“Market orientation and organizational performance in telecommunication: The moderating role of strategic marketing”

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MARKET ORIENTATION AND ORGANIZATIONAL PERFORMANCE IN TELECOMMUNICATION: THE MODERATING ROLE OF STRATEGIC MARKETING

Abstract

The study examines the influence of market orientation on the performance of mobile operators in the telecommunication industry and the moderating effect of strategic marketing on the relationship. Based on a cross-sectional survey of 286 management staff of the four largest mobile operators in Nigeria (MTN, Glo, 9Mobile, Airtel), an empirical evidence was established. The data were analyzed using descriptive statistics and Structural Equation Modeling (SEM). The SEM outlined the connection between the dimensions of market orientation and organizational performance. The findings revealed that inter-functional coordination ($\beta = 0.485$, $t = 2.542$, $p = 0.013 < 0.05$) and customer orientation ($\beta = 0.245$, $t = 2.043$, $p = 0.038 < 0.05$) significantly influence organizational performance, while competitor orientation ($\beta = 0.159$, $t = 1.870$, $p = 0.065 < 0.05$) has no discernible effect. It was also found that strategic marketing has a major impact on organizational performance ($\beta = 0.466$, $t = 4.175$, $p = 0.000 < 0.05$), but it has no moderating influence on the relationship between market orientation and organizational performance ($\beta = 0.032$, $t = 0.445$, $p = 0.665 > 0.05$). This implies that strategic marketing has a direct effect on organizational performance and not a moderating effect. Therefore, the study recommends that market orientation especially customer orientation and inter-functional coordination, as well as strategic marketing, should become a culture in the telecommunication industry.

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INTRODUCTION

The telecommunication industry is one of the sectors for the actualization of the Sustainable Development Goal (SDG 9) of creating resilient infrastructure and encouraging inclusive, sustainable industrialization and innovation. In many nations, telecommunication is essential for attaining sustainable development and community empowerment (UN, 2023). However, the industry is characterized by several players. The players in the industry appear to be in stiff competition to get new customers and retain current customers (Tende et al., 2022). To sustain market share, these players constantly explore ways of building and gaining competitive advantage (Akeke et al., 2021; Udegbunam, 2022). Market orientation has been shown to foster competitive advantage and eventually, the survival of a business (Ullah et al., 2019; DipoOlatunbosun & Sylva, 2021; Cuu & Trang, 2021). Hence, businesses are becoming aware of the need to have a customer-focused market orientation. Olaposi and Ayoola (2021) posited that if a busi-

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ness adopts market orientation as a culture, its performance would be enhanced. Therefore, there must be an internal integration within the organization such that all hands are on deck to ensure that the insights from market orientation are well instituted. Besides, keeping an eye on the competition and taking proactive steps ahead of the competition guarantees the organization some measure of competitive advantage (Hussain et al., 2016; Bankole et al., 2020).

Several scholars (Chin et al., 2013; Shehu & Mahmood, 2014; Onditi, 2016; Lekmat et al., 2018; Iyer et al., 2019; Egberi & Osio, 2019; Bankole et al., 2020; Olaposi & Ayoola, 2021; Hussain et al., 2021; Gray & Wert-Gray, 2022) have investigated the relationship between market orientation and organizational performance. Some research, however, found no substantial association between market orientation and performance, while other studies demonstrated a clear influence of the latter. Thus, additional empirical study on the connection is needed. Examining this relationship in Nigeria's telecommunication industry is the goal of this study. It also covered the moderating effect of strategic marketing. Akanni et al. (2020) posited that market orientation is the development of market intelligence regarding current and future clients across the organization. If this is the case, it becomes crucial to consider how the intelligence that has been generated and gathered is transformed into strategic marketing and how it influences the performance of the business.

1. LITERATURE REVIEW

Organizational performance measures how successfully a company achieves its goals, taking into account the efficiency of its personnel and operational procedures (Masa'deh et al., 2018). In view of Cuu and Trang (2021), "organizational performance is the extent of an organization's success". According to Akeke et al. (2021), performance is a multifaceted concept. As such, a thorough understanding of performance is required to distinguish it between financial and non-financial aspects. As Bhasin (2020) noted, "business performance is what a business accomplishes when interacting with its various constituencies". In essence, it relates to how successfully a business performs its functions. Salyovaa et al. (2015) stated that the two basic approaches to measuring organizational performance are subjective (self-reported) and objective.

Aghazadeh (2015) is of the view that "performance consists of much more than financial performance". The author noted that performance is a combination of three essential business indicators: customer performance, market performance, and financial performance. While the measures used across businesses may differ and be tainted by subjectivism, it remains necessary that a business identifies excellent standards of measurement of performance. This study aligns with the definition by Cuu and Trang (2021) that organizational performance is the degree of an enterprise's achievement and it is expressed in terms of profits, achievement in sales and market share growth. This means that the performance of a mobile operator refers to how well it meets its financial target, including sales, return on investment, profit and market share.

According to Aghazadeh (2015), market orientation is "the combination of processes and actions that portray a business's comprehension of and response to the market". This implies that market orientation in telecommunication is the combination of processes and actions that portray a mobile operator's comprehension of and response to the market. It involves focusing on the customer and translating the insights to drive the decisions of a business, which consequently translate into business activities. Since every business operates within a market, it becomes clear that market orientation is built on the foundation of intelligence gathered from the market in which the organization operates. Due to the competitiveness of the business environment, market orientation is considered a requirement to sustain competitive advantage (Aghazadeh, 2015; Iyer et al., 2019). It has been asserted that higher degrees of market orientation ensure superior organizational effectiveness. The foundation of this argument is the notion that a company's knowledge of its customers and environment is enhanced by market orientation, leading to an increase in customer satisfaction (Aminu, 2016; Onditi, 2016; Lekmat et al., 2018; Hussain et al., 2016; Zulfikar, 2018; Riswanto et al., 2020; Olaposi & Ayoola, 2021).

Market orientation has become the most successful corporate culture in influencing the behaviors necessary to give customers more value and, consequently, continuous generation of greater organizational performance (Zulfikar, 2018). It offers the foundation for organizing and carrying out plans to satisfy customers and maintain a competitive edge (Ejdys, 2014). One of the five fundamental marketing philosophies that Hussain et al. (2016) recognized as directing planners and strategists when creating plans and strategies for carrying out corporate operations is market orientation. That is why Ullah et al. (2019) described market orientation as "conglomeration of actions comprising the development of market information pertinent to corporate operations and the dissemination of pertinent and useful knowledge to accurately gauge the response of the market's supportive design".

Narver and Slater (1990), Puspaningrum (2020), Cuu and Trang (2021) have distinguished three aspects of market orientation: customer orientation, competitor orientation, and inter-functional coordination. Therefore, businesses need to be up to date on market trends, customer requests and expectations (customer orientation), rival offerings (competitor orientation) and internal relationships and activities (inter-functional coordination) to provide the needed value. Thus, this study looks into how the three market orientation factors affect organizational performance in telecommunication.

Customer orientation enables understanding the buyer's value chain inside end-use sectors. Businesses constantly concentrate on initiatives that will either raise advantages or lower costs for the customer, as mentioned by Puspaningrum (2020). According to Green (2015), a company's goal is to attract and keep customers. Since the customer is a business's primary focus, it becomes imperative for the company to create a corporate culture centered around customer-driven strategy (Hussain et al., 2016). The reality is that the telecommunication market is fast becoming saturated. Moreover, customers have become more enlightened about their needs and are actively seeking mobile operators to meet and exceed their expectations. It then becomes necessary for mobile operators to be oriented to customers' changing and specified needs to achieve superior performance and increase market share (Onditi, 2016).

As noted by Kotler and Keller (2008), there are traditional and modern organizations with one distinguishing factor, which is customer orientation. A broad definition of a customer helps a business discover and include hidden needs. Masa'deh (2018) and Bankole et al.(2020) believe that customer orientation influences organizational performance in that it helps the organization earn the loyalty and trust of customers while also helping the organization improve product and process quality. However, customer orientation did not influence organizational performance (Onditi, 2016).

The continuous evaluation of a business's offerings and capabilities about competition is known as competitor orientation. It is the deliberate study of competitors' short-term and long-term advantages and disadvantages while also studying their strategies (Hussain et al., 2021). While competition allows the customer to choose from a range of options, it keeps the business on its feet to claim, retain or regain market share. Companies must research the tactics and information used by their rivals to plan and create strategies that will provide them a greater competitive edge (Chin et al., 2013). Competitor orientation can be approached in two ways: proactively or reactively (Schulze et al., 2022). Proactive competitor orientation helps businesses forecast future competitive activities and the competitive landscape. They craft responses and strategies to cushion the possible effects, even before they occur. On the other hand, reactive competitor orientation involves reacting to the strategies and actions of competitors. This may manifest in rebranding old products, lowering prices, and expanding distribution channels.

A competitor-oriented organization works to keep ahead of its competitors proactively by providing more value than they offer or reactively using quick response mechanisms. Competitor-oriented organizations analyze their advantages and disadvantages to be competitive or even ahead of competition (Bankole et al., 2020). Competitor orientation has been shown to be important for enhancing organizational performance (Bankole et al., 2020; Hussain et al., 2021). However, competitor orientation had a significant negative effect on performance (Ge & Ding, 2005).

Inter-functional coordination can be described as the synergism of organization's resources to

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generate exceptional customer value (Masa'deh et al., 2018). All business functions work together to create customer value, sharing information about customers and competitors and making choices across functional lines. An organization that incorporates inter-functional coordination prioritizes an inclusive corporate culture where each employee knows how significant their role is to the organization's progress while fostering synergy among the departments. Inter-functional coordination is focused on the internal environment of the business and how a value chain is built to ensure that the business is well-attuned to customers' needs. The information from customer and competitor orientations is passed on to the business departments to utilize. It has been found that inter-functional coordination has a significant impact on performance (Bankole et al., 2020; Sadeghzadeh & Rostamzadeh, 2021).

Strategic marketing is a dimension of marketing that infuses innovation and proactiveness. The Institute of Strategic Marketing of Nigeria describes strategic marketing as organization's efforts to make critical marketing decisions and actions. These fundamental decisions and actions such as developing vision and mission, setting goals and objectives are crucial in shaping and guiding organizational outcomes (Akanni et al., 2020). Strategic marketing is, therefore, a deliberate and insightful approach to marketing while effectively communicating value to the preferred target audience. Gotteland et al. (2020) described strategic marketing as a proactive market-oriented behavior needed to continuously and successfully deliver superior value. In the long run, this helps the organization to maintain a solid market position. It enables a business to consistently provide outstanding value to hold a dominant position in the market over time.

Every organization needs strategic marketing because it provides the resources needed to make informed decisions (Akeke et al., 2021). Understanding how organization's strategic marketing role contributes to improved organizational performance is consequently essential (Lekmat et al., 2018). According to Iyer et al. (2019), the idea of market orientation can influence the development of strategies in various business areas, including marketing, giving the company a competitive edge and enhancing organizational performance. Aghazadeh (2015) posits that strategic marketing connects the organization to its environment and adapts to it. He added that effective strategic marketing contributes to success. Akanni et al. (2020) opined that with strategic marketing, organization's resources could be matched with its market opportunities over the long run, and as the organization plans and executes strategic actions, it will adjust to these external factors. Furthermore, an organization will have little or no challenge handling external changes if strategic marketing is handled correctly (Gray & Wert-Gray, 2022). Lekmat et al. (2018) noted that market orientation encourages building marketing capabilities, which results in strategic marketing.

In other words, strategic marketing may be viewed as the relationship between market orientation and organizational performance because market orientation enables strategic marketing, which then impacts organizational performance. Lekmat et al. (2018) discovered through their study that market orientation impacts organizational performance directly and indirectly through strategic marketing. Based on the review, the research model for the study is presented in Figure 1.

The study aims to determine the impact of market orientation dimensions on organizational performance and the moderating role of strategic marketing. The study's research model, as shown in Figure 1, clarifies how the study's variables relate to one another. Customer orientation, competitor orientation, and inter-functional coordination are the model's representations of market orientation. These three ideas are market-oriented practices that companies can implement. When paired with strategic marketing, they can have a significant effect on organizational performance. The study's hypotheses are represented by the connectors that connect the concepts as follows:

H_1: *Customer orientation has a significant influence on organizational performance.*

H_2: *Competitor orientation has a significant influence on organizational performance.*

H_3: *Inter-functional coordination has a significant influence on organizational performance.*

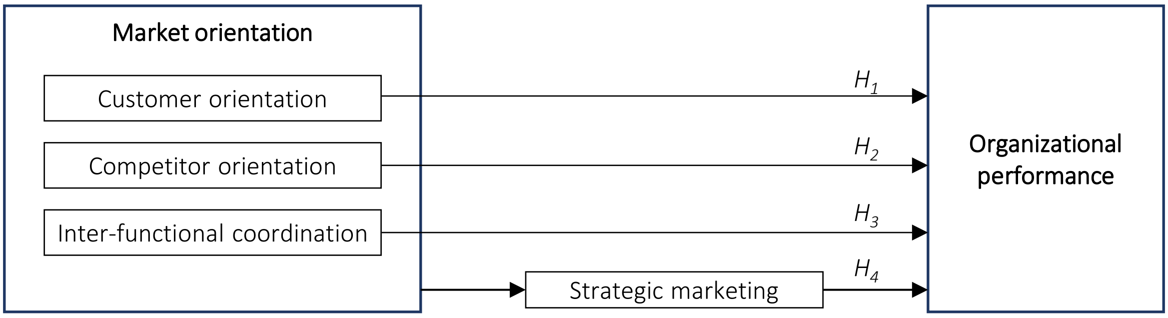

Figure 1. Research model for the study

H_4: *Strategic marketing moderates the relationship between market orientation and organizational performance.*

2. METHODOLOGY

The study adopted a cross-sectional research design. This is because it enables data collection on multiple variables from multiple respondents at one time (Carroll & Roundy, 2022). The management staff of Southwest Nigeria's four main mobile operators (MTN, Glo, Airtel, 9mobile) make up the population. Since it was not possible to get a sampling frame of the management staff from the four mobile operators, the sample size was calculated using Godden's (2004) formula:

$$n = \frac{Z^2\left\{P(1-P)\right\}}{C^2}, \tag{1}$$

$$n = \frac{(1.96)^2\left\{0.50(1-0.50)\right\}}{(0.05)^2}, \tag{2}$$

n = 384,16,
Sample size: $n \approx 384$.

The respondents were chosen using convenience sampling, non-probability sampling approach. The staff accessibility, availability, and willingness to take part in the study were taken into consideration when making the selection. The strategy employed to assure neutrality in the data collection process was the employment of a questionnaire as the instrument of data collection. The questionnaire was self-administered. The instrument consists of thirty items categorized into four sections. Section A comprises five items on demographic information, and these are gender, age, name of mobile network operator with which the respondent is employed, location of the office, and employee status. The assessment of the mobile operator's market orientation is covered in section B, which has fifteen items. It was further divided into three categories: customer orientation, competitor orientation, and inter-functional coordination. There are five items in each of the subdivisions. Six items were used in section C, the penultimate portion, to measure strategic marketing, and four items were used in section D, the final section, to measure organizational performance.

A 5-point Likert scale, with 5 representing "strongly agree" and 1 representing "strongly disagree," was used to code the replies. Nwokah and Hamilton-Ibama (2016) provided the inspiration for section B. Section C was developed by carefully examining the principles of strategic marketing, while section D was modified from Cuu and Trang (2021). Two hundred and eighty-six (286) of the three hundred and eighty-four (384) administered copies of questionnaire were retrieved and utilized for the analysis.

3. RESULTS

3.1. Demographic analysis

The demographic profiles of the respondents showed that 152 (53.1%) of the respondents are males, while 134 (46.9%) are females. With respect to age, 38 (13.3%) of the respondents were below 30 years; 164 (57.3%) were aged 31-40; 70 (24.5%) were aged 41-50; and 14 (4.9%) were aged 51-60. None of the respondents was over 60 years old. Of the four mobile network operators examined,

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140 (48.9%) of the respondents were MTN staff, 98 (34.3%) were Glo staff, 12 (4.2%) were Airtel staff, and 36 (12.6%) were 9Mobile staff. Lagos State had the highest number of respondents at 121 (42.3%); 50 (17.5%) were from Ogun State offices, 55 (19.3%) were from Oyo State offices, and 60 (20.9%) were from Osun State. Managers accounted for 46 (16.1%) of the responses, executives accounted for 160 (55.9%) of the responses, and associates accounted for 80 (28.0%) of the responses.

3.2. Descriptive analysis

Table 1 indicates the descriptive statistics for the study items.

Table 1 shows the mean scores and standard deviation for the study variables. The descriptive statistics indicate moderately high to high mean values. The mean values range from 3.9 to 4.6. This suggests that the respondents have moderate to high perception of the study items.

3.3. Test of hypotheses

A path analysis using Structural Equation Modeling (SEM) was used for the inferential investigation. This was achieved using the partial least squares estimate approach and the SmartPLS version 3 program. The SEM provided an overview of the connection between the elements of market orientation and organizational performance.

3.4. Assessment of the measurement model

The outcome of evaluating the construct variables in the model is shown in Table 2. The items that meet the minimum acceptable factor loading criterion of 0.5, which is required for PLS-SEM analy-

Table 1. Summary of descriptive analysis

CODE	STATEMENT	Mean	SD
CO1	Our business has a sufficient understanding of the needs and preferences of customers	4.6224	0.62579
CO2	Our strategy for competitive advantage is based on our understanding of customer needs	4.4476	0.79327
CO3	Our product and service development is based on accurate market and consumer information	4.3846	0.71131
CO4	I believe this business exists primarily to serve customers	4.3916	0.88838
CO5	We act on complaints received from customers	4.5734	0.59917
CP1	Our business understands the short-term strengths and weaknesses of both current and potential competitors	4.2727	0.76159
CP2	We are more customer-focused than our competitors	4.1888	0.94161
CP3	We rapidly respond to competitor actions that threaten us	3.9930	1.08444
CP4	Our sales' people regularly share information within our business concerning competitors' strategies	3.9161	0.95310
CP5	We regularly monitor our competitors' marketing efforts, collect marketing data on our competitors to help direct our marketing plans and respond rapidly to competitors' actions	4.0769	0.96471
IC1	Our business is involved in the coordination of personnel and resources throughout the organization	4.2238	0.79097
IC2	All our business functions (e.g., marketing/sales, R & D, finance, HR) are integrated to serve the needs of our target markets.	4.2937	0.81216
IC3	We freely communicate information about our successful and unsuccessful customer experiences across all business functions	3.9930	0.96046
IC4	Our business encourages the internal sharing of market information to understand consumer/competitor behaviors	4.0420	0.86296
IC5	Working for this business is like being in a large family	4.2378	1.05455
SM1	Our business set marketing goals and objectives	4.5105	0.66995
SM2	Our business has a stated vision and mission	4.5804	0.65448
SM3	Our business has a strategic marketing plan	4.4545	0.71923
SM4	Our business implements its long-term plans	4.3916	0.81392
SM5	Our business is strategic in its marketing activities	4.4336	0.77423
SM6	Our business periodically evaluates its marketing strategies	4.3147	0.82581
OP1	Sales of the business have increased over the years	4.3846	0.89540
OP2	Our operations have yielded a Return on Investment (ROI) for our business	4.4196	0.80852
OP3	The business profits have been on the increase	4.3776	0.87857
OP4	Our market share is expanding	4.2448	0.98020

Table 2. Factor loadings, reliability and convergent validity

Constructs variable	Items	Loadings	Cronbach's alpha	CR	AVE
Customer's Orientation (CO)	CO1	0.672	0.658	0.800	0.573
	CO2	0.746			
	CO3	0.843			
Competitor's Orientation (CP)	CP1	0.555	0.710	0.680	0.526
	CP3	0.863			
Inter-functional Coordination (IC)	IC2	0.686	0.788	0.862	0.612
	IC3	0.875			
	IC4	0.741			
	IC5	0.813			
Organizational Performance (OP)	OP1	0.918	0.929	0.950	0.826
	OP2	0.904			
	OP3	0.943			
	OP4	0.868			
Strategic Marketing (SM)	SM1	0.724	0.887	0.914	0.640
	SM2	0.821			
	SM3	0.835			
	SM4	0.770			
	SM5	0.902			
	SM6	0.732			

sis, are highlighted against each construct variable. Cronbach's alpha and the composite reliability (CR) statistics were computed to assess the construct variables' reliability. The results show that the alpha statistics of all the constructs are greater than the 0.6 minimum acceptable value. Similarly, every CR coefficient is higher than the required cutoff value of 0.7. The results demonstrate how well the items measure each other's distinct constructions while preserving internal consistency. Additionally, the convergent validity of the construct variables is evaluated using the Average Variance Extracted (AVE) coefficients. The data in Table 2 show that all of the constructs' AVEs are valid because they are above the 0.5 minimum allowed value.

The square root of the construct variables' AVEs are shown in bold in Table 3. The values that are not emphasized are the inter-construct correlations. The outcome in Table 3 suggests that the constructs meet Fornell-Larcker criterion for discriminant validity.

Table 4 shows the HTMT ratios among the constructs. The HTMT criterion is a further test of discriminant validity and the results in Table 4 show that this condition is satisfied because the values are less than 0.9; hence, there is no problem of discriminant validity among the construct variables.

Table 3. Discriminant validity (Fornell-Larcker criterion)

	Customer orientation	Competitor orientation	Inter-functional coordination	Market orientation	Organizational performance	Strategic marketing
Customer orientation	**0.757**					
Competitor orientation	0.418	**0.725**				
Inter-functional coordination	0.319	0.470	**0.782**			
Market orientation	0.483	0.672	0.642	**0.754**		
Organizational performance	0.326	0.369	0.467	0.383	**0.909**	
Strategic marketing	0.338	0.373	0.531	0.518	0.580	**0.800**

Table 4. Heterotrait-Monotrait (HTMT) criterion

	Customer orientation	Competitor orientation	Inter-functional coordination	Market orientation	Organizational performance	Strategic marketing
Customer orientation						
Competitor orientation	0.660					
Inter-functional coordination	0.554	0.694				
Market orientation	0.811	0.881	0.860			
Organizational performance	0.259	0.340	0.460	0.435		
Strategic marketing	0.447	0.519	0.676	0.702	0.674	

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3.5. Structural model

Table 5 shows the regression coefficients of the SEM paths in Figure 2. The coefficient of the path from customer orientation to organizational performance is positive (β = 0.245), suggesting a direct relationship. The t-statistic of this path is significant at 5% level (p = 0.038); therefore, the hypothesis H_1 is accepted, and it is concluded that customer orientation significantly influences organizational performance. This result is consistent with that of Masa'deh (2018) and Bankole et al. (2020) who discovered that customer orientation has a major impact on organizational performance. Moreover, according to Hussain et al. (2016), companies that adopt customer-driven strategies have the ability to generate higher value, which increases the likelihood of their success. However, the finding contradicts the finding of Onditi (2016) that customer orientation has no influence on organizational performance.

The coefficient of the path from competitor's orientation to organizational performance is positive (β = 0.159), suggesting a direct relationship. However, t-statistics of this path is not significant

Table 5. Bootstrapping

Path	Beta	t-statistics	p-values	Decision
Customer orientation→organizational performance	0.245	2.043	0.038	Accept
Competitor orientation→organizationalperformance	0.159	1.870	0.065	Reject
Inter-functional coordination→organizational performance	0.485	2.542	0.013	Accept
Market orientation→organizational performance	0.459	2.482	0.017	Accept
Strategic marketing→organizational performance	0.466	4.175	0.000	Accept
Moderating effect→organizational performance	0.032	0.445	0.665	Reject

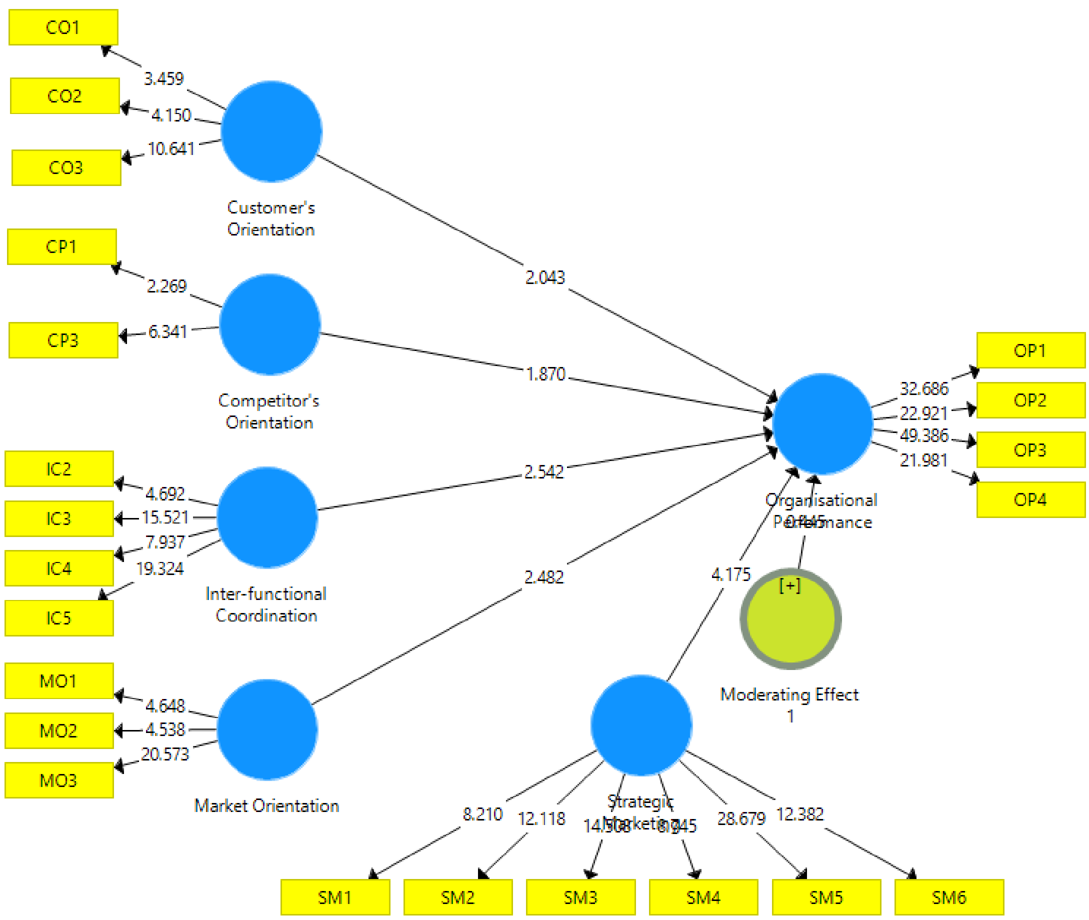

Figure 2. PLS algorithm

at 5% level (p = 0.065); therefore, hypothesis H_2 is rejected, and it is concluded that competitor orientation in telecommunication does not significantly influence organizational performance. This contradicts the findings of Chin et al. (2013) who found that competitor orientation helps an organization to stay competitive and develop its differentiating capabilities, as well as Ge and Ding (2005) who found that competitor orientation has a significant negative effect on the organizational performance.

The coefficient of the path from inter-functional coordination to organizational performance is positive (β = 0.485), suggesting a direct relationship. The t-statistics of this path is significant at 5% level (p = 0.013); therefore, hypothesis H_3 is accepted, and it is concluded that inter-functional coordination significantly influence organizational performance. This is consistent with the findings of Sadeghzadeh and Rostamzadeh (2021) who found that inter-functional coordination enhances organizational performance.

Additional findings indicate a direct positive correlation with the path's coefficient from market orientation to organizational performance (β = 0.459). Similarly, this path's t-statistics (p = 0.017) indicates significance at 5% level, indicating strong correlation between market orientation and organizational performance. Hussain et al. (2016) discovered a substantial correlation between market orientation and organizational performance, which supports this finding. Furthermore, Zulfikar (2018) discovered that market orientation enhances organizational performance by generating value.

The bootstrapping results indicate that strategic marketing significantly affects organizational performance (β = 0.466; p = 0.000). Nevertheless, when it was introduced as a moderating variable on the relationship between market orientation and organizational performance, its moderating effect was not significant (β = 0.032; p = 0.665). It follows that strategic marketing has no moderating effect on the relationship between market orientation and organizational performance; therefore, hypothesis H_4 was rejected. This result runs counter to the assertion made by Lekmat et al. (2018) that there is a connection between organizational performance and market orientation through strategic marketing. The finding implies that strategic marketing has a direct influence on organizational performance and no moderating effect. This means that the practice of strategic marketing is equally as important as market orientation in the telecommunication industry.

CONCLUSION

Based on the findings, market orientation significantly impacts performance in telecommunications. This means that businesses in the industry have much to gain by deliberately and consistently adopting market orientation as a culture. The literature on the effect of market orientation on organizational performance is expanded upon by this study. The study discovered that customer orientation and inter-functional coordination significantly affect organizational performance, rather than competitor orientation. The results of this investigation demonstrate that the orientation of competitors has no bearing on organizational performance in telecommunications. This provides insight for management, such that business efforts could be focused on the customer and internal dynamics rather than what the competition is doing and how to react or respond. While the business may choose to observe the competition closely, the existence and survival of the business should be built on customer orientation and inter-functional coordination. Furthermore, while strategic marketing does not moderate the relationship between market orientation and organizational performance, it remains an essential tool in keeping the business going, especially considering the saturation in the industry. Based on the findings and conclusion, this study recommends that market orientation should become a culture in the telecommunication industry, especially customer orientation and inter-functional coordination. Moreover, strategic marketing should become a culture adopted by telecommunications to significantly and positively boost performance.

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