

**MARKET ORIENTATION STRATEGY AND MARKETING PERFORMANCE OF TELECOMMUNICATIONS ORGANIZATIONS IN ENUGU STATE NIGERIA**

**Onah, James Ikechukwu<sup>1</sup>, and Eke, Cyril Chijioke<sup>2</sup>**

[-jamikon24@yahoo.com](mailto:-jamikon24@yahoo.com)

Institute of Management and Technology Enugu Nigeria

**Okoro, Deborah Patience<sup>3</sup>, and Ikpo Kobimdi Pamela<sup>4</sup>**

University of Nigeria Nsukka, Enugu Campus, Nigeria

**Abstract**

This study examined the effect of market orientation strategy on marketing performance of telecommunication organizations in Enugu state Nigeria. The study was quantitative in nature and adopted correlational research design. The population of the study was staff of telecommunications organizations in Enugu state, Nigeria. The Sample size of the study was 384 staff of telecommunications organizations in Enugu state selected using purposive sampling. The instrument of data collection was a structured questionnaire. The structured questionnaire was validated using expert opinion while Cronbach alpha was used to test the reliability whereupon all the variables surpassed the accepted and recommended 6.0. Pearson product moment correlation coefficient and multiple regression analysis were used to analyze the data collected with the aid of Statistical Package for Social Sciences (SPSS. version 26.0). The results showed that all the five market orientation strategies understudy including: customers' orientation, competitors' orientation, inter-functional coordination, market intelligence generation and responsiveness have significant effect on marketing performance of telecommunications organizations in Enugu state Nigeria. The implication of this is that management of telecommunications organizations in Enugu state Nigeria should effectively coordinate all elements of market orientation for effective customer services delivery to meet changes in the market and improve their marketing performance.

**Keywords:** Customer Orientation; Competitor Orientation; Inter-functional Coordination, Market Intelligence generation, Responsiveness, Marketing performance

**Introduction**

As competition becomes fiercer due to globalization and constantly evolving customer tastes, organizations worldwide including Nigerian telecommunications organizations are implementing various corporate strategies to enhance their market performance. These organizations recognize the importance of not only drawing in customers but also establishing and sustaining long-term relationships with them to gain a competitive edge and boost customer loyalty in an increasingly competitive market (Thomas & Payne, 2014).

The idea of market orientation has been presented as a valuable tool for organizations to shield themselves from market changes and maintain consistently strong performance in a competitive environment. For several decades, market orientation has been viewed as a crucial capability of an organization, identified as a source of competitive advantage and a key factor in marketing success (Njeru & Munyoki, 2014).

Hilman and Kaliappen (2014) noted that market orientation reflects the extent to which businesses are inclined to adopt the marketing concept. It is defined as an organizational culture that embodies the values and beliefs prioritizing the customer in business planning. Furthermore, it is described as a type of organizational culture where employees are thoroughly committed to the ongoing creation of superior customer value

Research highlights numerous empirical studies linking market orientation with the marketing performance of organizations (Gaur, Vasudevan & Gaur, 2011; Hau, Evangelista & Thuy, 2013; Kumar, Jones, Venkatesan, & Leone, 2011). For example, Kumar, Jones, Venkatesan, and Leone (2011) observed that organizations with a strong market orientation achieve higher marketing performance outcomes than those with a lower level of market orientation. As a result, organizations that adopt market orientation strategies provide exceptional customer experiences which increase customer loyalty and satisfaction with the organization's offerings and create greater customer value, leading to superior marketing performance (Dadfar, Brege, & Semnani, 2013).

### **Statement of the problem**

Previous research on market orientation and marketing performance does not provide sufficient insights for marketing managers in Nigeria regarding how market orientation influences organizational marketing performance. This is mainly because most empirical studies have been conducted in developed Western countries, which have different social, cultural, economic, demographic, and technological contexts, and have utilized varied measures of marketing performance. Additionally, there are discrepancies in the findings of many of these empirical studies.

Therefore, it is important for the management of telecommunication companies, especially in developing countries like Nigeria and particularly in Enugu State, to adopt market orientation strategies and integrate them into their operations to remain competitive and boost their marketing performance. Thus, conducting an empirical study to explore how telecommunication companies in Enugu State can implement market orientation as an effective tool for enhancing marketing performance is crucial. Consequently, this research aims to examine the effect of market orientation strategy on the marketing performance of telecommunication companies in Enugu State, Nigeria.

## **Literature Review**

### **Conceptualization of Market Orientation**

Market orientation has been a widely examined and debated subject in marketing literature for several decades. However, existing studies have revealed that over the years, two primary classifications of market orientation have emerged: the cultural perspective and the behavioral viewpoint (Youn, Sungmin & Hye, 2019). Otysna and Kamewor (2022) opine that market orientation represents the organizational culture that most effectively and efficiently fosters the necessary behaviors to create superior value for customers and, in turn, deliver consistent superior performance for the business. According to their conceptualization, market orientation encompasses three cultural components- customer orientation, competitor focus, and inter-functional coordination. Customer and competitor orientation involve all activities related to acquiring information about customers and competitors in the target market and sharing it throughout the organization. Inter-functional coordination involves the organization's collaborative efforts across different departments, beyond just the marketing department. Conversely, Islam, Yusuf and Shuaibu (2022) view market orientation as a company-wide generation of market intelligence concerning current and future customer needs, dissemination of that intelligence across departments, and organization-wide responsiveness to it. According to their conceptualization, the three essential elements of market orientation are market intelligence generation, market intelligence dissemination, and responsiveness. Market intelligence generation entails monitoring factors such as competition, government regulations, technology, and other

environmental influences; it concerns both current and future customer needs. Market intelligence dissemination entails that addressing a market need requires the involvement of nearly all departments within an organization. Responsiveness involves actions taken based on the generated and disseminated market intelligence, such as selecting target segments, designing products or services that cater to current and future needs, and promoting them (Islam, Yusuf and Shuaibu, 2022). This paper acknowledges that both the behavioral and cultural perspectives of market orientation are vital to organizational performance; however, this study concentrates on five variables drawn from both conceptualizations including customer orientation, competitor orientation, inter-functional coordination, market intelligence generation, and a firm's responsiveness.

### **Concept of Marketing Performance**

Zainudin and Sugiono (2016) suggest that marketing performance reflects a firm's capacity to adjust to the business environment and craft a strategy that enhances management's ability to align the external environment with the company's internal operations. A diverse array of metrics has been adopted to operationalize marketing performance. Some utilize objective indicators such as return on equity (ROE), sales growth, and return on assets, while others rely on subjective and non-financial metrics like customer purchase intention, customer satisfaction, and loyalty. For instance, Zainudin and Sugiono (2016) recognized key indicators such as return-on-investment, market share, and sales growth while Didia and Nwokah (2015) applied sales growth, customer retention, return on investment, market share, acquiring valuable information, the ability to secure local resources, and motivating employees as proxies for marketing performance. This study adopts a combined approach based on existing literature and assesses performance as an aggregate measure of two specific elements: growth in market share and sales growth.

### **Theoretical Foundations and Hypotheses Development**

Research has demonstrated that market orientation plays a crucial role in an organization's success within the marketplace. Numerous scholars have affirmed the positive influence that market orientation has on performance. Ajayi, Olufunke, and Salome (2018) identified a positive link between market orientation and marketing performance. Market orientation allows

organizations to gain a thorough understanding of the marketplace, enabling them to develop appropriate and effective product and service strategies to fulfill customer needs and demands. Arafat, Jehangir, Rahim, Khan, and Ali (2021) explored market orientation and its influence on a firm's sustainable growth, with access to external finance serving as a moderating factor. The study established a correlation between market orientation and organizational marketing performance. This study considers five of these components: customer orientation, competitor focus, inter-functional coordination, market intelligence generation, and firm's responsiveness.

### **Customer Orientation and Marketing Performance**

Customer orientation has become a prevalent subject in the domains of marketing, organizational behavior, and psychology, and is considered a critical factor in determining business success (Hilman & Kaliappen, 2014). Customer orientation involves cultivating a culture that prioritizes customers' interests and necessitates a comprehensive understanding of customer needs to develop organizational offerings of superior value (Miao & Wang, 2016). Research has connected customer orientation to the marketing performance of organizations. For example, the positive impacts of customer orientation on individual, team, and organizational performance are largely uncontested, with empirical evidence corroborating these effects (Pousa, Hardie & Zhang, 2018; SA, Choonyin, Chai & Aik Joo, 2020). Based on this review, this study hypothesizes the following:

*H<sub>1</sub>: Customer orientation has a positive and significant effect on marketing performance*

### **Competitor Orientation and Marketing Performance**

Asomaning and Abdulai (2015) propose that competitor orientation is a strategic approach by organizations to enhance the products they offer to customers. This concept involves an organization gaining a comprehensive understanding of the immediate strengths and weaknesses, as well as the long-term capabilities and strategic intentions, of both current and prospective competitors. Studies have linked competitor orientation to improved marketing performance of companies. Asomaning and Abdulai (2015) found a strong positive and significant correlation between competitor orientation and marketing performance in their study of small businesses in Ghana. Following this review, this study hypothesizes as follows:

*H<sub>2</sub>: Competitor orientation has a significant and positive effect on marketing performance*

### **Inter-functional Coordination and Marketing Performance**

Asomaning and Abdulai (2015) opine that inter-functional coordination shows how a business utilizes its resources to create superior value for its target customers. An organization practices inter-functional coordination when it ensures a coordinated maximization of its available resources with the primary aim of performing better in the market place. Research shows a correlation between inter-functional orientation and marketing performance. For instance, Marjanova, *et al* (2015), established that organizations embracing inter-functional coordination realized higher profitability, which is a sign of better performance and competitiveness for organizations. Also, Asomaning and Abdulai (2015) discovered a strong positive and significant relationship between inter-functional coordination and marketing performance of small businesses in Ghana. Based on this review, this study hypothesized thus:

*H<sub>3</sub>: Inter-functional coordination has a significant and positive effect on marketing performance*

### **Market Intelligence Generation and Marketing Performance**

Intelligence generation transcends merely addressing customer needs and encompasses the examination of external variables that shape these needs and preferences, including competitive activity, governmental policies, and technological advancements (Ajayi, Adeniji, & Ighomereho, 2018). Nadube & Barango-Tariah, (2020) opine that intelligence generation is a comprehensive concept that extends beyond customers articulating their needs and preferences by factoring in the analysis of external influences that affect those needs and desires. Ajayi, Adeniji, and Ighomereho (2018), noted that market intelligence is deeply rooted in the broader spectrum of organizational culture and, as such, is a core characteristic of the organization, affecting how information is processed and the organization's overall market performance. Consistent with this review, this study proposes the following hypothesis:

*H<sub>4</sub>: Market intelligence generation has a significant and positive effect on marketing performance*

### **Firm's Responsiveness and Marketing Performance**

Harcourt and Ateke (2018) describe responsiveness as an organization's "capacity to perceive environmental shifts and adapt by making internal changes at the level of employee actions and learning or in organizational structures and policies, creating proactive interfaces that modify the environment to boost the organization's adaptability." Ambiei (2021) suggests that responsiveness entails being prepared to deliver services promptly to clients in order to meet or exceed their expectations using market-derived information to enhance marketing performance. Wieseke, Geigenmuller, and Kraus (2012) demonstrated that an organization's responsiveness to shifts in the market environment, coupled with employees' willingness and readiness to deliver necessary customer service unimpeded at any time, significantly impacts on organizational performance. Corresponding to this analysis, this study posits the following hypothesis:

**H<sub>5</sub>:** *Firm's responsiveness has a significant and positive effect on marketing performance*

This research is anchored on the Market-Based View, incorporating the positioning school of strategy theories and principles developed during the industrial organization's economics phase of strategic thought (Porter, 1980). The Market-Based View (MBV) is perceived as the organizational strategy perspective centered on market demands (Bain, 1968). It posits that industry elements and external market orientation are fundamental determinants of organizational performance (Bain, 1968; Porter, 1980; 1985, 1996). In devising strategy, organizations typically evaluate the external environment using the five forces model (Porter, 1985). According to Porter (1980), the attractiveness of an industry is shaped by five forces: the threat of new entrants, the threat of substitute products, the bargaining power of buyers, the bargaining power of suppliers, and the intensity of rivalry among established organizations within the industry. The more robust these five forces collectively are, the more intense the competition and the less attractive the industry becomes. Furthermore, Porter (1985) contends that an organization should aim to secure a profitable and sustainable position within the industry to shield itself from market competition. However, every organization can potentially influence each of the five forces to its advantage through competitive strategy (Porter, 1996).

In this domain of research, various scholars have conducted related investigations from diverse literary viewpoints. A thorough review of pertinent literature as shown below aids researchers in identifying and understanding the key issues essential for conducting their study. Gonu, Agyei, Kofi, Richard, and Asare-Larbi (2023) investigated the interplay between customer orientation, service quality, and customer satisfaction within the banking sector from the perspective of an emerging market of Ghana. The research employed a quantitative approach, utilizing a descriptive survey design, wherein data was gathered through a structured questionnaire from a sample of customers from the selected banks in the Accra metropolis, Ghana. The research instrument underwent validation via expert opinion, and its reliability was assessed using Cronbach's Alpha. The data were analyzed using the Partial Least Square-Structural Equation Modeling method. The study found that, in the banking industry, both customer orientation and service quality are significant predictors of customer satisfaction.

Islama and Zhea (2022) explored the influence of customer orientation on financial performance within service firms, focusing on the mediating role of service innovation. The theoretical model was examined using structural equation modeling (SEM), analyzing 686 survey responses from the service sector. The SEM findings revealed that customer orientation positively correlates with both financial performance and service innovativeness. Service innovativeness was identified as a partial mediating factor, indicating that it intervenes in part of the relationship between customer orientation and financial performance.

Bharti and Rajinder (2021) analyzed market orientation within the banking sector from the customers' perspective using descriptive statistics, T-test, ANOVA, and post hoc tests. The study's results indicated no significant difference in perception between male and female customers. However, significant differences were found concerning age, educational qualification, occupation, and income group concerning the market orientation activities performed by their bank.

Chikere and Poi (2021) conducted a study on the relationship between market orientation and brand performance in deposit money banks (DMBs) located in South-South Nigeria. Utilizing the Spearman rank correlation coefficient for hypothesis testing, they employed the Statistical

Package for Social Sciences (SPSS) version 26. The findings indicated that market orientation has a positive and significant influence on the brand performance of deposit money banks in this region of Nigeria.

Gul, *et al* (2021) carried out an empirical investigation to explore the connection between market orientation and marketing performance, focusing on strategies with significant appeal in Pakistan's fashion industry. Using a questionnaire as their research tool, the study demonstrated that market orientation strategy notably affects the marketing performance of fashion brands in Pakistan, with positioning strategies serving as a mediating factor.

### **Methods**

The study adopted descriptive research design in line with the submission of Hair, Money, and Samuel & Pages (2007) that such a method is usually use in assessment of the population characteristics. The population of the study was managers of telecommunication firms in Enugu state. A sample size of 396 managers was used and selected using quota sampling. The data collection instrument was a structured questionnaire. All the items were adequately assessed on a five-point balanced Likert scale ranging from strongly agree represented by 5, to strongly disagree represented by 1. To validate the instrument, content validity was employed after which the questionnaire was subjected to a minor revision. Also, expert opinion was sought from few research experts and discriminant analysis to confirm the validity of the constructs was carried out using correlation. The reliability of the instrument was established using Cronbach alpha index. Favourable reliable scores were obtained from all the items since all co-efficient values were above the recommended and accepted value of 0.7. Pearson's Correlation Coefficient was used to analyze the bio-data of the participants while multiple regression analysis was employed to ascertain the collective impact of market orientation variables on marketing performance. The statistical analysis was conducted using the Statistical Package for Social Sciences (SPSS version 26.0).

### **Results**

#### **Respondents Demographic Characteristics**

Out of the 396 distributed questionnaires, 384 were accurately completed and returned by the participants, while 12 were not indicating a 97% response rate, which is notably significant to

facilitate inferences and valid generalizations regarding the managers examined in this study. Out of the 384 participants that participated in the survey, 200 (52.1%) were male, while 184 (47.9%) were female. Then, 229 (57.3%) were married, while 164 (42.7%) were unmarried. Concerning the ages range, 37 (9.6%) were under 25 years old, 99 (25.7%) were between 25 and 34 years old, 82 (22.3%) were 35 to 44 years old, 96 (25.0%) were in the 45 to 54 years age group, and 67 (17.4%) were 55 years of age or older. Regarding their educational qualifications, 67 (17.4%) held WASC/GCE certificates, 82 (22.3%) were ND/NCE holders, 100 (26.0%) possessed B. Sc/HND degrees, 37 (9.6%) had postgraduate qualifications, and 95 (24.7%) were identified as professionals. The table below shows the demographic data of the respondents.

**Table 1: Respondents’ Demographic Data**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Marital Status</b>	<b>Frequency</b>	<b>Percentage</b>
Male	200	52.1	Married	220	57.3
Female	184	47.9	Single	164	42.7
Total	384	100.0	Total	384	100.0
<b>Age</b>			<b>Education</b>		
< 25yrs	37	9.6	WASC/GCE	67	17.4
25 – 34yrs	99	25.7	ND/NCE	82	22.3
35 – 44yrs	82	22.3	BSc/HND	100	26.0
45 – 54yrs	96	25.0	Postgraduate	37	9.6
≥ 55yrs	67	17.4	Professionals	95	24.7
Total	384	100.0	Total	384	100.0

*Source: Field Survey, 2025*

**Reliability and Validity Analyses**

To assess the dependability of the items associated with each construct, the Cronbach's alpha coefficient was computed for each variable. The outcomes of the reliability analysis for each construct were as follows: Customer Orientation; (0.845), Competitor Orientation; (0.797), Inter-functional Coordination; (0.897); Market Intelligence generation; (0.763), Firm’s Responsiveness; (0.885), and Marketing Performance; (0.753). The reliability scores for each construct surpassed the recommended and acceptable threshold of 0.7. The findings of the reliability analysis are depicted in the table below.

**Table 2: The Reliability Statistics of the Variables**

S/N	ITEM	NO OF ITEMS	CRONBACH'S ALPHA
1	Customer Orientation	5	.845
2	Competitor Orientation	5	.797
3	Inter-Functional Coordination	5	.897
4	Market Intelligence Generation	5	.763
5	Firm's Responsiveness	5	.885
6	Marketing Performance	5	.753

**Source: Filed Survey, 2025**

After content validity, correlation analysis was used to ascertain the discriminant validity of the constructs. All correlations were significant at the 0.01 level. The table below shows all correlations and their correlation values.

**Table 3: Correlations and test of discriminant validity**

Variable	CUSO	COMO	IFC	MIG	FR	MP
Customer Orientation-CUSO	1	.765**	.692**	.643**	.569**	.557**
Competitor Orientation -COMO	.765**	1	.676**	.621**	.594**	.536**
Inter-functional Coordination-IFC	.692**	.676**	1	.652**	.597**	.583**
Market Intelligence Generation-MIG	.643**	.621**	.652**	1	.534**	.541**
Firm's Responsiveness-FR	.569**	.594**	.597**	.534**	1	.586**
Marketing Performance-MP	.557**	.536**	.583**	.541**	.586**	1

\*\* Correlation is significant at the 0.01 level (2-tailed)

As indicated in Table 3 above, all the elements representing the theoretical constructs exhibited satisfactory positive and significant correlations. Notably, customer orientation and competitor orientation demonstrated the strongest correlation, with a coefficient value of 0.765. Customer orientation was positively and significantly correlated with marketing performance ( $r = 0.557$ , \*\*  $P < .01$ ), as was competitor orientation ( $r = 0.536$ , \*\*  $P < .01$ ). Similarly, inter-functional coordination showed a positive and significant correlation with marketing performance ( $r = 0.583$ , \*\*  $P < .01$ ). Additionally, market intelligence generation also displayed a positive and significant

correlation with marketing performance ( $r = 0.541$ ,  $** P < .01$ ), and the firm's responsiveness exhibited a positive and significant correlation with marketing performance ( $r = .586$ ,  $** P < .01$ )

**Multiple Regression Analysis of the constructs**

To determine the impact of the independent variable—market orientation components, including customer orientation, competitor orientation, inter-functional coordination, market intelligence generation, and firm responsiveness—on the dependent variable, marketing performance, regression analysis was utilized.

**Table 4: Multiple Regression Analysis of Market Orientation Constructs and marketing performance**

Model	Unstandardized		Standardized	T	Sig
	Coefficients		Coefficients		
	B	Std. Error	Beta	-	-
Constants	2.327	1.497	-	5.515	.000
Customer Orientation	.423	.017	.398	1.546	.001
Competitor Orientation	.367	.016	.323	2.13	.013
Inter-functional Coordination	.307	.027	.198	8.23	.073
Market Intelligence Generation	.296	.087	.227	7.26	.014
Firm's Responsiveness	.206	.023	.213	6.45	.000

a. Dependent Variable: Marketing Performance

**Table 5: Model Summary**

Model	R	R <sup>2</sup>	Adjusted	Standard	Change ST		
			R <sup>2</sup>	Error	F Change	Df	Sig
1	0.793 <sup>a</sup>	0.709	0.671	3.81462	35.874	5	0.000

a. Dependent variable: Marketing performance

b. Predictors: (constant), Customer Orientation, Competitor Orientation, Inter-Functional Coordination, Market Intelligence Generation and Firm's Responsiveness

**Discussion**

The research aimed at empirically examining the impact of market orientation on the marketing effectiveness of telecommunications firms in Enugu State, Nigeria. Utilizing five

variables, the study formulated market orientation constructs: Customer Orientation, Competitor Orientation, Inter-Functional Coordination, Market Intelligence Generation, and Firm's Responsiveness. The correlation analysis involving all five market orientation constructs demonstrated positive correlation coefficients, indicating their suitability as dimensions of market orientation. The analysis revealed a positive and significant influence of these dimensions on the marketing effectiveness of telecommunications firms in Enugu State, Nigeria. Specifically, customer orientation ( $\beta = .398, P < 0.01$ ), competitor orientation ( $\beta = .323, P < 0.01$ ), inter-functional coordination ( $\beta = .198, P < 0.01$ ), market intelligence gathering ( $\beta = .227, P < 0.01$ ), and the firm's responsiveness ( $\beta = .213, P < 0.01$ ) each exhibited statistically significant positive effects on marketing effectiveness. The outcomes corroborated the H<sub>1</sub> hypothesis, demonstrating that customer orientation significantly and positively affects marketing effectiveness ( $\beta = .398, P < 0.01$ ). This result is supported by Pongwiritthon and Awirothananon (2014), who identified a positive and significant relationship between customer orientation and marketing effectiveness among SMEs in Thailand.

Similarly, the results indicated that competitor orientation significantly and positively influences marketing effectiveness ( $\beta = .323, P < 0.01$ ), supporting H<sub>2</sub>, which posited the significant positive effect of competitor orientation on marketing effectiveness. This corroborates the findings by Asomaning and Abdulai (2015), who reported a strong positive relationship between competitor orientation and marketing effectiveness in their study of small enterprises in Ghana. Furthermore, the findings affirmed that inter-functional coordination has a significant and positive impact on marketing effectiveness ( $\beta = .198, P < 0.01$ ). This supported H<sub>03</sub>, which asserted that inter-functional coordination significantly and positively influences marketing effectiveness, consistent with Lin (2007), who found a positive association between inter-functional coordination and marketing effectiveness in Australia.

Additionally, the study indicated that market intelligence gathering significantly and positively affects marketing effectiveness ( $\beta = .227, P < 0.01$ ), supporting H<sub>04</sub>, which demonstrated the significant positive effect of market intelligence gathering on marketing effectiveness. This aligns with findings by Asomaning and Abdulai (2015), which identified a

robust positive relationship between market intelligence gathering and marketing effectiveness in Ghana. Similarly, the outcomes revealed that a firm's responsiveness significantly and positively impacts marketing effectiveness ( $\beta = .213$ ,  $P < 0.01$ ), supporting H05, which indicated that responsiveness significantly positively affects marketing effectiveness. This corresponds with Lin (2007), who identified a positive association between firm's responsiveness and marketing performance in Australia.

### **Conclusion**

In accordance with the study's findings, this research concludes that market orientation serves as a determinant of organizational performance in the marketplace, aligning with conclusions drawn by prior research. To thrive in a fiercely competitive environment, organizations must be attuned to customer demands and preferences, necessitating a market-oriented approach that encompasses customer focus, competitor awareness, inter-departmental coordination, the acquisition of market insights, and adaptability to evolving market conditions. Consequently, it is imperative for senior management and various departments, particularly within the telecommunications sector, to advocate for market orientation as a key predictor of their organizational performance. Empirical studies consistently demonstrate that market-oriented entities achieve superior market performance, whereas those lacking such orientation tend to exhibit subpar results. This study concurs with previous researchers, affirming that customer focus, competitor awareness, inter-departmental collaboration, generation of market intelligence, and responsiveness to market dynamics can enhance organizational performance in the marketplace.

### **Recommendations**

Drawing from the study's conclusions, the researcher proposed the subsequent recommendations: The managers of telecommunication firms in Enugu state, Nigeria, should integrate customer-centric strategies to guarantee that their services align with customer expectations, thereby fostering customer satisfaction and ultimately ensuring customer retention. Furthermore, they should comprehend the competitive landscape through the analysis of rival strategies, enabling them to effectively contend with competitors and positively influence

consumer decision-making regarding patronage, which will consequently enhance business performance. Leaders within telecommunication enterprises should deliver superior services through inter-departmental coordination among various units and departments. Additionally, they should cultivate market intelligence which will empower them to adeptly respond to market shifts. This approach is crucial for enhancing customer satisfaction and drawing in new clientele.

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