



# TECHNICAL JOURNAL OF MANAGEMENT SCIENCES

Journal homepage: <http://tjms.mtu.edu.iq>



## RESEARCH ARTICLE – BUSINESS MANAGEMENT

### The Impact of Product Quality on Market Share / Case Study: Apparel Industry in Baghdad, Iraq

Ayat Atheer Hammood<sup>1</sup>, Sayed Hossien Hossieni<sup>1\*</sup>

<sup>1</sup>Islamic Azad University, Tehran, Iran

\*Corresponding author E-mail: [drhosseini@iau.ac.ir](mailto:drhosseini@iau.ac.ir)

Article Info.	Abstract
<p><i>Article history:</i></p> <p>Received 10 March 2025</p> <p>Revised 30 May 2025</p> <p>Accepted 04 November 2025</p> <p>Published 30 January 2026</p>	<p>This research aims to analyze the impact of product quality on increasing market share in the clothing manufacturing sector in Baghdad, Iraq. The study explores the factors influencing consumers' evaluation of clothing quality and how this evaluation affects their purchasing decisions, thereby influencing the market share of local companies. The importance of this study arises in light of increasing competition from imported products, which often offer higher quality or lower prices, as well as the economic challenges facing the local market. This makes it critically important to examine the relationship between quality and market share. The research problem highlights that local companies face significant difficulties maintaining their competitive advantage due to the superiority of some imported products in terms of quality or price. To achieve the research objectives, a sample of 384 consumers was selected, and a questionnaire was used as the primary data collection tool. This questionnaire was developed based on a set of validated scales, with its reliability and validity confirmed through established statistical tests. Data were analyzed using SPSS, which facilitated systematic data entry and processing. The study yielded several significant findings, most notably that understanding customer needs and meeting their expectations are critical to enhancing market share. The results also showed that product quality is a fundamental factor contributing to increased sales volume in the local clothing industry in Baghdad.</p>

This is an open-access article under the CC BY 4.0 license (<http://creativecommons.org/licenses/by/4.0/>)

Publisher: Middle Technical University

**Keywords:** Product quality; Market share; customer needs understanding; Customer satisfaction; Responsiveness

## 1. Introduction

Product quality is of utmost importance in today's market, as it plays a crucial role in building market share. Consumers have become increasingly discerning and demand products that not only meet their needs but also exceed their expectations. As a result, the market prioritizes product quality, which is likely to give it a competitive advantage and achieve long-term success. One of the main reasons why product quality is essential in today's market is that it directly affects customer satisfaction. When a product consistently meets or exceeds customer expectations, it enhances the customer experience, increasing loyalty to the brand. Therefore, product quality is critically crucial for building market share in today's competitive landscape by prioritizing quality, enhancing customer satisfaction and brand loyalty, and gaining a competitive advantage.

### 1.1. The Research Problem

Amid rapid market changes and intensifying competition, product quality has emerged as a fundamental factor directly affecting consumer purchasing decisions, which, in turn, impacts companies' market share—especially in the clothing manufacturing sector. In Baghdad, local factories face significant challenges due to intense competition from imported products that often outperform them in terms of quality or price. This creates an obstacle for local factories in maintaining or expanding their market position. Despite the awareness among many local firms about the importance of product quality, there is variability in their understanding and application of total quality management concepts. This necessitates an analytical study to assess the actual impact of product quality on market share and to identify areas for improvement to strengthen these companies' competitive capacity in the local market.

The research problem can be summarized through the following questions:

- What is the level of product quality offered by local factories compared to competitors in the Baghdad market?
- To what extent does product quality influence consumer purchasing decisions in the local clothing market?
- Is there a statistically significant relationship between product quality and market share growth?
- What quality-related factors have the greatest impact on customer satisfaction?

### 1.2. Research importance

The significance of this research lies in addressing a critical issue in the contemporary business environment: "The impact of product quality on increasing market share," through a case study in the clothing manufacturing sector in Baghdad, Iraq—a vital sector in the local economy facing increasing competition from imported products.

#### 1. Theoretical Significance:

- This research enhances theoretical understanding of the relationship between product quality and market share.
- It assists scholars in management, marketing, and quality in understanding the role of product quality as a strategic tool for improving the competitiveness of industrial enterprises.
- It helps researchers understand the importance of total quality management (TQM) concepts and their impact on customer satisfaction, loyalty, and long-term consumer relationships.

#### 2. Practical Significance

- The research provides practical, applicable recommendations for local clothing manufacturers and companies to develop products that align with Iraqi market needs.
- It informs decision-makers by providing accurate insights into the most influential factors in product quality evaluation, including materials, design, manufacturing precision, and durability—supporting continuous improvement efforts.
- It serves as a procedural guide for companies aiming to enhance their competitiveness against imported products through quality-driven strategies.

### 1.3. Research Objectives

The study aims to achieve the following objectives:

- Analyze the relationship between product quality and market share growth in the ready-made clothing industry in Baghdad by examining key quality components (e.g., design, materials, precision, durability) and their impact on consumer purchasing decisions.
- Determine the impact of understanding customer needs and preferences on enhancing market share by assessing the factory's Responsiveness to local consumer requirements.
- Measure the influence of customer satisfaction with product quality on customer loyalty and market share growth, recognizing satisfaction as a key driver of trust in local brands.
- Examine the effect of companies' Responsiveness to customer feedback and complaints (accountability) on improving product quality and increasing factory competitiveness in the local market.

### 1.4. Research Hypotheses

Main hypothesis: Product quality significantly increases the sales share of the ready-made clothing industry in Baghdad, Iraq.

Sub-hypotheses:

- Understanding customer needs has a significant impact on the sales share of the clothing industry in Baghdad, Iraq.
- Customer satisfaction has a significant impact on the sales share of the clothing industry in Baghdad, Iraq.
- Accountability has a significant impact on the sales share of the clothing industry in Baghdad, Iraq.

### 1.5. Research methodology and tools

This study adopts a descriptive-analytical methodology, which is among the most suitable approaches for examining relationships between variables, particularly for analyzing the impact of product quality on market share growth in Baghdad's clothing industry. This methodology facilitates the description and understanding of the targeted phenomenon. The primary data collection tool was a questionnaire, designed using validated, widely used scales from previous studies. The instrument's validity and reliability were confirmed through expert review and statistical tests, including Cronbach's Alpha, indicating high levels of reliability and consistency.

### 1.6. Research population and sample

The statistical population in this research is all manufacturers and importers of the clothing industry in Baghdad, Iraq. Due to the unknown size of the population, Cochran's formula for unlimited populations was used. The statistical sample was selected randomly, and the sample size used in this research was calculated using Cochran's formula for an unlimited population (384 people).

### 1.7. Research boundaries

- Spatial Boundaries: The geographical area of the research is Baghdad city, Iraq.
- Temporal Boundaries: From 2023/7/1 To 2023/12/1.

### 1.8. Some Previous Studies

Studied the impact of product quality on market share for small and medium enterprises in southwestern Uganda. The researcher focused on three distinct objectives: identifying product quality performance at Kayonza Tea Factory, examining the impact of product quality on the tea factory's market share, and suggesting the role of product quality in tea factory sales. A convenience sampling method was used to select a sample of 130 research respondents for a cross-sectional survey. Descriptive and inferential statistics were used to analyze the data[1]. The results show that the competitiveness of the tea factory is significantly affected by product quality, with product quality, market share, and sales volume accounting for 26% of the variance in SME competitiveness. Other factors in the error term account for 26% of the variance and are thus excluded from the model. The coefficient of determination is high because it does not account for degrees of freedom, indicating that the

data fit well. Market share was found to have a positive and significant impact on the competitiveness of small businesses. Priority should be given to increasing market share to ensure greater profits. This is because most cash crops are agricultural products, so there is a need to improve their quality.

Investigated the impact of product quality and product search by buyers in a study. Increasing quality changes the distribution of ancillary services provided by firms and makes consumers more selective. The number of products consumers examine does not necessarily increase with their quality. Higher search costs may lead to lower-quality investment, and equilibrium prices may fall. If the equilibrium is inefficient, it is due to insufficient investment in quality. The market level of quality investment is excessive (insufficient), and consumers are too (insufficiently) strict from a welfare-maximizing perspective if increasing quality leads to more (fewer) products being examined by consumers [2].

Studied the impact of product quality dimensions on improving order winners and customer satisfaction in a study. This study aims to investigate how to improve product quality dimensions for order-winners through a case study of leading retail stores in Dubai, UAE. 155 customers were surveyed to collect primary data to test the proposed hypotheses. The results show that performance, features, durability, and perceived quality have strong relationships with order winners, and all these elements work to improve companies' order winners [3].

Investigated the factors affecting strategic positioning in the clothing industry through a competitive lens. The final model consisted of organizational factors, customer factors, competitive power, contextual factors, facilitating factors, strategies, and outcomes. The results indicate that by using appropriate positioning policies, improving market position, and adopting differentiation, cost leadership, and focus strategies, outcomes such as strategic positioning, increased relative market share, growth, and profitability become possible [4].

Identified factors affecting the fashion and clothing industry. The results indicate that all three dimensions—producers, consumers, and the environment — affect fashion and clothing design, and there is a significant difference among them in terms of ranking, with the product dimension ranking first, the environmental dimension second, and consumers third [5].

Studied branding in the Iranian clothing industry; obstacles and solutions. Based on the results, it was found that the influence of consumers' peers has a significant relationship with the purchase of branded clothing, and the financial status of consumers has a significant relationship with brand awareness. Customer views and behaviors regarding branding were also examined, and solutions were provided to solve problems using the opinions of producers, industrialists, and customers [6].

Studied factors affecting market share, using a case study of large food and beverage industries in Iran. The results indicate that the market-share elasticity of large Iranian food and beverage manufacturing companies with respect to profitability is higher than that of other explanatory variables in the model, and advertising costs, research and development costs, and market concentration degree also have a positive and significant impact on market share in these industries. Therefore, the main policy recommendation is for managers and economic officials to provide the necessary basis for increasing research and development costs, advertising costs, and the profitability of large Iranian food and beverage manufacturing companies, thereby increasing their market share [7].

Explored the relationship between innovation and market share in the Iranian textile, leather, and clothing industries. The results indicate a non-linear relationship between innovation and market share in these industries. Encouraging and supporting the government's innovative activities to increase the market share of companies active in these industries is the main policy recommendation of this study. Additionally, the non-linear relationship between market share and innovation indicates the existence of an optimal level of R&D expenditure that increases market share in these industries [8].

## 2. Theoretical Aspect

### 2.1. Product quality

Quality is the decision-making standard from the customers' perspective, not a decision tool for engineers and organizational management. In fact, quality is based on customers' actual experience with the product and services, determined by specific requirements. So far, many definitions of quality have been presented by various individuals and organizations. Quality is a familiar term with diverse interpretations of its concepts and applications, and this diversity stems from differences in current perspectives on the topic. The precise definition of the term 'quality' is complex and ambiguous. However, there are many definitions of quality; what is common to all of them is the conformity of goods or services with customer needs and expectations [9]. Some of the most famous definitions include: According to Stucco's definition, quality is any specific attribute or attributes, or a specific procedure, for a product or service, which, when evaluated, determines whether the product or service conforms to specified conditions. According to another definition, quality means the degree to which the services provided match customer expectations. Perceptions also represent the customer's evaluation of the quality of service provided, and expectations are the customer's desires that express their feelings about what service providers should offer. All these definitions include customer orientation to some extent. However, customer orientation among service providers differs significantly from that among producers. When discussing product quality, technical specifications immediately come to mind; however, there is a significant gap between product and service management. Although the basic and classical principles of management (such as planning, organizing, etc.) are the same for these two methods, the distinguishing factor is quality. Garvin, considering current perspectives, divides these definitions into five categories.

#### 2.1.1. Transcendent quality

This definition of quality is presented in general terms —meaning excellence —and assumes it is independently understood by the public regardless of experience. Transcendent quality is also referred to as perceived quality [9].

### 2.1.2. Manufacturing-based quality

This definition is rooted in production and operations management and focuses on the production and manufacturing process. Quality in this approach is defined as a function of design conditions and specifications. Although this definition can be easily measured, it cannot reflect the design problem, given the diversity of customer tastes [10].

### 2.1.3. Product-based quality

The product-based definition of quality focuses on results rather than processes. In this approach, quality depends on a set of measurable product characteristics and is highly objective [11].

### 2.1.4. Customer-based quality

The main focus of this quality is on the customer and defines quality as the degree of customer satisfaction with the product [12].

### 2.1.5. Value-based quality

Defining quality in terms of the value of goods continues the customer-based definition of quality and is rooted in traditional economic models. From this perspective, both customer satisfaction and product price are considered in the customer's evaluation of product quality. Garvin numbered the defects for each of these approaches. He mentioned that when organizations face a quality problem, they use only one of these approaches. He recommends that organizations look at quality from a multi-perspective and pay attention to multiple approaches simultaneously. For example, the customer-based quality approach is used to identify essential features from the customer's perspective. The product-based quality approach is used to convert designed features into parts and specifications, and the manufacturing-based approach is used to ensure product conformity to those specifications [13].

## 2.2. Market Share

In the economic literature, a company's market share is considered a basis for success and is recognized as central to the company's dynamics and motivations. The role of "market share" is primarily as a source of company profit, and there is a relationship between a company's market share and its profitability [14]. It should be noted that the profit from market share can be high or low, likely reflecting market power (along with increased demand) or increased efficiency (economies of scale). These two factors are independent of each other. The return on market power can be high, and economies of scale can be extensive, or lack of economies of scale can be offset by monopolistic returns. In any case, market share is the element associated with these possibilities and is the main factor in assessing each company's strength. Higher market share leads to higher power; similarly, lower market share usually exposes the company to severe competitive pressures [15].

It should be noted that the effects of market size can be viewed from the perspectives of consumers and producers, as well as from a cross-national perspective. If the market size at the company level is increasing, the result can be monopoly and increased power to impose restrictions by the monopolist, which is a source of profit for the company but harmful to consumers, as economic pioneers considered perfect competition the most effective guarantee for consumers to access the cheapest and highest quality goods and services. On the other hand, a large market for the company creates the possibility of benefiting from economies of scale and can affect productivity [16].

Additionally, suppose market size is considered at the global level rather than within national borders. In that case, it must be noted that increasing the product's market size can certainly indicate a country's economic power and is considered a desirable feature. It should be noted that different forms of competition and monopoly can also affect macroeconomic variables in society's economy [17]. For this reason, it is necessary to have quantitative indicators to make an accurate assessment of market size within economic institutions at both national and international levels.

The market size for any product is a function of specific variables and indicators from suppliers and consumers of goods, which primarily concern marketing issues and rules. Indicators such as population size and growth, population distribution, income distribution, per capita income, GDP, and indicators of the economic nature of regions and countries—including material resources, the nature of economic activity, economic infrastructure, and urbanization rate—are key factors on the demand side that determine market size.

The quality of goods produced by the company, production methods, services provided to it, price structures, advertising, promotional activities, product distribution, and transportation methods are ways in which the company affects market size. In addition, the following reasons are practical for creating large markets for a company or for monopolizing sales. However, companies should not assume that obtaining a larger share in the target market automatically increases their profitability [18]. This largely depends on the policies of these companies in obtaining a higher market share. Since the cost of obtaining a larger market share may exceed its returns, companies should study three factors before seeking a larger market share [18]:

- The first factor is the antitrust law: If the dominant company intends to obtain a larger market share, the cry of "monopoly" will be raised by narrow-minded competitors. The existence of these risks reduces the attractiveness of efforts to obtain a larger market share.
- The second factor is economic costs: It is possible that after reaching a certain level of market share, further increases in market share will reduce profitability. Basically, the cost of achieving a larger market share may exceed its benefit. In general, when there is no opportunity for economies of scale in production or experience, market segments are not very attractive. In such circumstances, it is more appropriate for the leading company to expand the market rather than increase its market share. Some leading companies have even managed to reduce their market share in weaker regions by proper selection, thereby increasing their profitability.
- The third factor indicates that companies may use an incorrect marketing mix to achieve a larger market share, leading to reduced profitability. Remember that although some marketing mix variables lead to increased market share, this is not true for all of them. Increasing market share leads to higher profitability when accompanied by lower cost of goods. Also, when a company offers a high-quality product, it charges a higher price for that superior quality. Now, if this additional price exceeds the cost of that superior quality, profitability will increase again.

3. The Practical Aspect

3.1. Descriptive analysis of the studied variables

This section presents the mean, standard deviation, minimum, and maximum for the components of the questionnaire dimensions.

Table 1. summarizes these descriptive statistics for the various variables examined in the study

Hypothesis	The number	Average	The mediator	Standard deviation
Understanding needs	384	3.05	3.08	0.83
Customer satisfaction	384	3.17	3.55	0.91
Responsiveness	384	3.12	3.57	1.10
Product quality	384	3.02	3.13	0.96
Sales share	384	3.11	3.50	1.06

Table 1. presents descriptive statistics for the components related to the research variables in the study. The table includes the sample size, mean, median, and standard deviation for a set of questionnaire dimensions. The sample size for each dimension is 384, with means ranging from 3.02 to 3.17 and standard deviations ranging from 0.83 to 1.10. The dimensions measured include understanding needs, customer satisfaction, Responsiveness, product quality, and sales share.

3.2. Hypothesis testing

The most prominent results on which the researcher based his testing of his main and sub-hypotheses can be clarified, as follows:

Table 2. Hypothesis Testing Results for the Impact of Independent Variables on Market Share

The hypothesis	The independent variable	The dependent variable	Path coefficient	t-statistic	Level of importance	The result
The main hypothesis	Product quality	Market share	0.648	129.484	0.00	Certainly
The subsidiary hypothesis 1	Customer needs	Market share	0.359	3.965	0.00	Certainly
The subsidiary hypothesis 2	Customer satisfaction	Market share	0.381	4.238	0.00	Certainly
The subsidiary hypothesis 3	Responsiveness	Market share	0.732	15.002	0.00	Certainly

Table 2. illustrates the results of testing the main and sub-hypotheses in the research, analyzing the relationship between independent variables (such as product quality, customer needs, customer satisfaction, and Responsiveness) and the dependent variable, "market share." The results show that all the hypotheses, both primary and sub-hypotheses, confirm a strong, statistically significant relationship between the variables. For example, the central hypothesis indicates that product quality has a substantial impact on market share (path coefficient of 0.648). Additionally, the sub-hypotheses reveal that customer needs, customer satisfaction, and Responsiveness also positively influence market share (path coefficients ranging from 0.359 to 0.732). All t-statistic values exceeded the required threshold (1.96), indicating that the relationships between the variables were statistically significant (p-value = 0.00). Therefore, it can be confidently concluded that the hypotheses tested have been validated based on the obtained results in Table 3.

Table 3. Summary of research hypothesis test results

Hypothesis	The result
Main hypothesis: Product quality significantly affects the sales share of the clothing industry in Baghdad, Iraq.	Confirmation
1. Understanding customer needs has a significant impact on the sales share of the clothing industry in Baghdad, Iraq.	Confirmation
2. Customer satisfaction has a significant impact on the sales share of the clothing industry in Baghdad, Iraq.	Confirmation
3. Responsiveness has a significant impact on the sales share of the clothing industry in Baghdad, Iraq.	Confirmation

The following is an interpretation of these results:

3.2.1. Results of examining the main hypothesis

(Product quality has a significant impact on increasing the sales share of the clothing industry in Baghdad, Iraq.) The quality degree for the sales path is 0.648. The t-value for this coefficient is 129.484, and its value is higher than the threshold of 1.96. 1.96 is the critical value of the t-statistic used in hypothesis testing to determine whether the relationship between variables is statistically significant. Regarding the Path Coefficient of 0.65, it can be said that a unit increase in product quality. This company's total sales increased by 0.65 units. Therefore, this research hypothesis has been supported, and it can be concluded that product quality significantly increases the popularity of the clothing industry in Baghdad, Iraq. In the traditional approach, product quality was evaluated based on physical characteristics and features such as durability. Today, companies have realized, through rigorous research, that the most desirable and successful product in the world is not perfect if it does not meet customers' needs and desires [19]. Studies have shown that certain factors, such as product quality, brand extension, dynamic marketing strategies, customer retention, and joint venture formation, significantly affect sales share. In general, an organization can increase its sales share by lowering prices or by improving the quality of its products and services. Organizations can use more innovative techniques across activities, from regulations to service delivery. By using new techniques to increase product quality and thus increase sales share, companies can produce their products through innovative channels [20]. The result of this hypothesis is consistent with the results of studies conducted.

### 3.2.2. Results of examining the first hypothesis

(Understanding customer needs has a significant impact on increasing the sales share of the clothing industry in Baghdad, Iraq). The path coefficient for the understanding customer preferences—sales ratio is 0.359. The t-statistic for this coefficient is 3.965, which exceeds the significance threshold of 1.96. Given the path coefficient of 0.36, it can be said that for each unit change in understanding customer needs, the company's sales increase by 0.36 units. As a result, this research hypothesis was confirmed, and it can be said that understanding customer needs significantly increases the percentage of clothing sales in Baghdad, Iraq. Understanding customer needs involves the mental ideas and feelings customers have about the company's product and brand, formed through direct and indirect interactions with the company. Customer perception goes beyond whether customers like the company or not and includes the feelings the company evokes in them. Understanding customer needs is the way customers choose, organize, and interpret information and stimuli related to the brand, its products, and services, leading to improved marketing and to opportunities to improve service delivery and develop the company's market share [21]. The result of this hypothesis is consistent with studies by [22].

### 3.2.3. Results of examining the second hypothesis

(Customer satisfaction has a significant impact on increasing the sales share of the clothing industry in Baghdad, Iraq.) The path coefficient for customer satisfaction is 0.381. The t-statistic for this coefficient is 4.238, which exceeds the 1.96 significance threshold. Regarding the path coefficient of 0.38, it can be said that for each unit change in customer satisfaction, the company's sales ratio increases by 0.38 units. As a result, this research hypothesis was confirmed, indicating that customer satisfaction has a significant impact on the clothing industry in Baghdad, Iraq. Increasing customer satisfaction will improve profitability, increase sales share, and boost product sales in a competitive market. This is because the feeling of satisfaction increases the threshold for paying a higher price for the desired product, which can be used to increase entitlements and wage levels for the organization's employees. As a result, employee morale improves, and they work more motivated and quickly. A satisfied customer will remain loyal to the company, meaning they will buy the product repeatedly even if the company's latest product becomes more expensive, and will provide suggestions and opinions to improve the product without easily resorting to competitors. Therefore, increasing the company's sales increases its sales share. The result of this hypothesis is consistent with studies [22].

### 3.2.4. Results of examining the third hypothesis

(Responsiveness has a significant impact on increasing the sales share of the clothing industry in Baghdad, Iraq.), The path coefficient for Responsiveness is 0.732. The t-statistic for this coefficient is 15.002, which exceeds the significance threshold of 1.96. Regarding the path coefficient of 0.73, it indicates that for each unit change in Responsiveness, the company's sales share increases by 0.73 units. As a result, this research hypothesis was confirmed, and it can be said that Responsiveness significantly increases the revenue percentage of clothing companies in Baghdad, Iraq. Accountability is the existence of a commitment and obligation to respond to the responsibilities undertaken by the individual entrusted with them. Many researchers assume, given the emphasis on accountability in the third millennium, that it is the basis for measuring, evaluating, and reporting performance, and that accountability should be of great importance in "performance measurement".

Today, organizations operate in a dynamic, ambiguous, and changing environment. One of the most prominent features of the current era is the profound and continuous changes in its social, cultural, political, economic, technological, and transnational conditions. In these difficult circumstances, organizations that satisfy their customers and deliver added value succeed. Today, many organizations determine the creation of ultimate value for their institution in terms of public satisfaction [23]. The strategic plans, mission statements, and policies of these organizations are clear evidence of this claim. Currently, measuring and assessing customer satisfaction in the organization has become a major concern for managers and stakeholders across commercial, profit, and non-profit organizations alike. The company's high accountability to customers leads executives to take responsibility for what they do and the products they offer, ensuring the quality of their work and always seeking to improve their functions and tasks. As a result, with increased accountability, the company tries to improve the quality of its products and, through customer interaction, increase sales, which in turn increases its market share. The result of this hypothesis is consistent with studies [24].

## 4. Conclusion and Recommendation

### 4.1. Conclusion

Based on the research conducted on the impact of product quality on increasing the market share of the clothing industry in Baghdad, Iraq, the following conclusions can be drawn:

- **Understanding customer Needs:** The research highlights the crucial role of understanding customer needs and ensuring their satisfaction. Companies that effectively respond to customer demands experience a significant increase in their market share.
- **Post-Sale Customer Interaction:** Continuous customer engagement after the sale is essential. Ensuring that well-trained representatives promptly and clearly address customer needs strengthens emotional connections with customers, which, in turn, contributes to higher sales and an increased market share.
- **Improving Customer Service:** Enhancing customer service teams' abilities to treat customers as individuals, rather than numbers, is critical. Balancing proactive responses with the ability to handle unexpected situations improves customer satisfaction and, in turn, boosts market share.
- **Focus on Quality Improvement:** Companies should prioritize improving both product quality and service levels, particularly in-store experiences. Aligning these improvements with the evolving market demands and customer expectations is key to sustaining growth and increasing market share.

In conclusion, improving product and service quality, understanding customer needs, and developing service teams' skills are essential strategies for increasing the clothing industry's market share in Baghdad.

#### 4.2. Recommendation

- Adopt a "Responsible Leadership" Approach: Based on the results of the main hypothesis, it is recommended that company managers move away from relying on quantitative production standards at the plant level. Instead, they should adopt a "responsible leadership" approach that prioritizes understanding customer needs. Shifting away from management methods that rely on numerical goals will enable a more customer-centric strategy. Additionally, removing obstacles that lead to dissatisfaction among managers and engineers will enhance task performance, improve product quality, and increase sales quotas.
- Follow-up with Customers Post-Interaction: According to the findings of the first hypothesis, it is recommended that managers focus on increasing their sales share by following up with customers after initial interactions. Ensuring that customer service representatives are well-trained to respond quickly and clearly will help build strong, trustworthy emotional relationships with customers. Increased customer interaction and a better understanding of their needs will drive greater customer loyalty and a larger market share.
- Enhance Customer Service to Achieve Satisfaction: As indicated by the second research hypothesis, managers should aim to improve customer satisfaction by simplifying and enhancing both sales and after-sales service processes. This includes promoting respect, honesty, and focusing on customer needs. Successful customer service teams must treat customers as individuals, not just as numbers. They must know when to take proactive measures, ask the right questions, and handle situations where immediate answers are unavailable. This professional and adaptive approach to service is essential for building strong customer relationships, and managers should ensure it evolves with the changing needs of the market and customers.
- Improve Responsiveness and Service Quality: Based on the third hypothesis, it is recommended that managers conduct a comprehensive review of key performance indicators and examples that influence Responsiveness within their companies. Priority should be given to the most impactful areas. For example, offering personalized interactions to meet customers' specific needs will enhance Responsiveness. Additionally, managers and policymakers should focus significantly on improving the quality of services provided in stores to ensure a better overall customer experience.

By adopting these recommendations, companies can significantly improve their market share, customer satisfaction, and operational efficiency in a highly competitive market.

#### References

- [1] A. Leitenstorfer *et al.*, "The 2023 terahertz science and technology roadmap," *Journal of Physics D: Applied Physics*, vol. 56, no. 22, p. 223001, 2023.
- [2] C. S. González-González, "El impacto de la inteligencia artificial en la educación: transformación de la forma de enseñar y de aprender," 2023.
- [3] E. E. Elkhder, B. T. Al-Zubair, E.-R. H. Mohammed, and S. I. Onia, "Application of Knowledge Management in the Sudanese Universities: An Analytical Study," *Indonesian Journal of Education and Social Studies*, vol. 1, no. 1, pp. 12-27, 2022.
- [4] M. Alizadeh *et al.*, "Open-source large language models outperform crowd workers and approach ChatGPT in text-annotation tasks," *arXiv preprint arXiv:2307.02179*, vol. 101, 2023.
- [5] N. Salari *et al.*, "Prevalence of stress, anxiety, depression among the general population during the COVID-19 pandemic: a systematic review and meta-analysis," *Globalization and health*, vol. 16, pp. 1-11, 2020.
- [6] A. N. Alshukairi *et al.*, "High prevalence of MERS-CoV infection in camel workers in Saudi Arabia," *MBio*, vol. 9, no. 5, pp. 10.1128/mbio.01985-18, 2018.
- [7] R. Dehghani, B. Fathi, M. P. Shahi, and M. Jazayeri, "Ten years of snakebites in Iran," *Toxicon*, vol. 90, pp. 291-298, 2014.
- [8] E. Asgharpour *et al.*, "Recurrent laryngeal nerve landmarks revisited," *Head & Neck*, vol. 34, no. 9, pp. 1240-1246, 2012.
- [9] K.-Y. Huang *et al.*, "dbPTM in 2019: exploring disease association and cross-talk of post-translational modifications," *Nucleic acids research*, vol. 47, no. D1, pp. D298-D308, 2019.
- [10] A. Supriyadi, T. Wang, M. R. Juwita, R. Gunaningrat, S. Safitri, and G. T. Cirella, "Sustainability policy in Indonesia: Case study economic structure and determinants in Banjar municipality," *International Journal of Informatics, Information System and Computer Engineering (INJIISCOM)*, vol. 2, no. 1, pp. 25-46, 2021.
- [11] V. R. Bhargava and M. Velasquez, "Ethics of the attention economy: The problem of social media addiction," *Business Ethics Quarterly*, vol. 31, no. 3, pp. 321-359, 2021.
- [12] K. Valášková, A.-M. Androniceanu, K. Zvarikova, and J. Olah, "Bonds between earnings management and corporate financial stability in the context of the competitive ability of enterprises," 2021.
- [13] V. Ali Taha, T. Pencarelli, V. Škerháková, R. Fedorko, and M. Košíková, "The use of social media and its impact on shopping behavior of Slovak and Italian consumers during the COVID-19 pandemic," *Sustainability*, vol. 13, no. 4, p. 1710, 2021.
- [14] C. Shapiro, "Protecting competition in the American economy: Merger control, tech titans, labor markets," *Journal of Economic Perspectives*, vol. 33, no. 3, pp. 69-93, 2019.
- [15] A. Edeling and A. Himme, "When does market share matter? New empirical generalizations from a meta-analysis of the market share-performance relationship," *Journal of Marketing*, vol. 82, no. 3, pp. 1-24, 2018.
- [16] T. Mayer, M. J. Melitz, and G. I. Ottaviano, "Market size, competition, and the product mix of exporters," *American Economic Review*, vol. 104, no. 2, pp. 495-536, 2014.
- [17] G. I. Ottaviano and M. J. Melitz, "Market size, trade, and productivity," *NBER Working Paper*, no. w11393, 2005.
- [18] G. Zakhidov, "Economic indicators: tools for analyzing market trends and predicting future performance," *International Multidisciplinary Journal of Universal Scientific Prospectives*, vol. 2, no. 3, pp. 23-29, 2024.

- [19] J. A. Faerber *et al.*, "Sustainment of continuous pulse oximetry deimplementation: Analysis of Eliminating Monitor Overuse study data from six hospitals," *Journal of Hospital Medicine*, vol. 18, no. 8, pp. 724-729, 2023.
- [20] C. Grimpe, W. Sofka, M. Bhargava, and R. Chatterjee, "R&D, marketing innovation, and new product performance: a mixed methods study," *Journal of product innovation management*, vol. 34, no. 3, pp. 360-383, 2017.
- [21] J. Y. Kim *et al.*, "A randomized clinical trial of regdanvimab in high-risk patients with mild-to-moderate coronavirus disease 2019," in *Open forum infectious diseases*, 2022, vol. 9, no. 8: Oxford University Press, p. ofac406.
- [22] Y. Ahmead, M. Reza, S. Haasan, M. Farjana, M. Wakil, and A. Das, "Community-Based Tourism Development Through Empowering Local Stakeholders: A Case Study of Natore."
- [23] M. Ferrario *et al.*, "EuPRAXIA@ SPARC\_LAB Design study towards a compact FEL facility at LNF," *Nuclear Instruments and Methods in Physics Research Section A: Accelerators, Spectrometers, Detectors and Associated Equipment*, vol. 909, pp. 134-138, 2018.
- [24] J. Gunawan, P. Permatasari, and H. Fauzi, "The evolution of sustainability reporting practices in Indonesia," *Journal of Cleaner Production*, vol. 358, p. 131798, 2022.