

**Evaluating marketing performance indicators  
in Algerian industrial organizations From the  
point of view of the employees of the upper and  
middle management: a case study of the Cedar  
Al-Hajjar complex for the production of iron  
and steel in Annaba**

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## **Abstract**

This research aims to clarify the reality of marketing performance indicators applied by Algerian industrial organizations, In addition to clarifying the evaluation of managers and employees of this various indicators. To achieve the above objectives the researcher conducted an analytical descriptive study through a case of study of the oldest and the bigger Algerian industrial organization, it's the Complex of SIDER El Hadjar Annaba for iron and steel industry. The researcher formed a questionnaire tool consisted of (26) items covering the following marketing performance indicators: market share, efficiency, effectiveness, customer satisfaction, and profitability,

This questionnaire has been distributed to a sample of (54) employees working in the head and middle management in the complex of SIDER El Hadjar. At the end the study concluded that there is a high positive evaluation of head and middle managers about the different marketing performance indicators in the complex in question, as a result of the full awareness of the importance of developing the different previous indicators as a modern competitive approach.

### Key Words

Marketing performance – Indicators – Industrial organizations – The Complex of SIDER El Hadjar Annaba.

### **First: the problem of study**

This study is an attempt to measure and evaluate the various marketing performance indicators applied at the level of one of the oldest and largest industrial organizations of Algeria in particular, and the Arab in general, a compound Cedar Hajjar Annaba for the production of iron and steel.

### **Second: Hypotheses of the study:**

It was identified main hypothesis and four sub-hypotheses, as follows:

#### **The main hypothesis of the study**

There is a positive evaluation level of the marketing performance indicators in the Cedar Al Hajjar compound for the production of iron and steel from the perspective of the staff of its higher and middle management.

It will be verified from the previous main hypothesis through the verification of the following sub-hypotheses:

### **First Hypothesis**

There is a positive evaluation of the market share index of Cedar Al Hajjar complex for the production of iron and steel from the point of view of the employees of its higher and middle management.

### **Second Hypothesis**

There is a positive level of assessment of the efficiency and effectiveness indicators in the Cedar Al Hajjar complex for the production of iron and steel from the perspective of the staff of its higher and middle management.

### **Sub-third hypothesis**

There is a positive evaluation of the customer satisfaction index in the Cedar Al Hajjar complex for the production of iron and steel from the perspective of the staff of its higher and middle management.

### **Sub-hypothesis fourth**

There is a positive assessment level of the profitability index in the Cedar Al Hajjar compound for the production of iron and steel from the perspective of the staff of its higher and middle management.

### **Third: The importance of the study**

This study derives its importance from the following points:

1. The sector covered by this study, the industrial sector, is an important sector in all countries of the world, including Algeria and other Arab countries.
2. Research in the field of performance marketing is an attempt to complete the few existing research in this area and enrich.
3. The contribution of this study is to enrich the national and Arab library through its theoretical framework.
4. He drew the attention of researchers and specialists of the importance of this subject, for their diligence and conducts more research and future studies in it.

#### **Fourth: The objectives of the study**

This study aims to achieve the following set of objectives:

1. Analysis and clarification of the concept of marketing performance and the various indicators used in measuring and evaluation.
2. Highlighting the critical acquired marketing performance for local and Arab industrial organizations.
3. Determine the reality of thinking adopted by the staff of the departments of industrial organizations towards different indicators of marketing performance.
4. Provide some important proposals and recommendations that will contribute to the strengthening of marketing performance indicators in the Algerian and Arab industrial organizations.

#### **Results of the study.**

1. There is a positive evaluation of the market share index of Cedar Al Hajjar.
2. There is a positive level of assessment of the efficiency and effectiveness indices of the Cedar complex.
3. There is a positive evaluation of the customer satisfaction index in Cedar Al Hajjar.
4. There is a positive assessment of the profitability index of Cedar Al Hajjar.

**But despite the positive results recorded remains Cedar Hajjar compound suffers from several problems and imbalances, including:**

1. The various strategies and plans of management and management of this compound have failed throughout its various stages of development.
2. The futility of contracting foreign partnership contracts.
3. Frequent technical breakdowns taking place in the furnace.
4. Frequent closures from time to time, which led to a decline in production and reduce marketing quota.
5. Repeated strikes by workers.

#### **Recommendations of the study**

1. The necessity of activating the marketing function in general in Algerian and Arab industrial organizations.

2. Local and Arab industrial organizations re-evaluate their business and marketing activities and re-design of new models.
3. The need for national and Arab industrial organizations serious and in-depth studies.
4. The need for managers and staff of industrial organizations to be subject to further training courses.
5. Algerian and Arab industrial organizations must consolidate its relations with its customers.
6. The need for further studies and other research on the subject of marketing performance applied to several other sectors such as the banking and financial sector, tourism and hotel sector, the telecommunications sector, the agricultural sector, ..., etc.

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