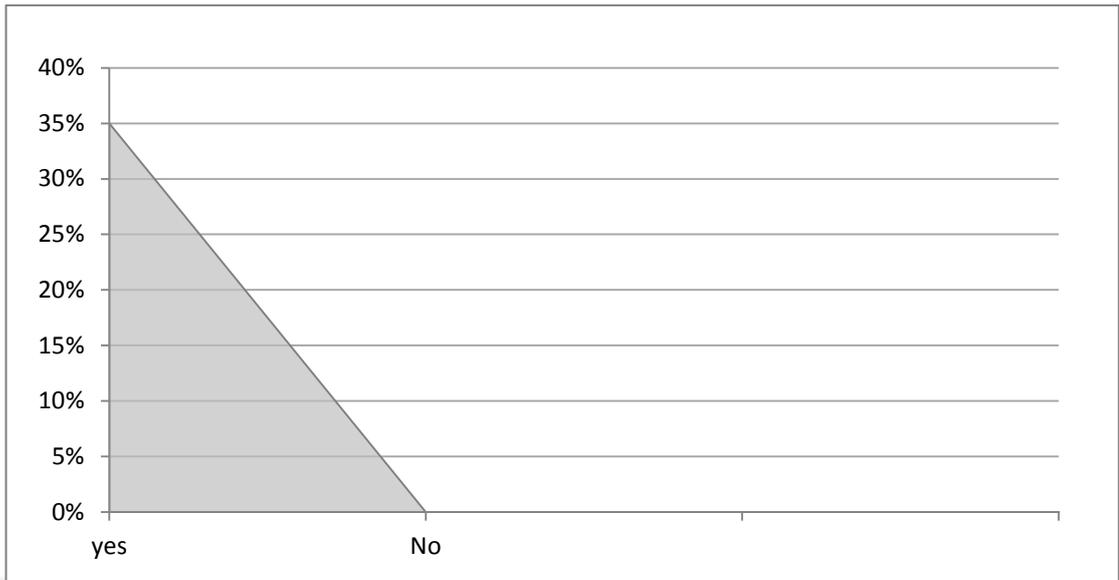


Figure 21: The level of the enterprise adoption to the concept of OS

Analysis: Table and former figure shows that the ratio of 100% means that all respondents believe that the organization adopts the concept of the organizational structure and this is evidence that the organization is working in accordance with new developments.

Phrase 2: Does organizational structure assist in clarifying the tasks in the organization?

Table 11: The level of assistance the organizational structure to clarify the tasks in the organization

	Duplicates	Percentage
Yes	105	%100
No	0	%0
Total	105	%100

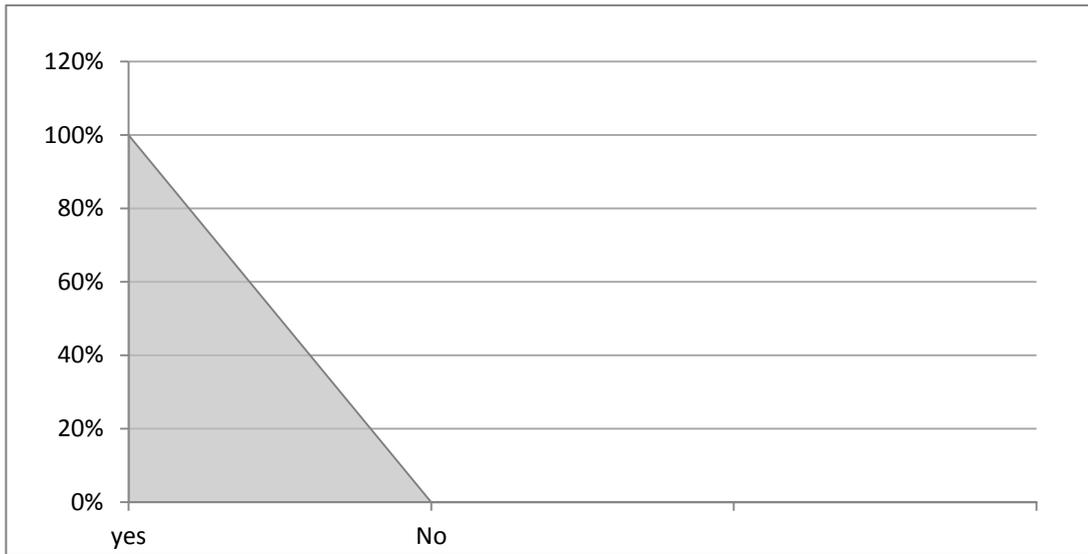


Figure 22: The level of assistance the OS to clarify the tasks in the organization

Analysis: Table shows that 100% believe that the organizational structure describes the functions of the institution and an indication of the use of the organizational structure in the organization.

Phrase 3: Does the organizational structure is compatible with the overall objectives of the organization?

Table 12: The level of compatibility between the organizational structure and the overall objectives of the Foundation level

	Duplicates	Percentage
Yes	105	% 100
No	0	%0
Total	105	% 100

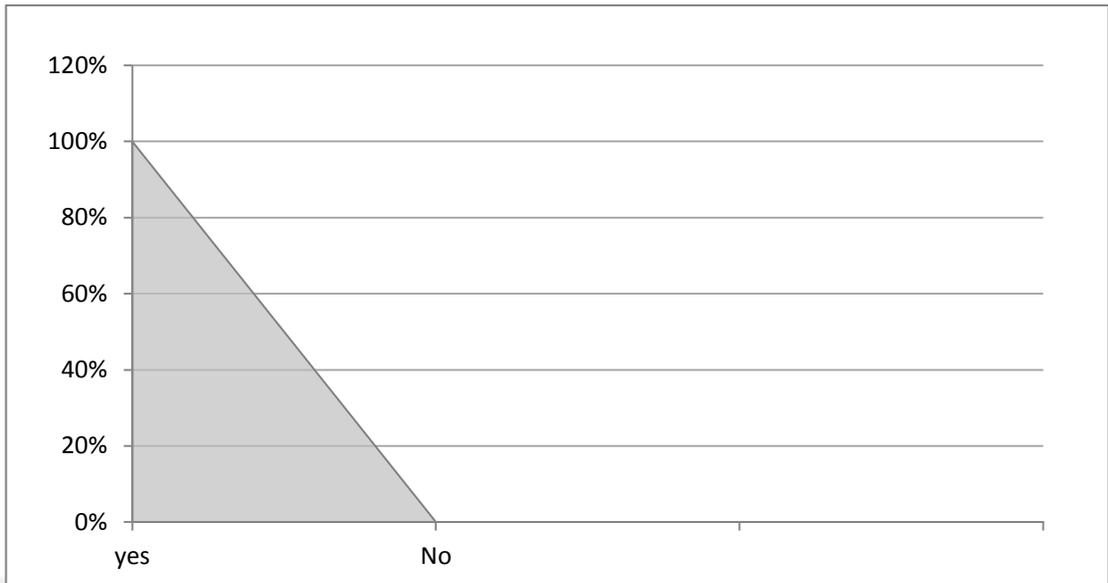


Figure 23: The level of compatibility between the organizational structure and the overall objectives of the Foundation level.

Analysis: Table No. 12 and the previous figure shows that each study sample that the percentage of 100% believe that there is an agreement between the organizational structure and the overall goals of the institution, which indicates that the institution seeks to achieve its objectives.

Phrase 4: Does the organizational structure assist in fulfilling the tasks and quality of work quickly?

Table 13: The Level of Assistance the Organizational Structure to Fulfilling the Speed and Quality of Work.

	Duplicates	Percentage
Yes	90	%85.7
No	15	%14.3
Total	105	%100

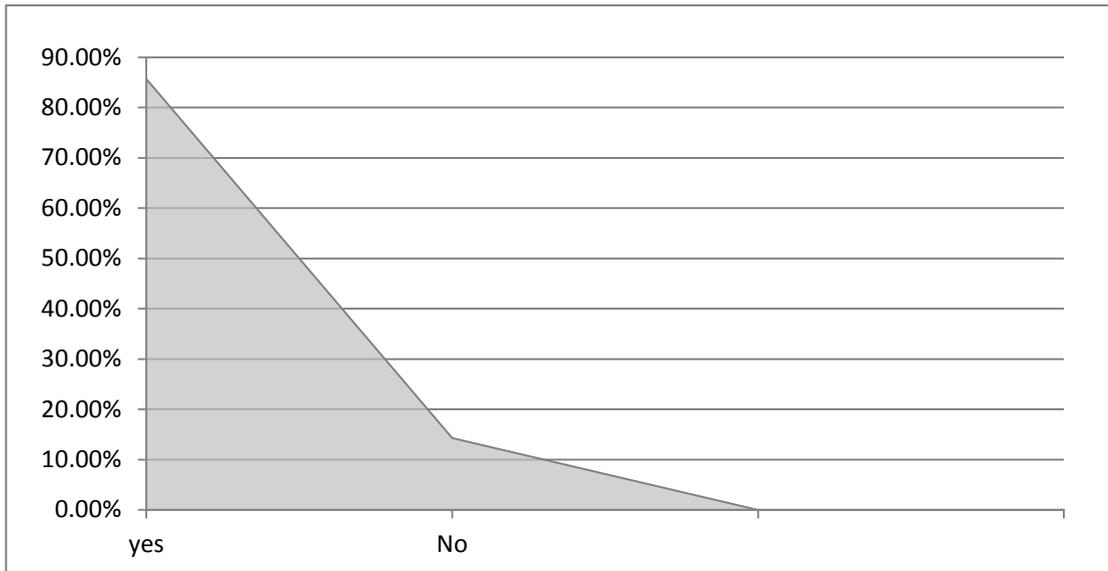


Figure 24: The level of assistance the OS to fulfilling the speed and quality of work

Analysis: It is clear from the previous and table and shape, that ratio was 85.7% believe that the organizational structure helps to speed to achieve and quality of work and the rest is not aware of the existence of such a comparison.

Phrase 5: Does your organization operate in a competitive environment: Variable and turbulent, variable and relatively turbulent, stable?

Table 14: Positioning of the enterprise perimeter.

	Duplicates	Percentage
Variable And Turbulent	9	%8.6
Variable And Relatively Turbulent	24	%22.6
Stable	72	%68.6
Total	105	%100

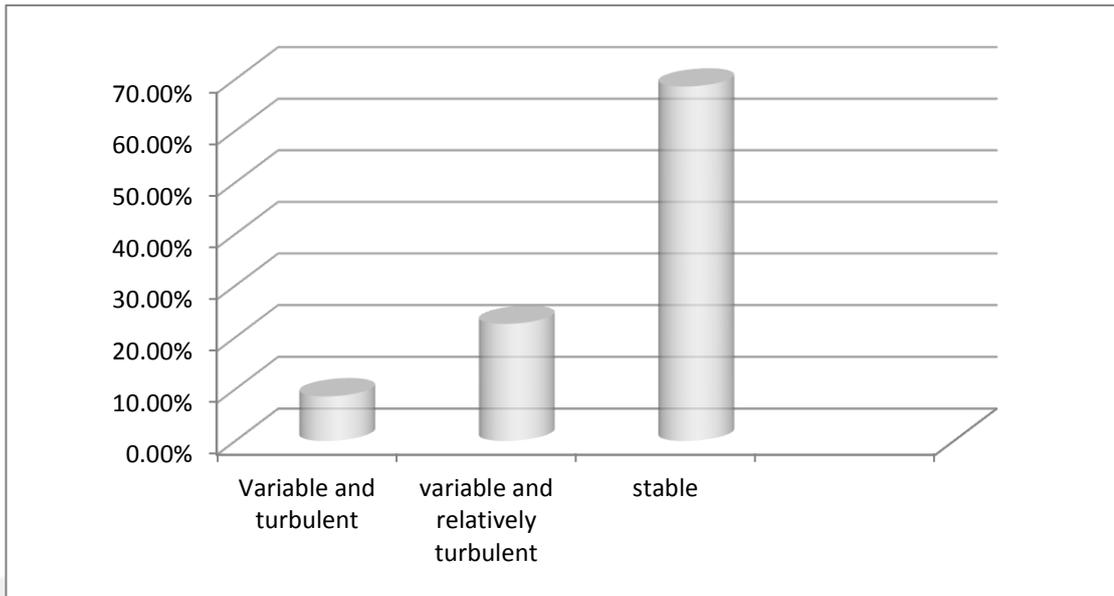


Figure 25: Graphic columns of the status of the enterprise perimeter

Analysis: we notice from previous table and graph that the proportion of 8.6% believe that the organization operates in a changed competitive and turbulent environment, and the percentage of 22.9% believe that the competitive environment of the institution is relatively changeable and turbulent, but the majority of respondents, and by 68.6% believe that the organization operates in a competitive stable environment, and in general it can be said that the organization is active in a stable environment and are therefore it's a monopolist of the market.

Phrase 6: Does strategic decisions affected by external changes degree: large, medium and weak?

Table 15: The vulnerability of strategic decisions foreign changes

Vulnerability	Yes	%	No	%	Total	Total %
Large	48	%45.7	57	%54.3	105	%100
Medium	54	%51.4	51	%48.6	105	%100
Weak	9	%8.6	96	%910.4	105	%100

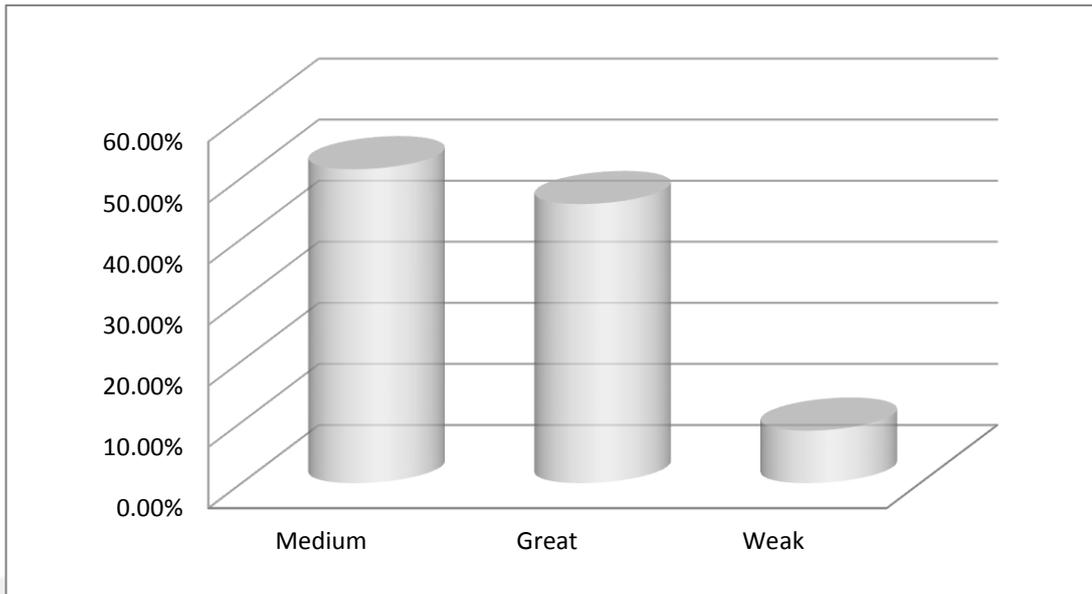


Figure 26: Graphic columns represent the degree of influence strategic decisions

Analysis: The table and graph shows that the former accounted for 45.7% believe that the strategic decisions are greatly affected by the external changes, and for 51.4% see it as moderately affected, while a rate of 8.6% that strategic decisions are affected by a weak degree, and This index shows that the external variables are affecting the strategic decisions of the institution.

Phrase 7: Does the current organizational structure of the organization needs amendment to increase the speed at work and to monitor the external environment?

Table 16: The purpose of the organization needs to change in the organizational structure.

	Yes	%	No	%	Total	Total %
Do you needs the current organizational structure to Modification	60	%53	45	%47	105	%100

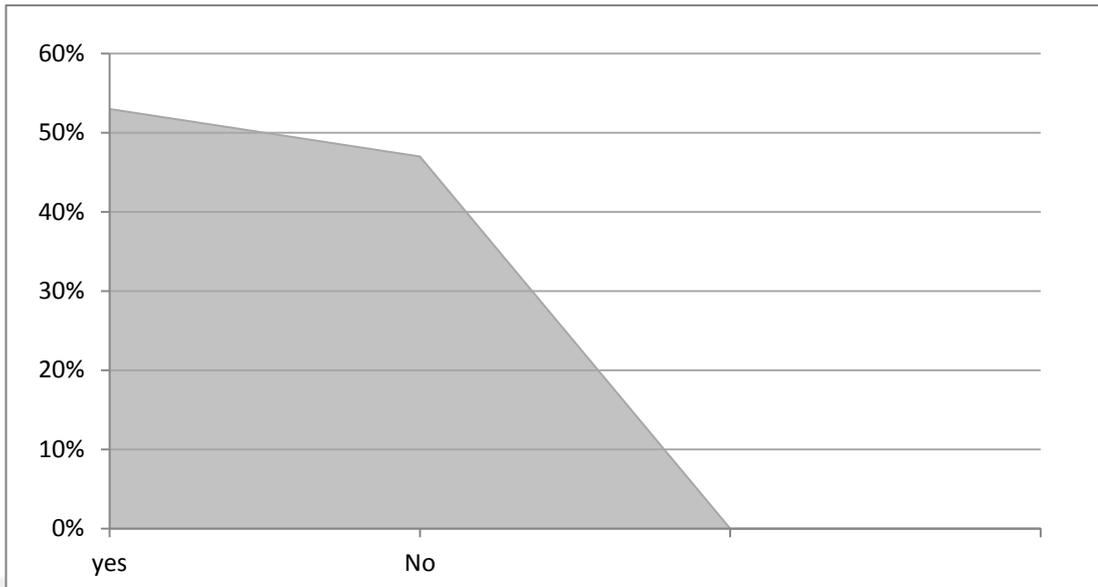


Figure 27: The level showing the purpose of the needs of amendment of the OS.

Analysis: It is clear from the table and graph that respondents with percentage of 53% believe that the institution needs to be revised in the organizational structure to increase the speed at work, and this shows that the institution is following the organizational structure constantly, external changes, competition and developments.

Phrase 8: Which Department is responsible for the organizational structure?

Table 17: Section in charge of the organizational structure

Department	Yes	%	No	%	Total	Total %
Higher management	90	%85.7	15	%14.3	105	%100
Marketing department	12	%11.4	93	%88.6	105	%100
Public relations section	9	%8.6	96	%91.4	105	%100

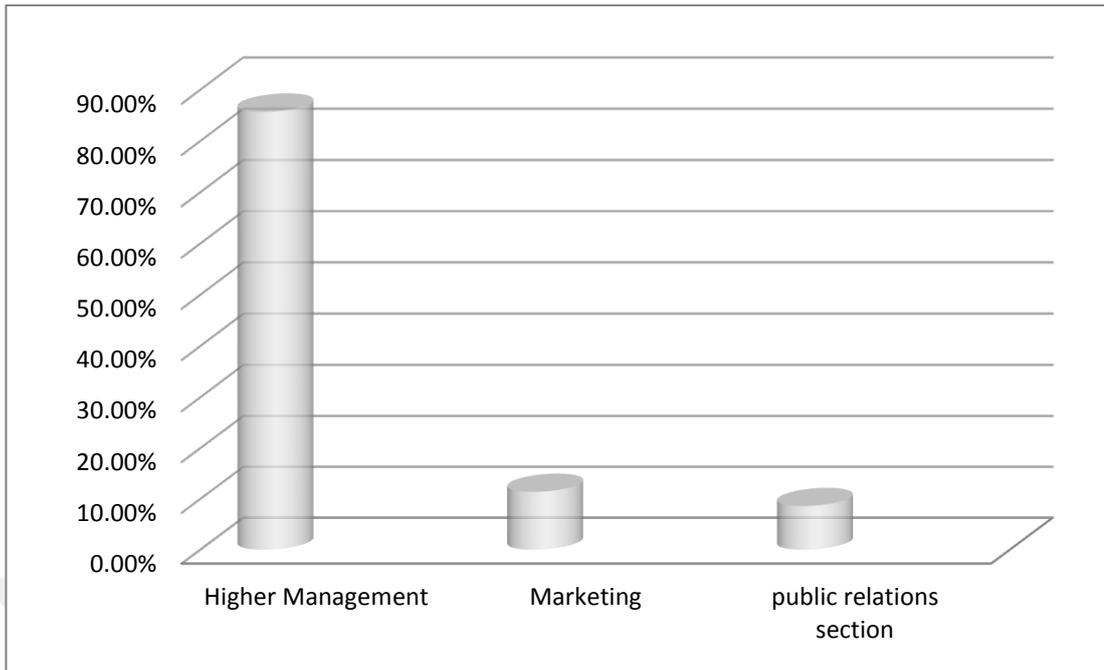


Figure 28: Graphic columns representing the department responsible for the OS

Analysis: It is obvious that the percentage of 85.7% believe that the General Administration is responsible for doing the organizational structure, and the rate of 11.4% believe that the marketing department is responsible, while the rate of 8.6% believe that the Department of Foreign Relations is responsible for it, so the organizational structure are in different sections and is based in a large degree of public administration.

Phrase 9: Does the organizational structure is the process that all employees participate in it?

Table 18: Participants in the process of organizational structure

	Yes	%	No	%	Total	% Total
The organizational structure is the process participate all personnel in the organization	54	%51.4	51	%48.6	105	%100

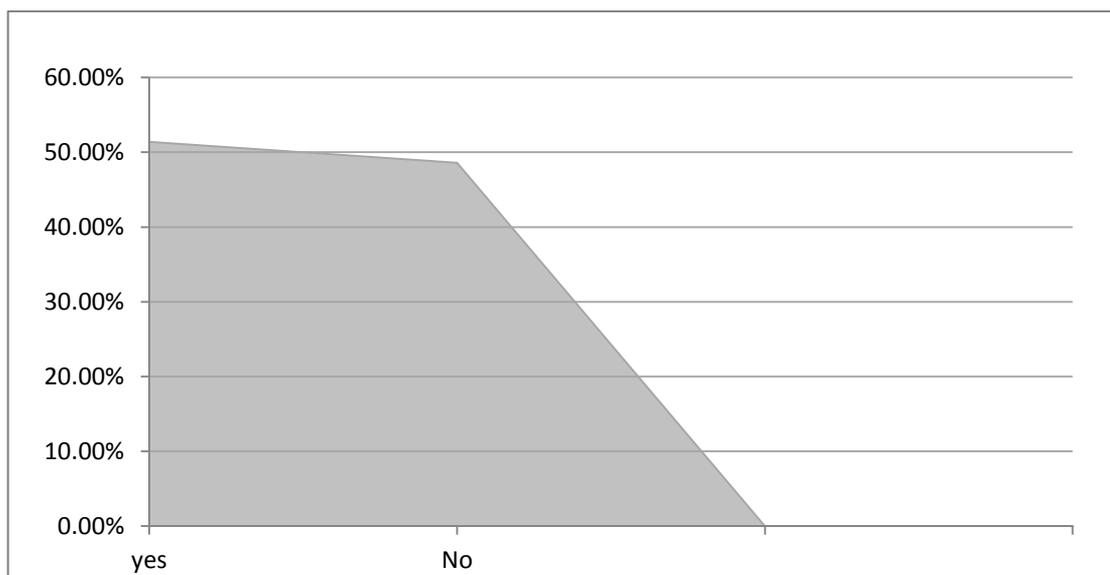


Figure 29: The level represents participants in the process of OS

Analysis: It is seen from the table, and the previous graph, that rate 51.4% of respondents believe that the organizational structure is the process that all the personnel in the organization participate in it, which shows the importance for the latter.

Phrase 10: When and how changes are implementing on the organizational structure of the organization?

Table 19: When and how are changes in the organizational structure of the institution?

Information on when and how changes in the organizational structure	Yes	%	No	%	Total	%Total
A change in the size of the institution	27	%25.7	78	%74.3	105	%100
Market changes	66	%62.9	39	%37.1	105	%100
A change in the geographical location	18	%17.1	87	%82.9	105	%100
Changes in the organization's strategy	45	%42.9	60	%57.1	105	%100
Technological changes	78	%74.3	27	%25.7	105	%100
Legal changes	27	%25.7	78	%74.3	105	%100
Other	33	%31.4	72	%68.6	105	%100

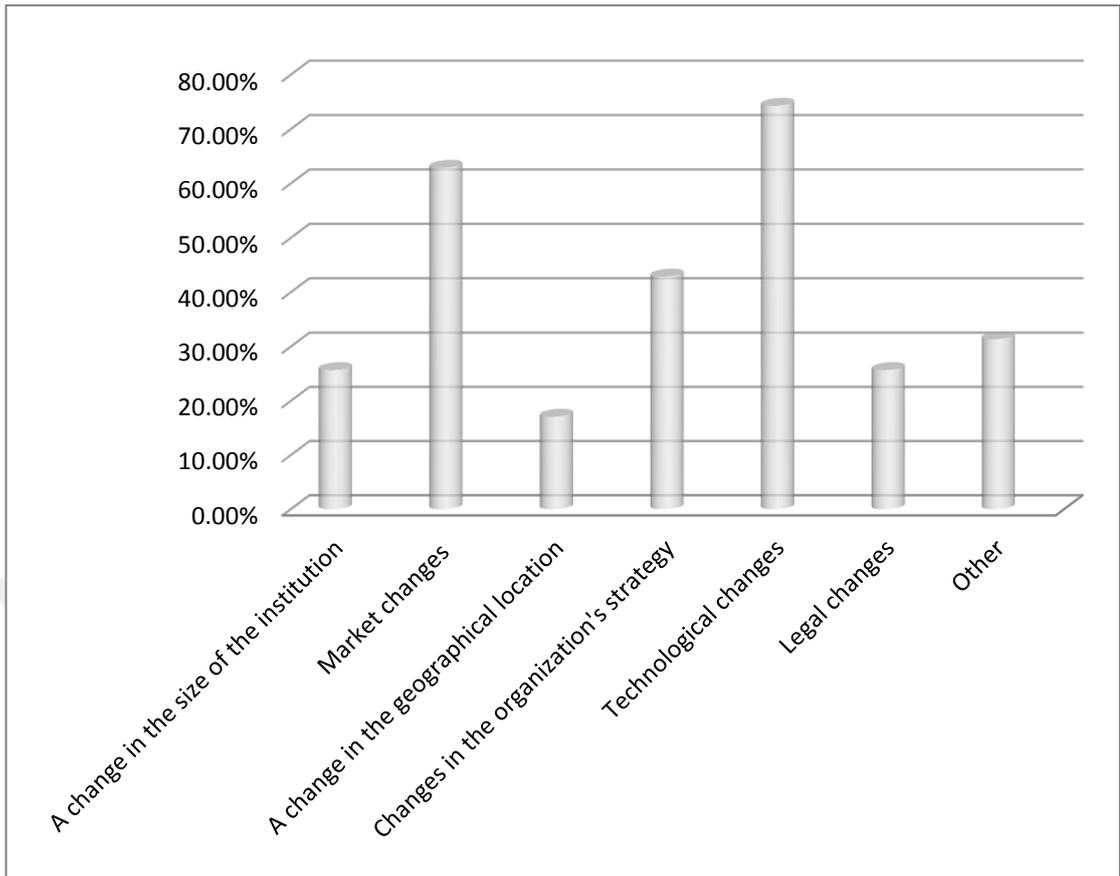


Figure 30: Graphic columns represent when and how changes in the OS.

Analysis: The previous table and graph demonstrates that, the rate %25.7 believe that in the case of changes in the size of the organization better to change in the structure as well, the rate of %62.9 see if the market changes, and the rate of %17.1 believe in the case of changes in the geographical location, The rest of the sample is divided their views of strategic changes, technological changes, legal changes, so rates %42.9, %74.3, %25.7 respectively, What accounted for 31.4% argue that in the case of other changes, so this shows that the organization cares great importance to technological changes and market changes, since they operate in a competitive environment is stable.

Phrase 11: Who is reviewing and analyzing the organizational structure of the organization?

Table 20: Responsible for study and analysis of the organizational structure

From studying and analyzing the OS of the institution?	Yes	%	No	%	Total	% Total
Experts	36	%34.3	69	%65.7	105	%100
Committees specialized in this task	57	%54.3	48	%45.7	105	%100
Managers	33	%31.4	72	%68.6	105	%100

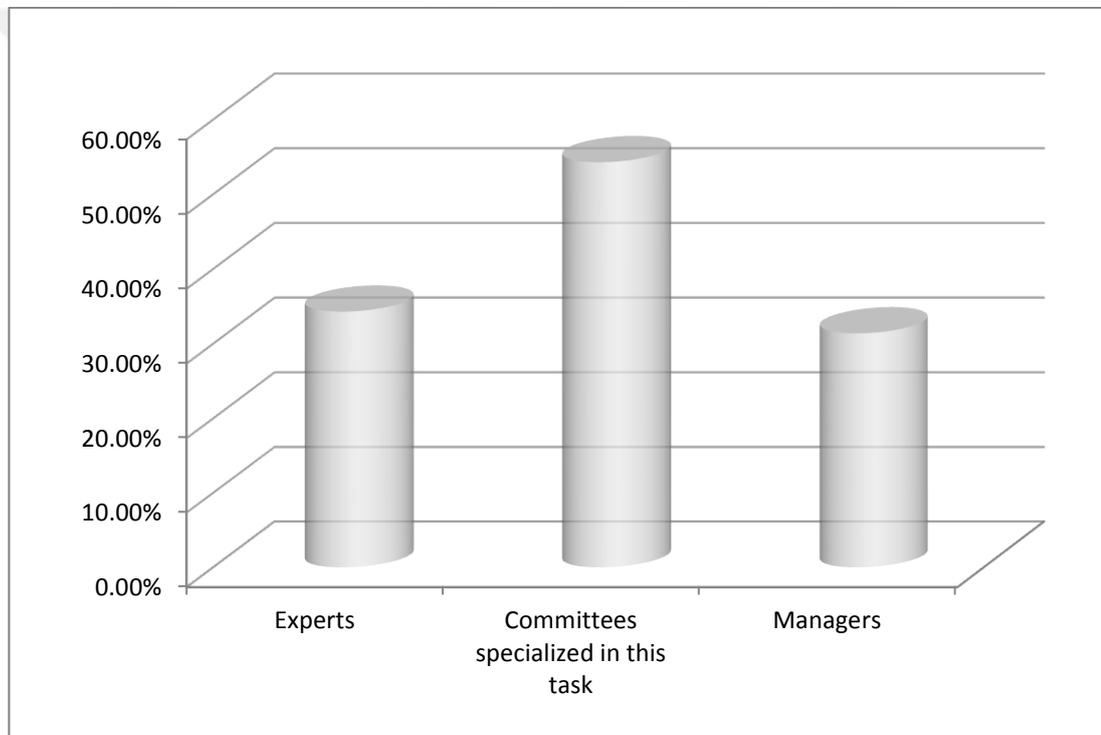


Figure 31: Graphic columns represent responsible for studying and analyzing OS Information

Analysis: note that accounted 34.3% believes that the experts who are responsible for a study and analysis of the organizational structure, and accounted 54.3% believe that the latter carried out by specialized committees for this task, but accounted 31.4% argue that managers are responsible for it.

The phrase 12: What are the sources of information used by the organization to implement the organizational structure?

Table 23: Sources of Enterprise Information

Sources of information used by the institution	Yes	%	No	%	Total	Total %
World wide web	99	%94.3	6	%5.7	105	%100
Official Gazette	54	%51.4	51	%48.6	105	%100
Specialized magazines	66	%62.9	39	%37.1	105	%100
Economic and financial news	39	%37.1	66	%62.9	105	%100
The books	90	%85.7	15	%14.3	105	%100
Forums and conferences	51	%48.6	54	%51.4	105	%100
Customers, suppliers and competitors	51	%48.6	54	%51.4	105	%100

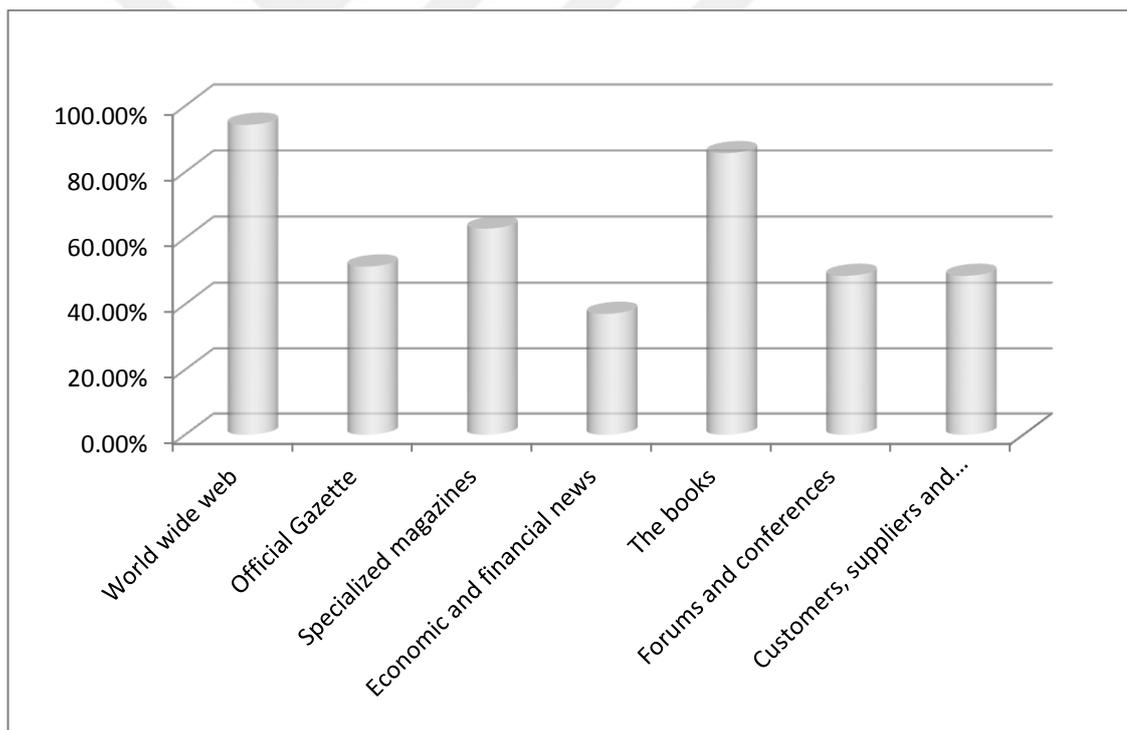


Figure 32: Graphic columns represent sources of enterprise information

Analysis: The previous table and graph shows that the ratio% 94.3 believe that the sources of information used by the institution is the Internet, and the ratio% 51.4 believe that the institution uses the Official newspaper, while the rest of the study sample see that the sources of enterprise information is the economic journals, economic and financial news , books, forums and conferences, customers, suppliers, competitors, and that rates of 62.9%, 37.1%, 85.7%, 48.6%, 48.6% respectively, so the organization relies on the internet significantly in order to obtain information.

The phrase 13: The Organization uses the Internet services for the following purposes (More than on answer can be chosen)?

Table 24: The purpose of online services

Organization uses the Internet services purposes?	Yes	%	No	%	Total	Total %
File sharing	90	%85.7	15	%14.3	105	%100
Find information on competitors and markets	45	%42.9	60	%57.1	105	%100
The provision of services to customers	81	%77.1	24	%22.9	105	%100
Internal communications and external	75	%71.4	30	%28.5	105	%100
Showing services of the institution	72	%68.6	33	%31.4	105	%100
Providing prices and various offers	66	%62.9	39	%37.1	105	%100
Promotion of Enterprise Services	75	%71.4	30	%28.6	105	%100

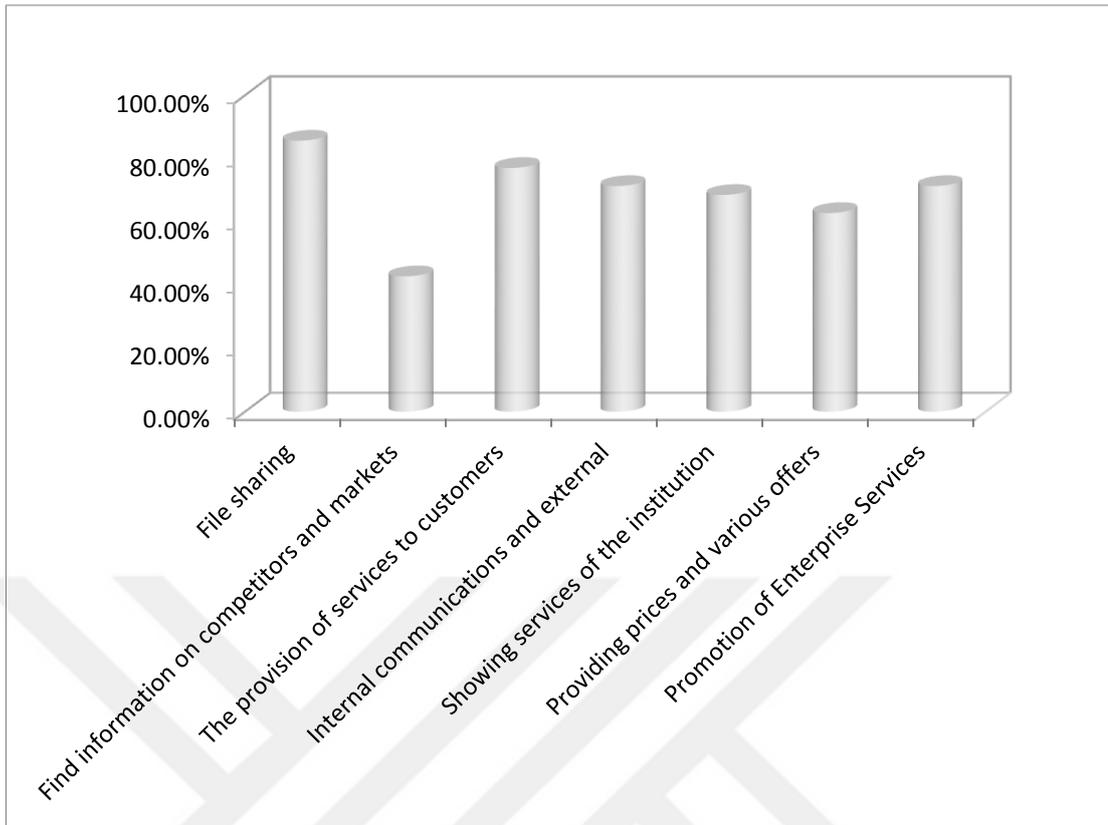


Figure 33: Graphic columns represent the purpose of the online services

Analysis: we see from the previous table and graph that the ratio% 85.7 believe that the organization uses the Internet services for the purpose of sharing files, and the ratio of % 42.9 believe that the purpose of searching for information related to Competitors markets, the proportion of %77.1 the purpose of providing services to customers, and the proportion of 71.4% believe that these services for the purpose of internal communications and external, and the rest of the study sample see that the services in order to offer enterprise services, providing prices and various offers, as well as promote the services of the institution and that rates% 68.6 ,% 62.9 ,% 71.4 respectively, it can be said that the purpose of the Internet is to share files significantly in addition to providing services to customers.

Table 21: Analysis of the results of the organizational structure and its relationship with the marketing performance of the institution

N	Positive measure	Not totally agree		Not agree		Neutral		Agree		Totally agree		Total duplicates	Total percentages%
	The content of paragraphs	Repetition	%	Repetition	%	Repetition	%	Repetition	%	Repetition	%		
A	Market share												
1	(OS) helps the organization to improve its market share compared to competitors through selling the service to new customers in the same sectors serviced.	12	11.4	0	0	12	11.4	63	60	18	17.1	105	100
2	(OS) supports the organization by increasing sales volume and thereby increases market share.	3	2.9	3	2.9	9	8.8	63	60	27	25.7	105	100
3	(OS) helps the organization to serve the new market segments.	3	2.9	0	0	18	17.1	69	65.7	15	14.3	105	100
The average		18	4	3	19	39	18	195	38.5	60	20.5		
B	Profitability												
4	Helped the (OS) of the institution to meet the needs of customers better than competitors.	3	2.9	6	5.7	12	11.4	60	57.1	24	22.9	105	100
5	The (OS) supports the expansion of opportunities and more lasting future growth.	3	2.9	0	0	9	8.6	69	65.7	24	22.9	105	100
6	(OS) helps to find a balance between its benefit and customers?	3	2.9	3	2.9	21	20	63	60	15	14.3	105	100
The average		9	2	9	21.5	42	18.5	192	37	63	21		
C	Brand strength												
7	The Group's (OS) helps to obtain customer confidence towards purchasing decision.	3	2.9	0	0	12	11.4	69	65.7	21	20	105	100
8	The Group's (OS) supports the organization to protect its properties against any imitation.	6	5.7	9	8.6	12	11.4	69	65.7	9	8.6	105	100
9	(OS) allows targeting specific market segments.	6	5.7	0	0	27	25.7	63	60	9	8.6	105	100
The average		15	3	9	21.5	51	19.5	201	39	39	17		

First: Analysis of Market Share Dimension

Phrase 1:

Note from the table that the majority of respondents agree with this statement, that the organizational structure will help the organization to improve its market share through increasing of selling service to customers renewed at the same underserved sectors, reaching approval ratio (Agreed and Totally agree) 77.1% and this is equivalent to 81 individual respondents, while rejecters (not agree and not totally agree) completely to this phrase was accounted for 11.4%, or 12 out of 105 members of the respondents , the neutrals ratio was 11.4%.

Phrase 2:

It is Clear to us through the table that most of the respondents agree with this statement, and this proportion 85.7% which is equivalent to 90 individuals of the sample, while rejecter's ratio estimated at 5.8% which is equivalent to six individuals of the sample, the neutrals for this phrase estimated nine members, and this it accounted 8.8% of the sample.

Phrase 3:

Most of the answers respondents were in one direction which is approved, as the number of individuals who believe that the organizational structure will help the organization to new market sectors of the service which is the proportion 80%, and there is a small percentage of opponents stood 2.9%, while the proportion 17.1% reflect the neutrals It is also a small proportion of the number of members does not exceed 18 members.

Second: Profitability Analysis Dimension

Phrase.4:

The table shows that there is considerable category of individuals believe that the organizational structure will help the institution to meet the needs of customers better than competitors in terms approved 80% corresponds to 84 per capita ratio was estimated, and the proportion of opponents 8.6% which is equivalent to nine member, also note that there are ratio 11.4% of respondents neutrals.

Phrase 5:

Most of the respondents Agreed in their answers and this is clear through the table, where the approval of the organizational structure supported with the Foundation to expand opportunities, in growth and the future, 88.6% or 93 individual sample ratio was estimated, and the proportion of Rejecters of the phrase is 2.9%, Where the neutrals are only nine represented the proportion of 8.6% of the sample size.

Phrase 6:

Most of the study sample agrees that the organizational structure will help the organization to find a balance between the interests and the client's interest, with a rate of 74.3%, which is equivalent to 78 per person, while the rejecters of this idea did not exceed their proportion 5.8%, as there are 21 members of any proportion 20% were neutral about the idea.

Third: Analysis Brand Strength Dimension**Phrase 7:**

We note that there is a convergence in the answers respondents attributed about this phrase, where approver's ratio was estimated at 85.7%, and equivalent to 90 per person, and the rate was 2.9% of the exhibitors of the phrase, as there proportion not biased opinion to a certain point of 11.4% equivalent 12 members of the study sample.

Phrase 8:

It is evident from the table that the percentage of individuals Agreed on this phrase was the largest proportion, accounting for 74.3% of the study sample, equivalent to 78 per capita, and the percentage of rejecters 14.3%, which represents Answers of 5 members', and the rate of 11.4% was neutral about this idea.

Phrase 9:

Most respondents agree that the organizational structure allows the organization to target the display on the private sectors of the market, with a rate of% 68.6 and this figure represents 72 member of the sample, on the contrary, it was a small rejecters did not exceed 5.7%, as we find that the ratio% 25.7 were from neutral to the idea.

4.3. Description of the Study Variables

The persistence of initial statistical indicators is knowing the trends of respondents answer on variables that have been adopted, and I've been calculating Means and standard deviations for each dimension separately so that included every dimension of all the variables and rank per-dimensional and statement under them, are as follows:

Table 22: Description and evaluation of the impact of organizational structure on marketing performance

N	The content of paragraphs	Statistical Indicators		Order paragraphs by the degree of importance
		Arithmetic mean	Standard deviation	
First	Market share	3.87	0.775	The second
1	Organizational structure helps the organization to improve its market share compared to competitors through selling the service to new customers in the same sectors serviced.	3.71	1.126	03
2	Organizational structure supports the organization by increasing sales volume and thereby increases market share.	4.03	0.857	01
3	Organizational structure helps the organization to serve the new market segments.	3.89	0.758	02
Second	Profitability	3.93	0.729	The first
4	Helped the organizational structure of the institution to meet the needs of customers better than competitors.	3.91	0.919	02
5	The organizational structure supports the expansion of opportunities and more lasting future growth.	4.06	0.765	01
6	Organizational structure helps to find a balance between its benefit and customers?	3.80	3.883	03
Thirdly	Brand strength	3.76	0.798	The third
7	The Group's organizational structure helps to obtain customer confidence towards purchasing decision.	4.00	0.767	03
8	The Group's organizational structure supports the organization to protect its properties against any imitation.	3.63	0.973	01
9	Organizational structure allows targeting specific market segments.	3.66	0.873	02

The First Dimension: Market Share

The results in the table shows that the mean of the dimension of market share amounted to 3.87 and calibrated deviation of 0.77; it is also shows that, the organizational structure of the relationship dimension of market share was acceptable. It is ranked third in terms of importance, and it shows that the study sample had acceptable understanding of the term of organizational structure, so the latter institution helping to improve market share compared with other competitors.

The Second Dimension: Profitability

Through the table it is clear that the mean of this dimension was 3.93 and standard deviation of 0.729 , can be seen from this that the dimension of profitability is clear for members of the study sample and this degree is acceptable. And it has ranked first in terms of importance, and suggests that the organizational structure contribute to improve profitability by meeting the needs of customers better than competitors, and increase opportunities and achieve a balance between the institution's interest and the interest of the customer.

The Third Dimension: Brand Strength

We notice from the results in the table, that the mean of the dimension of the power of the commercial relationship amounted to 3.76 standard deviation of 0.798, and it turns out that this dimension is clear for members of the sample and the average degree above it. And it is ranked third in terms of importance, and suggests that the organizational structure will help the organization to get the trust of customers and the protection of its product against any imitation and targeting display on the private sectors of the market.

4.4. Hypotheses Testing

For testing research hypothesis the research has used SPSS program, used the following statistical tests:

- The QUARTILE test. Distribution of the number of enterprises surveyed by the degree of dependence on the organizational structure.
- Chi-Square test, to scrutinize the availability of relation and effect between variables.
- ANOVA test (F - Test), to test the effect of organizational structure on marketing performance.
- T - Tests

First Hypothesis

The research used Chi-Square test measuring to investigate the first main hypothesis which indicated that H0: "There is no relationship between the organizational structure dimensions and marketing performance in general".

Table 25: Shown below the relationship between the organizational structure and marketing performance.

Chi-Square Test					
Items	Frequency	df	X2c	X2t	Significance
Not totally agree	39	4	10.430	9.980	Sig.
Not agree	27				
Neutral	15				
Agree	21				
Totally agree	3				
P < 0.05	105				

Table (25) display that the variable X2c is greater than X2t for instance: $X_{2c} > X_{2t}$ ($10.430 > 9.980$) at level of Significance = (0.05). In that case, H0 the null hypothesis rejected which suggested that "There is no relationship between the organizational structure dimensions and marketing performance in general", instead the alternative hypothesis supported "There is a statistically significant relationship

between the organizational structure dimensions and marketing performance in general".

Based on the endorsement of the organizational structure within the studied sample levels, it has been rated answers respondents according to three groups using the QUARTILE test and in the following manner:

- The degree of High Adoption: > 56.41 veille
- The degree of adoption of medium: $43.59 \leq \text{veille} < 56.41$
- The degree of Adopting low: $\text{veille} \leq 43.59$

Table 26: Distribution of the number of enterprises surveyed by the degree of dependence on the organizational structure

QUARTILE Test		
The level of dependence	Repetition	Ratio
Low	36	%34
Medium	45	%43
High	24	%23

Table (26) indicated that the null hypothesis Accept and thus recognize the adoption of the institution under study, on a set of applications that help them in the process structure.

Second Hypothesis

The research used Chi-Square test measuring and F-test to investigate the second main hypothesis which indicated that H0: "The organization structure of the organizational do not effect on marketing performance".

Table 27: Chi-Square test measuring the effect of the OS on MP

Chi-Square Test					
Items	Frequency	df	X2c	X2t	Significance
Not totally agree	42	4	11.110	10.560	Sig.
Not agree	30				
Neutral	12				
Agree	18				
Totally agree	3				
P < 0.05	105				

The table (27) shows that the variable X2c again is greater than X2t for instance: $X_{2c} > X_{2t}$ ($11.110 > 10.560$) at level of Significance = (0.05). In that case, H0 the null hypothesis rejected which suggested that "The organization structure of the organizational do not effect on marketing performance", instead the alternative hypothesis supported "The organization structure of the organizational effect on marketing performance dimensions" is to be supported.

As well as the regression analysis has been extracted to assess how the independent variable organization structure totally effects on dependent variable marketing performance. To this end, the research estimated both of F-test (ANOVA) and T-test analysis used to estimate the extent of effect of organization structure on marketing performance, by using software of SPSS program.

Table 28: Determine the relationship between the variables of the study

ANOVA Test					
	Sun of Squares	df	Mean Square	F	Sig.
Between Groups	,618	9	,309	11.697	0.04
Within Groups	14,189	96	,443		
Total	14,807	105			

The ANOVA test showed which according the F value is (11.697) and Significance is (0.04) < p-value (0.005). This result reveals that the null hypothesis "The organization structure of the organizational do not effect on marketing performance" there is effect of rejected and is unlikely to be true, therefore the alterative hypothesis "The organization structure of the organizational effect on marketing performance dimensions" is to be supported.

Table 29: Coefficients of regression availability of OS on MP

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	T	T-test p-Value (Sig)
	B	Std. Error	Beta		
Organization Structure Value	0.398	0.009	0.849	46.626	.002

Regression test showed that the standardized Coefficients Value is (849) and sig. (p-value) is (0.002) < (p-value = 0.05), as well as that std. error is (0.009) which is a small value, thereby, the Coefficients analyze results indicates that the effect of independent variable OS totally on MP was statistically significant at level of (p-value = 0.05). Accordingly, the null hypothesis rejected which stated that "The organization structure of the organizational do not effect on marketing performance", and instead the alternative hypothesis supported which suggested that "The organization structure of the organizational effect on marketing performance".

4.5. Results and Discussion

After we were exposed the theoretical side in the second chapter, we tried through this chapter dipping on the practical side, through GG companies, intent to see the reality of OS of this institution and its effect on marketing performance, has been the use of the questionnaire as an essential tool in the collection of data from the study population, which was answered by most of the individuals who gave them.

This research conducted to finding out the effects of organization structure on marketing performance of employees, working in private sector companies in Iraqi-Kurdistan region. To this end a case study implemented on Galala group of companies in Erbil city, which based on data collection and its analysis. To investigate the research hypothesis, several tests have been applied to estimate the extent of such effects between both variables, and accordingly the following significant prospects and trends acquired regarding each hypothesis.

4.5.1. Hypothesis one

This hypothesis suggested that "There is no relationship between the organizational structure (OS) dimensions and marketing performance (MP) in general". In reliance on Chi-Square test, the result revealed that there is a close relationship between independent variable organizational structures with dependent variable marketing performance. This means that there is strong interrelationship between both research variables, which consequently affect positively or negatively upon employees in Galala Group. Both of the research variables (organizational structure and marketing performance) comprises of number of dimensions, therefore, according to data

analyses results, there is also strong correlations amongst their dimensions. Thus, care to be taken into consideration to put the group company's situations in to their right approach.

4.5.1. Hypothesis two

According to the table (27 and 28) the null hypothesis rejected and instead the alternative hypothesis supported, which suggested that there is effect of organizational structure dimensions on marketing performance. By the f-test and t-test values, as well as there were a high and significant effect of organizational structure on marketing performance (two research variables). This result means that similarly organizational structure dimensions influenced positively on marketing performance dimensions.

Inferring from the regression analysis that has been extracted to assess how the independent variable organizational structure totally effect on dependent variable marketing performance, which accordingly, the analyze results inferred that there is a strong effect of aggregate of organizational structure on aggregate of marketing performance. This demonstrates that Galala group decision-makers should take the fact into consideration which proved through this analysis, indicating that there are strong effect of prevailing organizational structure on marketing performance in the companies and institutes of Galala group in Iraqi-Kurdistan region.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1. CONCLUSIONS

Through theoretical and practical aspects of the study, that dedicated by the note which involved organizational structure and its role in improving marketing performance, we can identify the concept of organizational structure and its types, and which are the systems that permit the organization to evolve and be vigilant to what is new and the knowledge of internal and external environment changes, the organization structure like a human skeleton, the organizational structure is reflect to the organization health.

According to scientifically studies and modern research, there were many forms of organizational structures and improved in an attempt to improve performance, communication and administrative in the process as a whole, here we highlight the importance of the organizational structure of the rounded approach adopted, any interest in the organization and their interactions and their relationship with the environmental factors surrounding them, and enable the organization taking into account environmental transformations to adapt according to a holistic view.

The organization will not be able to improve its marketing performance unless depends on a system of organizational structures, which are considered the process cannot be indispensable, because they provide information that qualifies them to marketing performance effectively. Based on this we're going to draw a set of conclusions:

1. Track the organizational structure system essential in each organization, because it's one of the most important factors contributing to the survival and continuity of marketing performance.
2. Organizational structure system helps in decision-making through Centralize, scientific analysis of the surroundings, technical, technological, present and future economic effects to capture the evolutionary threats and opportunities; it means monitoring the perimeter of the organization and monitors all its changes.

3. The virtuous marketing performance is the impact that performed for the adoption and implementing a system of the organizational structure.
4. The organizational structure process is limited to one level of administrative levels and probably the general administration, and here the organization missed the importance and necessity of the participation of all employees in all levels of environmental monitoring as that the organizational structure is a collective process integrating the efforts of all employees as team has repositioned in the administrative pyramid.
5. The information sources used by the organization to monitor external changes are the Internet, while not missing from other equally important sources.
6. Influence of organizational structure positively in enhancing competition capability, as well as external customer satisfaction and this was caused by the introduction of methods and techniques new business as well as updated and renewed constantly, which led to increasing the market share of the research sample in comparison to competitors.

5.2. RECOMMENDATIONS

Through the above results, we present some recommendations including:

1. The necessity for Kurdistan Region's organizations to adopt the culture of organizational structure, because of its great importance, especially after the opening up Iraqi Kurdistan markets to international competition.
2. Vital to inculcate the culture of the organizational structure to employees and organizations economic frames, to persuade of their importance in building its future.
3. The necessity for senior management to implement organizational structure and activate a permanent activity and training courses for managers includes programs, methods, and organizational structure.
4. Seriousness in exploiting the organizational structure in the decision and build strategies.
5. Senior management should create the culture of organizational structure and spread among employees.
6. Promoting seminars, conferences and meetings (formal and informal) between individuals in different departments.
7. Encouraging the adoption and use of modern marketing methods to promote marketing and organization's overall performance.
8. Procedure other studies related to the organizational structure and its impact on improving marketing performance to adopt with the rapid changes in order to perform a distinct marketing.
9. The necessity attention to marketing performance evaluation for detecting errors and try debugging.

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APPENDIX

Questionnaire for employees foundation Galala group

About; (The dimension of the organizational structure effect in improve marketing performance)

Dear Sir or Madam...

This questionnaire is being conducted by a student Mr. Dana Muhammad Ali at the Bingol University of Republic of Turkey (T.C.) in order to complete the requirements for a Master's degree in Business administration department. The research will aid in the development of theory regarding the effect of organizational structure dimensions on the improvement marketing performance. If you could please take a few minutes to answer the following questionnaire, your responses will be greatly appreciated. All responses will remain confidential, and there will be no attempt made to contact you personally.

In the final thank you very much for your help and cooperation...

Tick (×) in the square opposite to answer selected

I. Personal data:

1. Gender:

- Male

- Female

2. Age:

- Less than 30 years

- From 30 years to 39 years

- Greater than 45 years

3. Education Level:

- Diploma

- College (BA)

- Master's

- PhD degree

4. Functional Class:

- Director general
- Head of the Department
- Employee

5. Experience Level:

- Less than 3 years
- From 3 years to 5 years
- More than 5 years

II. The level of use of the organizational structure:

1. Does the institution adopt the concept of the organizational structure?

YES NO

2. Does organizational structure assist in clarifying the tasks in the organization?

YES NO

3. Does the organizational structure is compatible with the overall objectives of the organization?

YES NO

4. Does the organizational structure assist in fulfilling the tasks and quality of work quickly?

YES NO

5. Does your organization operate in a competitive environment?

- Variable and turbulent YES NO
- variable and relatively turbulent YES NO
- stable YES NO

6. Does strategic decisions affected by external changes degree?

- Large YES NO
- Medium YES NO
- Weak YES NO

7. Does the current organizational structure of the organization needs amendment to increase the speed at work and to monitor the external environment?

YES NO

8. Which Department is responsible for the organizational structure?

- Higher Management YES NO
- Marketing department YES NO
- public relations section YES NO

9. Does the organizational structure is the process that all employees participate in it? YES NO

10. When and how changes are implement on the organizational structure of the organization. ?

- A change in the size of the institution. YES NO
- Market changes. YES NO
- A change in the geographical location. YES NO
- Changes in the organization's strategy. YES NO
- Technological changes. YES NO
- Legal changes. YES NO
- Other. YES NO

11. Who is reviewing and analyzing the organizational structure of the organization?

- Experts. YES NO
- Committees specialized in this task. YES NO
- Managers. YES NO

12. What are the sources of information used by the organization to implement the organizational structure?

- World Wide Web. YES NO
- Official Gazette. YES NO
- Specialized magazines. YES NO
- Economic and financial news. YES NO
- The books. YES NO
- Forums and conferences. YES NO
- Customers, suppliers and competitors. YES NO

13. The Organization uses the Internet services for the following purposes (More than one answer can be chosen)?

- File sharing. YES NO
- Find information on competitors and markets. YES NO
- The provision of services to customers. YES NO
- Internal communications and external. YES NO
- Showing services of the institution. YES NO
- Providing prices and various offers. YES NO
- Promotion of Enterprise Services. YES NO

III. The organizational structure and its relationship with the marketing performance of the institution.

A. Market share		Response alternatives				
Paragraphs		Not totally agree 1	Not agree 2	Neutral 3	Agree 4	Totally agree 5
1	Organizational structure helps the organization to improve its market share compared to competitors through selling the service to new customers in the same sectors serviced.					
2	Organizational structure supports the organization by increasing sales volume and thereby increases market share.					
3	Organizational structure helps the organization to serve the new market segments.					
B. Profitability		Response alternatives				
Paragraphs		Not totally agree 1	Not agree 2	Neutral 3	Agree 4	Totally agree 5
4	Helped the organizational structure of the institution to meet the needs of customers better than competitors.					
5	The organizational structure supports the expansion of opportunities and more lasting future growth.					
6	Organizational structure helps to find a balance between its benefit and customers?					
C. Brand strength		Response alternatives				
Paragraphs		Not totally agree 1	Not agree 2	Neutral 3	Agree 4	Totally agree 5
7	The Group's organizational structure helps to obtain customer confidence towards purchasing decision.					
8	The Group's organizational structure supports the organization to protect its properties against any imitation.					
9	Organizational structure allows targeting specific market segments.					

ÖZGEÇMİŞ/CV

KİŞİSEL BİLGİLER

Adı Soyadı	Dana Muhammad Ali Abdulla
Doğum Yeri	Erbil - Irak
Doğum Tarihi	17 - 6 - 1975



LİSANS EĞİTİM BİLGİLERİ

Üniversite	Salahadin universitesi - Irak
Fakülte	Eğitim Fakültesi
Bölüm	biyolojik

YABANCI DİL BİLGİSİ

İngilizce	KPDS (.....) ÜDS (....) TOEFL (....) EILTS (....)
Arapça	Cok iyi

İŞ DENEYİMİ

Çalıştığı Kurum	Kürdistan Parlamentosu - Irak
Görevi/Pozisyonu	uzman İydari
Tecrübe Süresi	16 yıl

KATILDIĞI

Kurslar
Projeler

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