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STRATEGIC ORIENTATION AND MARKET PERFORMANCE OF MOBILE TELEPHONE NETWORK (MTN) IN NIGERIA

AJIKE, EMMANUEL O.
Department of Business Administration and Marketing,
Babcock University, Nigeria

TADESE, LAWAL B.
Department of Business Administration and Marketing,
Babcock University, Nigeria

ADEFULU, ADESOGA D.
Department of Business Administration and Marketing,
Babcock University, Nigeria

OWOLABI, TITILAYO J.
Department of Business Administration and Marketing,
Babcock University, Nigeria

NWANKWERE, IDOWU A.
Department of Business Administration and Marketing,
Babcock University, Nigeria

And

OGUNDIWIN, IJEOMA J.
Department of Business Administration and Marketing,
Babcock University, Nigeria

Abstract

Strategic orientation focuses on the execution of strategic directions that guide and drive an organization's actions toward creating right behavior that allows enterprises to achieve continuity in the optimum performance of their businesses. Hence, this study examined the effect of strategic orientation on the market performance of Mobile Telephone Network (MTN) in selected states in Nigeria. Survey research design was adopted with a population of 357,325 selected Tertiary Institution Students, while the second population was 76 Top management MTN Staff. A sample size of 499 for the student population was determined using Cochran formula, while 76 MTN staff was determined via census method arising to a Multistage sampling. Data were analysed using descriptive and inferential statistics. Findings revealed that strategic orientation (customer orientation, technology orientation, marketing capabilities, market orientation) had significant effect on the market performance of Mobile Telephone Network (MTN) in selected States in Nigeria (Adj. R^2 = 0.744; $F_{(4,69)}$ = 54.155, p= 0.000) as regards to staff and strategic orientation dimensions also had significant effect on the market performance of Mobile Telephone Network (MTN) in selected States in Nigeria (Adj. R^2 = 0.820; $F_{(4,438)}$ = 505.155, p= 0.000) as regards to customers. Conclusively, strategic orientation (customer orientation, technology orientation, marketing capabilities, market orientation) had significant effect on the market

performance of Mobile Telephone Network (MTN) in Nigeria. The study recommends paying more attention to strategic orientation, customer orientation, technology orientation, marketing capabilities and market orientation would positively enhance and burst the overall market performance of Mobile Telephone Network (MTN) in Nigeria.

Keywords: Strategic orientation, Customer orientation, Technology orientation, Marketing capabilities, Market orientation, Performance.

Introduction

The telecommunications sector is an essential component of modern economic life and has a significant impact on economic growth and development. In the previous two decades, the telecommunications sector has seen significant technical advancement and expansion. 2020 (Delshab, Kerwin, & Cegarra-Navarro). Nowadays, mobile network technology has gradually expanded around the world, favorably impacting economic operations and therefore improving corporate performance (Williams, Shaw & Allen, 2017). The telecommunications industry provides a technical foundation for social and corporate interactions, and it is becoming increasingly essential in facilitating investor participation and development in developing local firms for the global economy. Despite the enormous importance of the telecommunications sector, most telecommunications firms in developed, emerging, and developing countries continue to have unpredictable performance due to variable services and poor service quality, decline in market share, customer experience issues, and insufficient customer retention strategies (Chu, Wang & Lado, 2016).

Globally, telecom operators are facing rising issues as a result of internet-based networking platforms such as Weixin, Weibo, and Twitter, which have severely impacted telecoms providers' traditional earnings from SMS and phone calls (Dastmalchian, Bacon, McNeil, Steinke, Blyton, Kumar & Varnali, 2020). Fixed-line performance has declined particularly sharply in nations with underdeveloped conventional cable infrastructure. This fact, however, is more visible in the majority of emerging economies. In Africa, inadequate network access coverage continues to be a major impediment to mobile internet adoption. When compared to other countries, Nigeria's network coverage is still considered to be quite low, even in metropolitan areas (Pantano, Priporas, Sorace & Iazzolino, 2017). Lack of appropriate network coverage and capacity are the primary reasons of poor organizational performance in Nigerian cellular networks, since they are one of the factors affecting customers' decisions to move from one service provider to another (Bankole, Ogundipe, Ogundepo, Oghogho, 2020).

MTN Nigeria is a major source of revenue for its South African parent firm. In the review year, the telecom giant's income increased by 15.1 percent year on year to N1.3 trillion in 2020. (Ullah, Iqbal & Shams, 2020). The company's significant revenue growth was mostly attributable to its data-driven division, which saw revenues increase by an astounding 51.5 percent year over year. Voice revenues increased by 5.6 percent year on year as the global shift to data-enabled communication continued (Al-Weshah, Al-Manasrah & Al-Qatawneh, 2019). Despite the telecommunications industry's performance and supposed better services, there is still a significant gap in telephone service delivery to rural regions and small towns, and the cost of voice and data service in comparison to other African counterparts is relatively expensive (Feng, Wang, Lawton, & Luo, 2019). Furthermore, poor service quality stems from environmental constraints that limit the availability of installed network capacity to carry traffic, such as power supply issues, vandalism, and site lockouts by government agents and aggrieved communities, which account for 90 percent of availability issues (MTN Report, 2020).

A firm's strategic orientation represents the strategic directives applied by a firm to develop the appropriate behaviors for the business's continuing outstanding performance (Taneva-Veshoska, Drakulevski & Trajkovska, 2016). Strategic orientation is critical in determining the organization's chances and capabilities in the support environment and securing a competitive edge for itself (Tutar, Nart & Bingol, 2015). The choice of strategic direction is frequently dependent on the company's

tangible and intangible resources (Na, Kang & Jeong, 2019). In reality, this means that the strategic orientation typically reflects the views and mental models of the company's senior leaders (Pantano, Priporas, Sorace & Iazzolino, 2017). However, some strategic orientations are restrictive, whilst others are viewed as a supportive environment for a firm's capacities to be more dynamic in reacting to client requirements as well as changes in the environment (Bankole, Ogundipe, Ogundepo, Oghogho, 2020). Strategic orientation development is inherently complicated, thus it requires defined priorities in order to be managed (Tutar, Nart & Bingol, 2015).

Pantano, Priporas, Sorace, and Iazzolino (2017) accentuated the importance of organizational performance in boosting consumer engagement and generating memories in them. This interaction will result in the key components that directly impact organizational performance for this study, which are customer orientation, technology orientation, marketing capabilities, and market orientation. Building organizational performance becomes the top goal for telecommunications service provider marketing managers. This is a strategy for ensuring customer loyalty, expanding the client base, improving the company's performance, ensuring the company's survival, and developing a more personal relationship with its customers in the coming years (Nobar & Rostamzadeh, 2018). Customers' declining organizational performance in the provision of telecommunications services in Nigeria is not unrelated to the notion that certain mobile operators are claiming significant profits annually while delivering low quality services and charging excessive rates for their services (Williams, Shaw & Allen, 2017).

Extant studies (Feng, Wang, Lawton, & Luo, 2019; Lee, Che-Ha & Alwi, 2020; Peterson & Crittenden, 2020; Chu, Wang & Lado, 2016; Mediano & Ruiz-Alba, 2019; Tseng, 2019) have examined the relationship between strategic orientation and organizational performance, employee performance, and business growth, however, none of these researches dealt with the effect of strategic orientation on organizational performance in the Nigerian telecommunication sector (Wang, Zhao & Voss, 2016). While some studies have provided evidence of positive and sizeable returns on strategic orientation, others have documented negative evidence (Smirnova, Rebiazina & Frosen, 2018). Despite the significance of telecommunication firm performance, the outcomes of studies conducted in this area generally differ considerably from country to country and from period to period. Yang & Zhang, (2018); Baber, Kaurav & Paul (2020) suggested further studies should focused on the effect of strategic orientation on market performance of telecommunication firms. Hence, there is a gap in knowledge. This study filled the gap that exist between strategic orientation and market performance in the Nigerian telecommunication sector. Based on these aforementioned, the study examined the effect of strategic orientation dimensions (customer orientation, technology orientation, marketing capabilities and market orientation) on market performance of Mobile Telephone Network (MTN) in selected states in Nigeria.

Literature Review

Strategic Orientation

Strategic orientation is defined as the concepts that drive and influence a firm's operations and produce the behaviour's that assure the firm's viability and performance (Hawrysz, 2020). Strategic orientation is a corporate philosophy that symbolizes their efforts to achieve greater performance and demonstrates how a job may be conducted with a set of values and beliefs. Strategic orientation is a set of values that constantly serves as a strategic guidance for a firm in reacting to the uncertainties of its environment (Matsuno & Mentzer, 2015; Bodea & Dutu, 2016).

Customer orientation refers to a company's understanding of its customers in order to continually generate value for them (Lee, Che-Ha & Alwi, 2020). Customer orientation is defined by Baber, Kaurav, and Paul (2020) as "the organization-wide emphasis on analyzing and resolving customer requirements." Customer orientation is an activity that guides a company to comprehend the needs expressed by consumers in order to provide good products and services (Gupta, Drave, Dwivedi, Baabdullah & Ismagilova, 2020). A technology-oriented company strives to acquire new and

sophisticated technologies in order to produce new processes, goods, and services, even if the rate of technological change in its industry may influence its technological adoption or development (Bartz, 2017). The proclivity of a company to introduce or employ new technologies, products, or innovations is referred to as its technology orientation. It implies that customer value and the organization's long-term performance are dependent on new innovations, technical solutions, goods, services, or processes (Kyengo, Ombui, and Iravo) (2016).

According to Vorhies (2019), marketing capabilities are not resources in and of themselves, but rather integrative processes via which a firm's aggregate knowledge, skills, and resources are used to meet the market-related demands of the organization. Marketing capabilities represent an organization's capacity to interact with and service certain consumer segments. Such qualities enable businesses to build lucrative connections with customers and keep their existing client base, which has an influence on organizational success (Guo, Xu, Tang, Liu-Thompkins, Guo and Dong, 2018). Market orientation is seen as an important approach or capability that assists businesses in remaining competitive in today's volatile business climate (Jacobs & Wallach, 2019). Market orientation is a marketing idea as well as a management technique. Cacciolatti and Lee (2016) defined market orientation as a managerial decision-making technique based on an organizational commitment.

Market Performance

Organizational performance is the ability to offer continuous services of outstanding sustainable quality over a lengthy period of time (Stamenkov and Dika (2015). Market performance is determined by the gaps between expectations and performance along the quality parameters (Hassan, Malik, Imran, Hussain & Javaria, 2017). Furthermore, Poku, Ansah, and Lamptey (2015) defined market performance as "the overall appraisal of a given service firm that emerges from comparing that business's performance with consumers' general expectations of how firms in that industry should perform." Thus, market performance may be defined as the gap between customer expectations and perceived service. When expectations exceed performance, perceived quality is less than adequate, and customer dissatisfaction arises (Lewis & Mitchell, 2017).

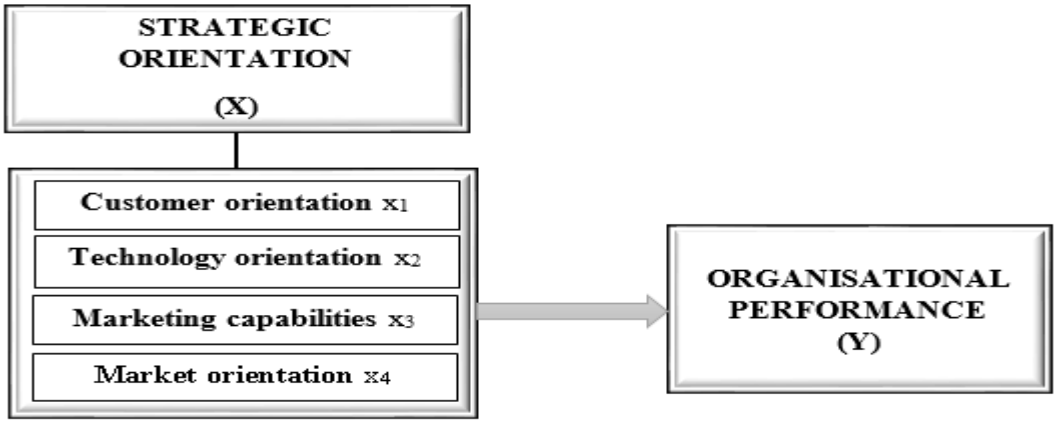
Strategic orientation dimensions and organisational performance

Mueller, Walter, Georg and Gemuenden (2018), examined the impact of customer orientation and competitor orientation on organizational performance of new software ventures. The results reveal that the influence of customer orientation on organizational performance seems to be independent from perceived market dynamism. A similar conclusion can be drawn for competitor orientation regarding competitive intensity. The study also found market dynamism to be a moderator for the influence of competitor orientation on organizational performance in new ventures. Rizan, Balfas and Purwohedi (2019) studied the influence of strategic orientation, organizational innovation capabilities and strategic planning on the performance of technology-based firms. The results of the study indicate that strategic orientation, organizational innovation capability and strategic planning have positive and significant impacts on company performance.

Prifti and Alimehmeti (2017), evaluated market orientation, innovation, and firm performance an analysis of Albanian firms. The study showed that a positive and significant relationship exist between market orientation, innovation and firm performance among Albania firms. Bankole, Ogundipe, Ogundepo and Oghogho (2020) studied the effects of marketing orientation on the performance of telecommunication firms in Ado-Ekiti. The result showed that customer orientation positively affect business performance; furthermore, it showed that competitor orientation affect business performance positively and finally, it showed that inter-functional coordination affect business performance positively. Further studies such as Ali, Lifu and Rehman (2016) evaluated the impact of technology orientation and customer orientation on firm performance: evidence form Chinese firms, the paper reveals that firms combining several strategic orientations such as (TO) and (CO) perform better.

Research Model

Figure 1: Strategic orientation dimensions and organisational performance



Source: Research Model (2021)

Figure 1 above shows the research model which indicates the interaction between the independent variable strategic orientation dimensions (Customer orientation, Technology orientation, Marketing capabilities and Market orientation) and the dependent variable organizational performance.

Theoretical Review

This study is anchored on configuration theory as baseline theory for this study. Established by Walker and Ruekerts (1987). According to configuration theory, a firm's amount of leverage influences its capacity to create, integrate, and reconfigure internal and external capabilities in order to handle quickly changing business conditions. Given market positions and route dependencies, configuration theory refers to an organization's capacity to generate new and creative kinds of competitive advantage (Walker & Ruekerts, 1987). Eisenhardt and Martin (2000) highlight the significance of configuring company resources to adapt to a rapidly changing environment, and therefore in rapidly changing business settings, the dynamic capability perspective explains the creation of a firm's degree of competitiveness. This is due to the fact that they are regarded as a transformer for turning resources into enhanced performance. According to King and Tucci (2012), businesses can enhance their chances of success in new market discovery by arranging to incorporate industry development throughout product development.

According to Amit and Schoemaker (2013), there is a need to develop a more cost-effective method than rivals in order to reconfigure and convert their resources. As a result, reconfiguration is widely regarded as a critical direction for monitoring market and development trends and providing fast feedback through resource modification. Similarly, Zhou and Wu (2010) contend that having flexible methods for dealing with variable resource utilization and reconfiguration increases the beneficial impacts of strategic orientation and therefore improves firm performance. While the configuration theory recognizes the necessity for a business to align its resources in order to achieve the required synergy, it overlooks the

importance of adapting the firm's operations to the ever-changing market needs. The degree of competition in the market, not only the available resources in the market, should drive the layout of internal resources. As a result, the configuration theory was judged appropriate for investigating the influence of strategic orientation dimensions on the market performance of Mobile Telephone Network (MTN) in selected Nigerian states.

Methodology

The study employed a survey research design and a census technique. The survey study approach is ideal because it allows the researcher to collect data that represents the perspective and views of individuals from a wide geographical area, which in this case are selected Tertiary Institution Students and Top management MTN Staff. The adoption of this design is consistent with the studies of Feng, Wang, Lawton, and Luo, 2019; Lee, Che-Ha, and Alwi, 2020; Peterson and Crittenden, 2020; Chu, Wang, and Lado, 2016; and Mediano and Ruiz-Alba, 2019. Therefore, this study followed suit by employing survey research design in this study. The unit of analysis of the sample for the study was Tertiary Institution Students and Top management MTN Staff. The justification for the adoption of survey research design is based on the assumption that the group of the population under study is heterogeneous in its characteristics that is people of different ages, behaviour and opinion are represented within the study population.

The appropriateness of survey research design lies in its ability to make scientific robust position on the respondents in one moment. The first population of the study was 357,325 selected tertiary institution students, while the second population was 76 Top management MTN Staff. A sample size of 499 for the student population was determined using Cochran formula, while 76 MTN staff was determined via census method. Multistage sampling was adopted. A validated questionnaire was used to collect data. Cronbach's alpha reliability coefficients for the constructs ranged from 0.79 to 0.92. The response rate was 89.9%. Data were analysed using descriptive and inferential statistics.

A structured questionnaire was adapted from previous studies such as Lee, Che-Ha & Alwi, (2021); Adams, Freitas and Fontana (2019); Morgan, Feng and Whitler (2018); Devece, Llopis-Albert and Palacios-Marques, (2017); Akintokunbo (2018) along the constructs with sections capturing demographic information, strategic orientation dimensions (customer orientation, technology orientation, marketing capabilities and market orientation) and organizational performance which was measured as a whole using a Likert scale ranging from very high (6) to very low (1). The researchers developed a structured model for the study using the main constructs, and the data was analyzed using multiple regression analysis.

Model Specification

In order to determine the effect of strategic orientation (X) on organizational performance (Y), an econometric model was developed.

$Y = f(X)^n$.

Hence the model was structured as such:

x_1 = Customer Orientation (CO)
x_2 = Technology Orientation (TO)
x_3 = Marketing Capabilities (MC)

x_4 = Market Orientation (MO)

The model formulated for the hypotheses is written as:

Hypothesis Five

$Y = \beta_0 + \beta X + \varepsilon_i$

$OP = \beta_0 + \beta SO\ (\beta_1 CO + \beta_2 TO + \beta_3 MC + \beta_4 MO) + \varepsilon_i$ ---------- Eqn 1

β_0 = constant of the equation or constant term

β_i - β_4 = Parameters to be estimated

ε_i = error or stochastic term

Results and Discussion

The objective of the study examined the effect of strategic orientation on market performance of MTN in selected Nigerian States. Multiple regression analysis was used to test the hypothesis with organisational performance as the dependent variable, and strategic orientation dimensions as the independent variable. The data for strategic orientation dimensions were generated by adding all the responses of all items for customer orientation, technology orientation, marketing capabilities and market orientation, while that of organisational performance was generated by adding scores of responses of all items for the variable. Data from five hundred and seventeen (517) respondents were analyzed.

To test the hypothesis (Strategic orientation dimensions have no significant effect on organisational performance of MTN in selected Nigerian States), multiple linear regression analysis was used. The independent variable of the study was Strategic orientation dimensions while the dependent variable was organisational performance. Data from five hundred and seventeen (517) respondents were gathered and analyzed using SPSS version 25 software. The results of the multiple linear regression analysis are shown in Table 1a and 1b.

Restatement of Hypothesis One for MTN Staff

H_{01}: The combined effect of strategic orientation dimensions have no significant effect on market performance of MTN in selected States in Nigeria.

To test hypothesis one, multiple regression analysis was used. The independent variable was strategic orientation dimensions (customer orientation, technology orientation, marketing capabilities and market orientation) while the dependent variable was performance. In the analysis, data for strategic orientation dimensions were created by adding together responses of all the items under the various dimensions to generate independent scores for each dimension. For performance, responses of all items the variable were added together to create index of performance. The index of performance (as dependent variable) is thereafter regress on scores (index) of strategic orientation dimensions (as independent variables). The results of the analysis and parameter estimates obtained are presented in Table 1a.

Table 1a: Summary Results of Regression Analysis of Strategic Orientation Dimensions on market performance of Mobile Telephone Network (MTN) of selected states in Nigeria

Model	*B*	*T*	*Sig.*	*F*(4,69)	R^2	Adj. R^2	F(Sig)
(Constant)	16.103	2.641	.010	54.155	.758	.744	.000[b]
Customer Orientation	.404	1.065	.290				
Technology Orientation	1.650	4.808	.000				

Market Capabilities	.036	.123	.903				
Market Orientation	1.230	3.227	.002				
a. Dependent Variable: Performance							
b. Predictors: (Constant), Market Orientation, Market Capabilities, Customer Orientation, Technology Orientation							

Source: Researcher's Field Survey, 2021

Table 1a presents the multiple regression results for the combined effect strategic orientation dimensions on market performance of MTN in the selected states in Nigeria. The results revealed that technology orientation (β = 1.650, t = 4.808, p = 0.000) and market orientation (β = 1.230, t = 3.227, p = 0.002) have positive and significant effect on market performance of MTN in selected states in Nigeria. However, customer orientation (β = 0.404, t = 1.065, p = 0.290) and market capabilities (β = 0.036, t = 0.123, p = 0.903) have a positive but statistically insignificantly effect on market performance of MTN in the selected states in Nigeria. This implies that technology orientation and market orientation are significant predictors of performance in the study area.

The results further reveal that strategic orientation dimensions (customer orientation, market orientation, marketing capabilities and technology orientation) explained 74.4% of the variation in performance of MTN in the selected States, (*Adj.* R^2 = 0.744). However, the model did not explain 25.6% of the variation in performance of MTN in selected States, implying that there are other factors associated with performance of MTN in the selected States were not captured in the model.

Also, the results of Analysis of Variance (ANOVA) for regression coefficients used to test the overall significance of regression model has the value of 54.155 with (4,69) degrees of freedom and p-value of 0.000 which was less than 0.05 ($F_{(4,69)}$ = 54.155, p= 0.000). This implies that the overall model was significant in predicting the performance of MTN in the selected states in Nigeria. That is, performance is affected by strategic orientation dimensions and the F value standing at 54.155. The result shows that at least one of the strategic orientation dimensions has a significant effect on performance of MTN in selected states. In coming up with the final regression model to predict performance of MTN in the selected States in Nigeria, the strategic orientation dimensions that are statistically significant and were retained in the model. The multiple regression model from the results is thus expressed as:

PER = 16.103 + 1.650TO + 1.230MO…… Eq. (i)

Where:

PER = Performance
TO = Technology Orientation
MO = Market Orientation

From the above regression equation above, it was revealed that holding strategic orientation dimensions (customer orientation, market orientation, marketing capabilities and technology orientation) constant (at zero), market performance of MTN in selected States, will be 16.103. This implies that if customer orientation, market orientation, marketing capabilities and technology orientation take on the values of zero (do not exist), there would be 16.103 times level of repetition of the performance of MTN in selected States in Nigeria. The model

shows that a unit change in technology orientation and market orientation respectively will lead to 1.650 and 1.230 unit change in performance of MTN in selected States. The results reveal that technology orientation (β = 1.650, t = 4.808, p = 0.000) was the most significant predictor (among strategic orientation dimensions) of performance of MTN in selected States, Since at least one of the regression coefficients is significant at 5% significance level as indicated in the table above, the null hypothesis was rejected. Therefore, the null hypothesis one (H_{01}) which states that strategic orientation dimensions (customer orientation, market orientation, marketing capabilities and technology orientation) have no significant effect on performance of MTN in selected States in Nigeria is hereby rejected.

Restatement of Hypothesis One for Students

H_{01}: The combined effect of strategic orientation dimensions have no significant effect on performance of MTN in selected States in Nigeria.

To test hypothesis five, multiple regression analysis was used. The independent variable was strategic orientation dimensions (customer orientation, technology orientation, marketing capabilities and market orientation) while the dependent variable was performance. In the analysis, data for strategic orientation dimensions were created by adding together responses of all the items under the various dimensions to generate independent scores for each dimension. For performance, responses of all items the variable were added together to create index of performance. The index of performance (as dependent variable) is thereafter regress on scores (index) of strategic orientation dimensions (as independent variables).

Table 1b: Summary Results of Regression Analysis of Strategic Orientation Dimensions on Performance of Mobile Telephone Network (MTN) of selected states in Nigeria

Model	*B*	*T*	*Sig.*	*F*(4,438)	R^2	Adj. R^2	F(Sig)
(Constant)	7.390	3.350	.001	505.155	.822	.820	.000[b]
Customer Orientation	.291	2.148	.032				
Technology Orientation	.949	7.487	.000				
Market Capabilities	1.386	11.911	.000				
Market Orientation	1.054	8.075	.000				
a. Dependent Variable: Performance							
b. Predictors: (Constant), Market Orientation, Market Capabilities, Customer Orientation, Technology Orientation							

Source: Researcher's Field Survey, 2021

Table 1b presents the multiple regression results for the combined effect strategic orientation dimensions on performance of MTN in the selected states in Nigeria. The results revealed that customer orientation (β = 0.291, t = 2.148, p = 0.032), technology orientation (β = 0.949, t = 7.487, p = 0.000), market capabilities (β = 1.386, t = 11.911, p = 0.000) and market orientation (β = 1.054, t = 8.075, p = 0.000) have positive and significant effect on performance of MTN in selected states in Nigeria. This implies that customer orientation, technology orientation, marketing capabilities and market orientation are significant predictors of performance in the study area.

The results further reveal that strategic orientation dimensions (customer orientation, technology orientation, marketing capabilities and market orientation) explained 82% of the

variation in performance of MTN in the selected States, (*Adj.* R^2 = 0.820). However, the model did not explain 18% of the variation in performance of MTN in selected States, implying that there are other factors associated with performance of MTN in the selected States was not captured in the model.

Also, the results of Analysis of Variance (ANOVA) for regression coefficients used to test the overall significance of regression model has the value of 505.155 with (4,438) degrees of freedom and p-value of 0.000 which was less than 0.05 ($F_{(4,438)}$ = 505.155, p= 0.000). This implies that the overall model was significant in predicting the market performance of MTN in the selected states in Nigeria. That is, performance is affected by strategic orientation dimensions and the F value standing at 505.155. The result shows that at least one of the strategic orientation dimensions has a significant effect on market performance of MTN in selected states. In coming up with the final regression model to predict performance of MTN in the selected States in Nigeria, the strategic orientation dimensions that are statistically significant and were retained in the model. The multiple regression model from the results is thus expressed as:

PER = 7.390 + 0.291CO + 0.949TO + 1.386MC + 1.054MO …… Eq. (i)

Where:

PER = Performance
CO = Customer Orientation
TO = Technology Orientation
MC = Market Capabilities
MO = Market Orientation

From the above regression equation above, it was revealed that holding strategic orientation dimensions (customer orientation, technology orientation, marketing capabilities and market orientation) constant (at zero), market performance of MTN in selected States, will be 7.390. This implies that if customer orientation, technology orientation, marketing capabilities and market orientation take on the values of zero (do not exist), there would be 7.390 times level of repetition of the performance of MTN in selected States in Nigeria. The model shows that a unit change in customer orientation, technology orientation, marketing capabilities and market orientation respectively will lead to 0.291, 0.949, 1.386 and 1.054 unit changes in performance of MTN in selected States. The results reveal that market capabilities (β = 1.386, t = 11.911, p = 0.000) was the most significant predictor (among strategic orientation dimensions) of market performance of MTN in selected States, Since all of the regression coefficients is significant at 5% significance level as indicated in the table above, the null hypothesis was rejected. Therefore, the null hypothesis one (H_{01}) which states that strategic orientation dimensions (customer orientation, market orientation, marketing capabilities and technology orientation) have no significant effect on market performance of MTN in selected States in Nigeria is hereby rejected.

Discussion of Findings

The results of the multiple regression analysis of strategic orientation dimensions and firm performance reveals that the joint independent sub-variables of strategic orientation have a significant effect on market performance of MTN in selected States in Nigeria. This implies

that strategic orientation dimensions has a significant positive effect on market performance of MTN in selected States in Nigeria. This result further specified that the responses of both MTN staff and the customers corroborates with the above result. This implies that on the overall that strategic orientation dimensions has a significant positive effect on market performance of MTN in selected States in Nigeria especially when customer orientation, technology orientation, marketing capabilities and market orientation were implemented.

In light of these findings, since strategic orientation focuses on the way an organisation adjusts and interacts with its external environment. Strategic orientation is a vial tool, which can result in longevity and success of the organization, strategic orientation serves as a strategic tool to achieve competitive advantage through designed orientations that are market orientation and technology orientation which directs an organization to achieve superior performance through designed techniques which serves as a core reasons to achieve strategic advantages which are rare, valuable and imitable firm's resource (Adi, Ujianto, & Riyadi, 2018).

Various empirical studies are in agreement with the outcome of this study that strategic orientation dimensions positively affects firm performance. Mueller, Walter, Georg and Gemuenden (2018), examined the impact of customer orientation and competitor orientation on organizational performance of new software ventures. The results reveal that the influence of customer orientation on organizational performance seems to be independent from perceived market dynamism. A similar conclusion can be drawn for competitor orientation regarding competitive intensity. The study also found market dynamism to be a moderator for the influence of competitor orientation on organizational performance in new ventures. Rizan, Balfas and Purwohedi (2019) studied the influence of strategic orientation, organizational innovation capabilities and strategic planning on the performance of technology-based firms. The results of the study indicate that strategic orientation, organizational innovation capability and strategic planning have positive and significant impacts on company performance.

Theoretically, the findings are validated by the configuration theory which is advanced by Walker and Ruekerts (1987). Eisenhardt and Martin (2000) explain the importance of configuration of the firm resources to adapt to the fast changing environment and therefore in business environments that are fast changing dynamic capability view explains the formation of firm's level of competitiveness. This is because, they are considered a transformer for converting resources into improved performance. King and Tucci (2012) found that firms can increase the probability of success in new market exploration, and the arrangement to integrate industry development during product development. Amit and Schoemaker (2013) noted there is the need to grow a more cost effective process than competitors to reconfigure and transform their resources. Therefore, reconfiguration is generally considered a key orientation for monitoring market and development trends, and for timely feedback through resource alteration. Based on these findings and the confirmatory findings of previous scholars in the field of strategic management, it can therefore be stated that strategic orientation significantly affects market performance of MTN in selected States in Nigeria.

Conclusion and Recommendations

This study looked at the impact of strategic orientation dimensions on organisational performance. Customer orientation, technology orientation, marketing capabilities, and market orientation all had a substantial and beneficial influence on organizational performance,

according to the findings. Theoretically, the outcome of this study is in line with the configuration theory which was the baseline theories for this study. The configuration theory was adopted to guide this study variables because its perspectives are tied to the focus of the study and the variables that were investigated. The study recommends paying more attention to strategic orientation, customer orientation, technology orientation, marketing capabilities and market orientation would positively enhance and burst the overall market performance of Mobile Telephone Network (MTN) in Nigeria. Further study should examine the role of strategic alliances on product performance in the telecommunication industry and also examine the influence of competitors' strategies on performance of Global System Mobile (GSM) communication for service providers in Nigeria.

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