

UNIVERSITY OF CAPE COAST

MARKET ORIENTATION AND BUSINESS PERFORMANCE IN
HOTELS IN CAPE COAST: MEDIATING ROLE OF INNOVATION

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HOTELS IN CAPE COAST: MEDIATING ROLE OF INNOVATION

BY

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature:..... Date:.....

Name: JooJo Ben Crentsil

Supervisor's Declaration

I hereby declare that the preparation and presentation of the project work were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature:..... Date:.....

Name: Prof. F. O. Boachie-Mensah

ABSTRACT

Due to the turbulent and dynamic nature of the business environment, creating and sustaining competitive advantage demands a company to develop a formidable company-wide market-oriented culture. The study adopted a quantitative research approach in its analysis. The purpose of the study was to examine the link between market orientation, innovation and performance. The total population of hotels at the study area was 159. Of this number, the study used simple random sampling method to select 79 respondents for the study. The respondents of the study were the managers/owners of the hotels. Data was collected through survey questionnaire and analysed through the use of PLS-SEM version 2.0, inferential statistics were used for the interpretation and discussion of findings. The results of the study showed that the level of market orientation practices among hotels in Cape Coast is low. The findings further revealed that a strong positive relationship exists between market orientation and business performance. Again, the findings disclosed that market orientation has positive correlation with firms' innovativeness and innovation mediated market orientation and firms' performance. Finally, the findings established a strong positive relationship between firms' innovativeness and firms' performance. The study found the mediation role of innovation very significant. The study thus concluded that a positive association exists between market orientation, innovation, and performance. The study, therefore, recommends that hotels in Cape Coast put much emphasis on marketing research in order to develop an innovative market orientation strategy.

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DEDICATION

To my lovely family

TABLE OF CONTENTS

Content	Page
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGMENTS	iv
DEDICATION	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER ONE	1
INTRODUCTION	1
Background to the Study	1
Statement of the Problem	4
Research Objectives	6
Research Questions	6
Significance of the Study	7
Delimitations of the Study	7
Limitations of the Study	8
Organisation of the Study	8
CHAPTER TWO	10
LITERATURE REVIEW	10
Introduction	10
Theoretical Framework	10
The Concept of Market Orientation	12
Theoretical Underpinnings	16

Business Performance	18
Empirical Review	19
Relationship between Market Orientation and Business Performance	19
Market Orientation, Innovation and Performance	23
Conceptual Framework	26
CHAPTER THREE	28
RESEARCH METHODS	28
Introduction	28
Research Design	28
Population	29
Sampling Procedure	29
Data Collection Instrument	31
Pilot Testing	32
Data Collection Procedures	33
Data Processing and Analysis	34
Ethical Consideration	35
Chapter Summary	36
CHAPTER FOUR	37
RESULTS AND DISCUSSION	37
Introduction	37
Socio-Demographic information of Respondents	37
Analysis of the findings of the Research Objectives	41
Research Objective 1: the level of practice of market orientation among	41
Research Objective 2: Relationship between Market Orientation and	48
Research Objective 3: Relationship between Market Orientation and	50

Research Objective 4: The Mediating Role of Innovation on Market	51
Chapter Summary	53
CHAPTER FIVE	54
SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS	54
Introduction	54
Overview of the Study	54
Summary of Major Findings	55
Conclusions	56
Recommendations	57
Suggestion for Further Study	60
REFERENCES	61
APPENDIX	74
QUESTIONNAIRE	74

LIST OF TABLES

Table	Page
1: Gender of Respondents	37
2: Educational Background of Respondents	38
3: Number of Years in Business	39
4: Legal Form of Business/Hotel	40
5: Level of Market Orientation Practices among Hotels in Cape Coast	42
6: Results Summary for Reflective Outer Models	46
7: Discriminant Validity	47
8: Path of PLS-SEM/Hypotheses	48

LIST OF FIGURES

Figure	Page
1: Authors' Research Construct: market orientation, innovation, and performance linkages	26
2: Model with mediating role of Innovation	52

CHAPTER ONE

INTRODUCTION

Market orientation is a term promoted by marketing practitioners and scholars to show the degree to which a firm is market driven. The turbulent and dynamic nature of today's business environment demands that companies develop a formidable company-wide market-oriented culture in order to generate superior performance. This presumed relationship between market orientation and business performance has caught the attention of scholars, but, interestingly, few studies have attempted to investigate the practices and effects of market orientation on performance in the Ghanaian hotel setting, especially in Cape Coast. Given the special relevance to the hotel industry of being market driven, the researcher believes this industry provides the ideal setting for demonstrating the linkage between market orientation, innovation, and performance. Therefore, this study provided new insights into the understanding of market orientation practices in the hotel industry, particularly in Cape Coast, Ghana.

Background to the Study

In an era characterized by an increasingly rapid change in consumer preferences, even faster technological progress, and growing competitive rivalry, it becomes essential for companies to develop mechanisms within their organizations to generate market information, analyze it, and respond accordingly (Maydeu-Olivaries, 2015). Companies now operate within a tremendously turbulent and dynamic business environment, which requires constant renewal of products and services as the old ones quickly becomes

obsolete and receive less attention from customers. As such, market orientation becomes a crucial strategy or capability of an organization to stay competitive in the current volatile and less predictable business environment (Goldman & Grinstein, 2010). Market orientation is considered as a marketing concept as well as a management strategy (Mokhtar, Yusoff, & Ahmad, 2014; Ramayah, Samat, & Lo, 2011). In this regard, the firms' ability to renew its resources and capabilities would provide them an advantage over its competitors in the innovation contest (Sanz-Valle, Naranjo-Valencia, Jemenez-Jemenez & Perez-Caballero, 2011).

Over the last decade, there has been a growing interest in the construct of market orientation (Webster, Hammond & Rothwell, 2014; Day, 1992) and its usefulness in increasing companies' economic performance (Narver & Slater, 1990). Market orientation is defined as a form of organizational culture where employees throughout the organization are systematically and entirely committed to the continuous creation of superior customer value (Gadlausson & Schalk, 2014). The market orientation concept focuses on coordinated business intelligence generation, dissemination and responsiveness to market information for efficient and effective decisions (Sundqvist, Puumalainen & Saminen, 2000). Essentially, numerous scholars, practitioners, and researchers have acknowledged that market orientation assists in developing marketing knowledge, superior performance, and competitive advantage (Ellis, 2006; Kirca, Jayachandran, & Bearden, 2005).

In this sense, Matzler, Abfalter, Mooradian and Bailom (2013) alluded that innovation enhances the firms' ability to face the uncertainty that characterizes the current competing fields. The authors further stressed that

this capability will enhance the firm's ability of seeking new opportunities and exploiting the existing ones more efficiently. Innovation constitutes a key factor in the creation and sustaining of competitive advantages, which in turn expands business performance (Leal-Rodriguez, Ortega-Gutierrez & Roldan, 2015). Innovation involves making the firm's structure as flexible as possible. This flexibility will in turn help the company to adapt to the changing trend in the business environment by being proactive to respond to competitors move and customers need, as well. This involves staying oriented to customers and proactively adopting a market orientation strategy (Laforet, 2009).

The marketing concept and the concept and theory of market orientation aim to explain why some firms achieve greater performance than their competitors. Market orientation is acknowledged by practitioners as an important characteristic of successful enterprises (Deutschman, 2009). They found out that America's fastest growing companies primarily put the customers first, listen, understand and serve them. Like any other industry in an economy, hoteliers have specific requirements from customers and competitors, and so they need detailed knowledge of their actual context and behaviours to deal efficiently. Thus, to perform well and remain competitive, hoteliers need relevant and timely information about the market because opportunities and threats continuously change with the consequences of environmental turbulence, customers' preferences, and technology advancement (Wang, Chen, & Chen, 2012).

Ghana is considered as one of the stars for hotel investment and development in West Africa and was ranked third in hotel development in sub-Saharan Africa in 2013 (www.travel.jumia.com/en-gb). Currently, hotels are

estimated to contribute 250, 000 direct and indirect jobs to the economy. They also provide the largest chunk of the 1 per cent tourism levy. The number of hotels was 1,775 in 2015 with 28,028 rooms. The number of licensed star hotels was 872 (Ghana Tourism Authority, 2016). It needs to be emphasized that this number keep increasing each year. The biggest focus of tourism is in the Central Region that has several forts and castles, beaches and resorts and many historic buildings (Ghana Tourism Authority, 2016). This provides a sound basis for the present study choice of study area: hotels in Cape Coast.

Statement of the Problem

In the past two decades, the main focus of market orientation research has been on the potential consequences of market orientation, and the relationship between market orientation and business performance (Cano, Carrillat, & Jaramillo, 2004; Goldman & Grinstein, 2010). The complicated environment surrounding the hotel business creates a great need for sophisticated marketing strategies. Yet these companies continue to have under-developed competencies in marketing and in understanding customer needs (Protcko & Dornberger, 2014).

There are a lot of literatures on empirical researches and case studies that have been conducted over implementation of market orientation and business performance in different fields, Small Scale and Medium Enterprises (SMEs), banking institutions, telecommunication firms, manufacturing firms (Sin, Tse, Heung, & Vincent, 2005; Au and Tse, 2006; Smirnova, 2011; Mahmoud, 2011, Agyapong, 2015; Boachie-Mensah & Issau, 2015). However, empirical studies that emphasize the implementation of market

orientation are still very few within the context of the Ghanaian hotel industry, which provides an immense potential for future research. The only study on market orientation and business performance among hotels is the study by Appiah-Adu (1998). And with the growth in technology and its accompanying changes in taste and preference of consumers, the findings of Appiah-Adu may not even be realistic now. Jaworski and Kohli (1993) recognized that customers' needs and expectations expand over time always by providing high-quality products and services, and understanding the changing trends in the marketplace is essential for the success of the firm.

It could, thus, be gleaned from the above review that, while the issue of market orientation and its impact on business performance has received the attention of scholars elsewhere, in Ghana, this topic is not well-promoted and developed, particularly in the hotel business. The previous studies have shown that market orientation affects business performance positively (Smirnova, 2011; Protcko & Dornberger, 2014), but the mechanisms as to how the different aspects of market orientation achieve these positive outcomes are less well conceptualized in the Ghanaian hotel business. Moreover, even the few studies (Boohene, Agyapong & Asomaning 2012; Boachie-Mensah & Issau, 2015) that considered market orientation only looked at the direct relationship between market orientation and business performance, without a recourse to innovation. In this respect, this study introduces innovation as a mediating factor between market orientation and business performance. The study, therefore, sought to answer this question: What influence have market orientation and innovation on business performance among hotels in the Cape Coast Metropolis?

Research Objectives

The main objective of the study was to assess the relationship between market orientation and business performance with innovation as the mediating variable among hotel business in the Cape Coast Metropolis. The specific objectives were to:

1. Determine the extent to which market orientation is practiced among hotels within the Cape Coast Metropolis.
2. Examine the relationship between market orientation and firm performance among hotels in the Cape Coast metropolis.
3. Examine the effect of market orientation on innovation among hotels in Cape Coast Metropolis
4. Examine the mediating role of innovation on market orientation and business performance

Research Questions

To achieve the aforementioned research objectives, the following research question were sought to be answered.

1. To what extent is market orientation practiced among hotels in the Cape Coast Metropolis?
2. What is the relationship between market orientation and firm performance among hotels in the Cape Coast Metropolis?
3. What is the effect of market orientation on the innovation among hotels in the Cape Coast Metropolis?
4. What is the mediating role of innovation on market orientation and business performance?

Significance of the Study

An understanding of the issues of market orientation would provide managers of hotels in Cape Coast with a better understanding of the nature and sources of market orientation in their organizations and will help them in developing more market-oriented high innovative services. Moreover, the study would help owners and managers of hotels to improve their performance by implementing market orientated strategies, putting emphasis in conducting effective market research and be strong in customer and competitor orientation. The study would be a source of reference material for future researchers, who would conduct research in the similar field.

Delimitations of the Study

The problem to be analyzed has diverse aspects, but, for the purpose of this study, the study was conducted within the scope of examining the link between market orientation, innovation and business performance. A detailed study of market orientation and its influence on the business performance of all hotels in Central Region could have made this research more useful to hotel business in the region and Ghana as a whole. However, owing to constraints of time and funds, the study focused on 79 hotels within the Cape Coast Metropolis. Moreover, Cape Coast is the capital town of Central Region and it is where many hotels are located in the Region. The target group of respondents was limited to managers or owners of the various hotels in Cape Coast. They were selected because they are the people who are in the daily administration and management of these hotels and, thus, they develop marketing strategies to attract customers to patronize their services. The

content scope of the study covers market orientation as independent variables, innovation as a mediating factor, and business performance the dependent variable.

Limitations of the Study

This study, like any other research, has its limitation from academic standpoint. Since the sample for this study was drawn from hotels in Cape Coast, the applicability of these findings to other hotels in the country should be considered with caution. Again, since the data is not across the entire economy and collected from a single industry (hotels), the researcher cannot make any generalizations to other populations and the larger context. Thus, generalization on other service firms should be made with caution. Moreover, even though the sample size is adequate, larger sample would have provided confidence in the results. Another limitation of this study is that since the questionnaire was given to the respondents to fill them out on their own convenient time without the presence of the researcher, they could give “wrong” answers without anyone noticing. Thus, incorrectly or illegibly filled out questionnaires, or even missing answers, will inevitably influence the quality of the data obtained.

Organisation of the Study

The study is organized into five chapters. The chapter one is the general background of the study. It covers the statement of the problem, research objectives, research questions, significance of the study, and scope of the study. The rest of the study is organized as follows:

Chapter two reviews relevant and related literature of other authors in relation to the topic under study. The literature review explains basic terminologies and deliberations to give a good picture of what market orientation is, various aspects of market orientation, its importance to businesses, as well as the relationship between market orientation and business performance. The chapter also delves into understanding the theoretical frameworks as well as conceptual analyses for the study. Chapter three focuses on the methodology of the study. It explains the research design, research instrument, Population of the study, Sampling and sampling procedure, Data collection procedure, Data processing and analysis, and Ethical considerations, as well as the limitation of the study. Chapter four deals mainly with the presentation of data and analysis of data collected. It employs pictorial tools, including the use of graphs, charts, tables, frequency etc. in making the presentation clearer and comprehensive. Chapter five, finally, discusses the summary of major findings, conclusions and recommendation for policymakers and future researchers.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter reviews relevant literature the related and relevant literature. It explores the theoretical basis for the study and discusses what scholars and other researchers have said on the concept of market orientation. It further reviews the relationship between market orientation and business performance, effect of market orientation on innovativeness of hotels and effect of innovation on business performance. It, finally, explains the conceptual framework for the study.

Theoretical Framework

The Resource Based View (RBV) of the firm offers the theoretical foundation for the present study. Developed by Bain (1968) and Porter (1979, 1980 & 1985) as a complement to industrial organization, the main focus of the RBV is on the resources and capabilities controlled by a firm that underlie the persistent performance difference among competing firms (Peteraf & Barney, 2003). Based on this perspective, for a firm to achieve sustainable competitive advantage (SCA), it must acquire and control valuable, rare, inimitable, and non-substitutable (VRIN) resources and capabilities. Resources refer to all tangible and intangible assets, and are typically organized into the following categories: financial, physical, human, commercial, technological, and organizational assets used by firms to develop, manufacture, and deliver products and services for its customers (Peteraf & Barney, 2003).

Capabilities, on the other hand, refer to a firm's capacity to deploy and coordinate different resources, usually in combination, using organizational processes, to affect a desired end (Quinn, 2000). Quinn (2000) further argued that these skills are critical for continuous innovation. Maritan (2001) defined organizational capability as the capacity of an organization to arrange its tangible or intangible assets to conduct a task to increase the performance. By developing dynamic capabilities, for example, a firm is able to adapt to changing industry conditions, learn and exploit new knowledge and articulate an innovative response to previously nonexistent market demand (Kostopoulos, Spanos, Prastacos & Vonortas, 2015).

Hult and Ketchen (2001) and Voola and O'Cass (2010) identified market orientation as the set of organizational capabilities that facilitates to serve targeted customers and monitor the organization's competitors more efficiently. Both market orientation, and firms' resources and capabilities are argued to enable firms to create and sustain competitive advantages (Momrak, 2012). Further, Drnevich and Kriauciunas (2011) also draw on resource and capability-based theory and argue that this theoretical perspective can contribute to the understanding of how and why market orientation contributes to achieving and sustaining competitive advantages. The authors ruminate market orientation as learning capabilities and argue that market orientation creates and develops market knowledge. Thus, the main concern is attracting customers by ruminating their needs through enhancement in both quantity and quality. Therefore, a good market-oriented strategy can be rare, valuable, imitable and non-substitutable, hence the need for RBV. The above expositions on the resource-based theory implies that if a firm is market-

oriented, it would be able to deploy its resources and capabilities in effective and efficient ways, which can create a sustainable competitive advantage. That a market-oriented firm can position itself in a way that make it impossible for competitors to match up. Thus, Resource Based View of the firm was found to be an appropriate perspective to describe this study that highlighted market orientation, innovation, and performance linkages.

The Concept of Market Orientation

The concept of Market Orientation has been variously defined by academicians and business practitioners alike. Accordingly, the literature shows that there were two papers that brought about the concept of market orientation. The first paper, by Kohli and Jaworski (1990a), viewed market orientation as the implementation of the marketing concept. The second paper, by Narver and Slater (1990a), defined market orientation as three behavioral components, customer orientation, competitor orientation, and inter-functional. This has led to the conclusion that the main theorists of market orientation are Kohli and Jaworski (1990a), and Narver and Slater (1990a). They have argued that market orientation traces its origins from the market concept and has consequences for overall business strategy.

Narver and Slater (1990b) published the second paper on the concept of market orientation, following the review of Kohli and Jaworski (1990a). They defined market orientation as “the organizational culture that most effectively and efficiently creates the necessary behaviors for the creation of superior value for buyers and, thus, superior performance for the business.”

This definition implies that market orientation is an organizational philosophy that creates superior benefits for customers.

According to the authors, market orientation is based on orientation towards customers, orientation towards competitors and inter-functional coordination. And based on this assertion, they postulated that market orientation consists of three behavioral components; customer orientation, competitor orientation and inter-functional coordination, and two decision criteria; long-term focus and profitability. In discussing the behavioral components, they defined Customer orientation as all the activities that enable organizations to develop a sufficient understanding of how to create value for their current and potential customers. In other words, those actions that provide the organization with good understanding of how to offer value to customers. *Competitor orientation* refers to the activities associated with creating knowledge about current and potential competitor strengths and weaknesses, capabilities and strategies. In other words, those undertakings that help the organization to acquire information about their competitors. Narver and Slater (1994) argued that market-oriented firms focus not only on customers, but also on competitors. Finally, they defined *Inter-functional coordination*, the third behavioral component, as the coordinated effort and resource utilization of the organization as a whole to create superior value for its customers. This implies that after the organization has developed the means of delivering superior value to its customer as well valuable knowledge about its competitors' strengths and weaknesses, the inter-functional coordination enables the organization to integrate effort and resources holistically to achieve the prime objective of satisfying customers profitably.

Following the reviews of Narver and Slater (1990b), Kohli and Jaworski (1990b) also saw Market orientation as “the organization-wide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments, and organization-wide responsiveness to it.” This definition implies that market orientation is about generating information about customer needs, spreading it across the organization and organization’s sensitivity to that information sharing.

Three years later, Jaworski and Kohli (1993) published another paper where the objective was to review and measure the antecedents that lead to market orientation and the consequences of it for the company. In that paper, they used three components or processes to define market orientation: Processes dealing with marketing information, those dealing with Generation of marketing intelligence all over the company pertaining to customer needs, the Dissemination of intelligence across functions in the company, and the organizational responsiveness to this market. In other words, they saw market orientation as the generation of market intelligence, the diffusion of the intelligence generated and the responsiveness to market needs of customers.

Their explanation of the three components are discussed below: The generation of market intelligence refers to the gathering of information about the market. The dissemination of market intelligence refers to how and to what extent the generated market intelligence is communicated to others within the organization in order to create a common understanding and unifying focus within the firm. This dissemination is important in order for the organization to respond effectively to new information about the market, which is the third dimension of the market orientation construct. Responsiveness refers to the

concerted actions made by the organization to comply with the conditions in the market: selecting target markets, developing products and services.

The above review by the earlier proponents of the concept of market orientation has similarities, as well as, differences. It could be gleaned from the above expositions that both proponents view market orientation as a concept that provides an organization with competitive advantage over its rivals. Moreover, they both saw the concept as a generation of business intelligence about customers, which is a key prerequisite to creating superior company performance. Furthermore, both proponents view organization with wide integration and coordination as key tool for successful implementation of market orientation. However, the two views have important differences. Narver and Slater (1990) placed more emphasis on competitor orientation, but Kohli and Jaworski put more emphasis on customers than Narver and Slater. And that is important, as it focuses on human role which leads to certain customer oriented behavior throughout the organization creating specific atmosphere that leads to better performance.

These definitions have caused researchers to review and express their sentiments about market orientation. In reviewing this construct, Maydeu-Olivares and Lado (2003) have provided a broader definition of market orientation, which they defined it as a competitive strategy that involves all functional areas and levels of the organization and embraces the different market participants. According to them, the market participants or market forces are: the final customer; the intermediate customer (distributor); the competitors; and environmental actors. Grönroos (2006) also defined market orientation as a form of organizational culture where employees are committed

to continuously create superior customer value, or a sequence of marketing activities that lead to better performance.

Other researchers postulated that the concept is also concerned with issues including organizational culture, innovation, human resource planning and organizational learning (Baker & Sinkula, 1999; Greenley, Cadogan & Fahy, 2005; Keskin, 2006). On the importance of market orientation to an organization, scholars argued that market-oriented behavior in marketing new solutions leads to better performance, has positive effects on customer satisfaction and loyalty as well as innovation, employee satisfaction and cooperation (Gatignon & Xuereb, 1997; Rapp, Schillewaert & Wei-Hao, 2008).

Though market orientation has been variously defined, as the above reviews show, this study adopted the definition and construct by Jaworski and Kohli (1993). They saw market orientation as the generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments, and organization wide responsiveness to it. This definition provides precise measure of market orientation, which are intelligence generation, intelligence dissemination and responsiveness.

Theoretical Underpinnings

The other theoretical underpinning of the study are: behavioral perspective, cultural perspective, and dynamic capacities (Teece et al., 1997) within the Resource Based View of the firm, and evolutionary theory of the firm. The cultural and behavioral perspectives were espoused by Narver et al. (1990) and Kohli et al. (1990) respectively. Narver et al. (1990) perspective of

market orientation as dimension of strategy from a higher level cultural perspective led them to define market orientation as “the organization culture that most effectively creates the necessary behaviors for the creation of superior value for buyers and thus continuous superior performance for the business.” Kohli et al. (1990, p. 6) also defined market orientation as “the organization-wide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments, and organization-wide responsiveness to it.” Other scholars argue that because the cultural and behavioral perspective consider market orientation to be composed of specific behaviors, it creates confusion by providing different interpretations of construct content measured by instruments describing both culture and behaviors (Schlosser, 2004). This led scholars to view Market Orientation as a set of dynamic Capabilities (Eisenhardt & Martin, 2000, Teece et al, 1997; Schlosser, 2004).

The dynamic capacities theoretical view precludes that to be market-oriented surpasses the capability to generate and understand the implications of market information; it also requires the dynamic capability to co-ordinate inter-functional strategic responses that reinforce a firm’s competitive advantage in the marketplace (Jaworski & Kohli., 1993; Schlosser, 2004). When viewed as dynamic capabilities, individual behaviors or routines can set a benchmark for expected market-oriented behaviors across the firm. Thus, the dynamic capability places market orientation within the Resource Based View of the firm (Penrose, 1984). The Dynamic view of the firm postulates that firms must have information processing routines capable of recognizing, adapting to and exploiting critical opportunities. It places emphasis on role of

management in reconfiguring resources. This indicates that, to be successful for any length of time, a firm must innovate". Hence, a dynamic capability is reflected in systematic learning processes within the organization (Winter, 2000) and represents the ability to renew competencies in response to changing market conditions (Teece et al., 1997).

According to the evolutionary theory, firms react to external information flow, but danger, if they react with static routines. This theory supports market orientation as dynamic capability (Schlosser, 2004). The tenet of this theory is that learning occurs with dynamic routines.

Business Performance

Business performance, as a concept, has no single definition or measurement. Accordingly, Olosula (2011) elucidated the performance concept as an ability to assess the level of success of a business organization whether it is small or big. In other words, the organization's capacity to evaluate the extent to which it is realizing its objectives. Davood and Morteza (2012) viewed performance as the ability of a firm to create acceptable outcome and actions. This implies that business performance is a pertinent issue that requires thorough planning and commitment from organizational members in order to achieve the desired outcome. Accordingly, Trkman and McCormack (2009) stressed that measuring performance is necessary for all firms as it helps the organization to realize the level of organizational success or failure and also serve as a yardstick for achieving significant improvement in the overall organizational activities.

Some scholars define it in terms of subjective methods, while others view it using objective methods perspective. The subjective method is primarily concerned with the performance of firms relative to their own expectations or assessments (Pelham & Wilson, 2011). It may also be measured relative to the competition (Golden, Doney, Johnson, & Smith, 1995). On the other hand, the objective concept is usually based on absolute measures of performance and it includes: financial measures, e.g. return on assets (ROA), return on equity (ROE), return on investments (ROI), growth in sales, growth in profit and other indicators. Lucky and Minai (2011) further opined that performance in both small and large firms is viewed from two perspectives: the monetary (financial) and the non-monetary (non-financial). But due to the difficulty in getting absolute measure of business performance from documentary sources and organizations, sometimes due to fear of confidentiality, this study adopted the subjective approach, which is based on the organizations own assessment or expectation.

Empirical Review

Relationship between Market Orientation and Business Performance

The relationship between market orientation and business performance has been studied by scholars in both developed and developing countries. Most of the findings agreed and highlighted that there is a positive relationship between market orientation and business performance (Momrak, 2012). Some of the findings also revealed that performance may be mediated (Greenley, Cadogan & Fahy 1995; Winter, 2000). Others also found that the relationship appears relatively stable (Pitt et al., 1996).

Webster, Hammond and Rothwell (2014) examined the effect of Market Orientation on business performance of business schools that register with the association of advance collegiate schools of business in the US. One hundred and sixteen educational vice-presidents and one hundred and thirty-one deans were the respondents. The finding from their study indicated a positive influence between market orientation and performance. The study of Jaiyeoba (2014) established that a significant relationship exist between market orientation and service firms performance. Akomea and Yeboah (2011) studied market orientation and firm performance in Ghana's pharmaceutical industry and the findings of the study indicated a significant relationship between market orientation and performance of firms in the pharmaceutical industry. Dobni and Luffman's (2003) result also confirms that market orientation has a significantly positive effect on organizational performance. Similarly, Boohene, Agyapong and Asomaning (2012) explored the influence of market orientation on financial performance of small businesses, using factor analysis, correlation coefficient and regression analysis. It was found that there was a positive relationship between marketing orientation and its constituents, and financial performance of small businesses.

Market orientation has positive effect on business performance such as new-product success (Narver & Slater, 1990). Pelham and Wilson (1996) conducted a study on the relationship between market orientation and sales growth. Their findings revealed a positive correlation between the two variables. Raju, Lonial, and Crum (2011) conducted a similar study and found a positive relationship between market orientation and profitability of a firm. Appiah-Adu (1998) studied market orientation and levels or return on

investments (ROI) of small firms and concluded that there is a significant relationship. Boachie-Mensah and Issau (2015) adopted a descriptive and correlational study designs to study market orientation and performance of Small and Medium manufacturing enterprises in the Accra metropolis. The study used regression analysis to test the relationship between market orientation and firm performance. Their findings concluded that a positive relationship existed between market orientation and small and medium-sized manufacturing enterprises' performance.

Jaworski and Kohli (1990) found that market orientation is positively related to overall firm performance. Deshpande, Farley, and Webster (1993) empirically investigated this relationship in Japan. It has been found that the association between market orientation and sales, profitability, ROA and overall performance is significant in a German context. Pitt et al (1996) conducted a study in the UK and Malta and found that the level of market orientation positively affects financial performance, i.e. ROCE and sales growth (Panigyrakis, & Theodoridis, 2007). In the Norwegian hotel industry, Haugland, Myrtveit and Nygaard (2007) detected a relationship between Market Orientation and the subjective profitability perception of managers compared to their main competitors, yet they did not find such a relationship when they compared Market Orientation to the objective measures of ROA and relative productivity. Boohene and Agyapong (as cited in Boachie-Mensah & Issau, 2015) have argued that business success depends on a firm's understanding and meeting customers' needs and wants.

These findings reveal that market orientation helps a firm to better comprehend its environment and customers, and this results in better customer

satisfaction and superior business performance. But it needs to be stressed that a positive impact of market orientation on an organization's performance requires its managers to listen and understand customer needs in order to better itself in the market place (Mokhtar, Yusoff & Ahmad, 2014). Thus, for hotel businesses in Cape Coast, the above review shows that market orientation is likely to be a vital factor for success, since such firms usually lack the financial means to pursue other sources of business profitability, such as research and development, competitive advantage, low cost leadership or skilled staff to develop effective planning strategies.

Despite the wide agreement amongst scholars that there is positive relationship between market orientation and business performance, some other studies did not find empirical evidence for a direct positive relationship between performance and market orientation (Han, Kim, & Srivastava, 1998; Jaworski & Kohli, 1993). Au and Tse (1995) conducted a study on hotels sampling with marketing managers as respondents. The results indicated no significant association between market orientations and hotel performance. Shehu and Mahmood (2014) studied the relationship between market orientation and business performance among Nigerian SMEs. The result from correlation analysis established a good relationship between market orientations, organizational culture and business performance. However, regression results established no relationship between market orientation and SME performance.

Langerak (2001) also used self-reports, customer reports and supplier reports to test the relationship between the market orientation and business performance in manufacturing firms. His findings revealed no direct

relationship between market orientation and business performance. The inconclusive findings in previous studies indicate that more tests need to be carried out to examine the impact of market orientation on performance across countries and cultures, hence this study.

Market Orientation, Innovation and Performance

Over the decade, market orientation has been recognized as an important determinant of innovation in the services sector. Some scholars (Momrak, 2012; Mokhrar, Yusoff, & Arshad, 2009) have suggested that innovation plays a crucial role in the market orientation-business performance relationship. Huggins, Johnston, and Thompson (2012) define innovation as the generation, acceptance, and implementation of new ideas, processes, products, or services. But it needs to be emphasized that innovation is basically about improvement or modifications to already existing ideas, products or services. Innovation is recognized as one key source of competitive advantage. According to Atuahene-Gima (1996), in services, like the insurance and banking industries, innovation depends on the firm's market orientation, especially on its customer orientation. Being in touch with your clients' wants and needs, and being able to respond appropriately, to them, is a key to innovation success in the service sector (Maydeu-Olives & Lado, 2002).

Furthermore, the marketing environment in the service sector is likely to be more competitive in terms of product innovation than in other industries. Innovation in services is more easily and quickly imitated (Tufano, 1992) and more difficult to protect by means of patenting. This, in a way, connotes that

in this sector, the relationship between market orientation, innovation and business performance is particularly strong. Thus, it is very important the study investigates into these three variables among hotels in the Cape Coast Metropolis. Calantone, Cavusgil, and Zhao (2002) have investigated whether the sheer volume of innovation engaged in by the firm determines the level of new product success. Their findings suggest that the degree of innovation of a firm is related to its new product performance. Hence, firms that attempt to bring out more innovations may be more likely to succeed.

Innovation consequences, such as innovativeness and new product success, are proposed for market-oriented firms, because they are expected to be better able to create and implement new product ideas and process improvements (Jaworski & Kohli, 1993; Kirca et al., 2005). A market orientation is argued to drive a continuous and proactive disposition towards satisfying customer needs (Kirca et al., 2005). Olavarrietta and Friedmann (2008) studied 116 commercial enterprises in Chile about the effect of market orientation on innovativeness of a firm. The study concludes that Innovativeness has impact on the general performance of the enterprise and that innovativeness is a mediator variable between market orientation and general performance of the enterprise. Erdil, Erdil and Keskin (2006) also conducted a study on 55 hotels in Turkey about the effect of market-oriented strategies on innovation. The finding of the study shows that Market oriented strategies are directly related to the enterprise's innovativeness, and that innovativeness affects performance positively. Moreover, Matear, Osborne, Garrett and Gray (2002) concluded in their research on 231 Service Enterprises in New Zealand that, when market orientation, innovativeness and

performance are approached together, it is observed that innovativeness acts as a mediator between market orientation and financial performance. In their study, Maydeu-Olivers and Lado (2002) found out that market orientation has impact on operational performance and further posited that innovativeness is a mediator variable between market orientation and operational performance. Innovation performance and the level of being innovative act as separate mediators in such relation. In this sense, Leal-Rodriguez, Gutierrez and Roldan (2015) concluded that the ultimate aim of market orientation strategy is to enhance firm's innovativeness and performance.

The studies of Han, Kim and Srivastava (1998); Salavou (2002), and Deshpande, Farley and Webster (1993) concluded that innovativeness acts as a mediator between market orientation and performance. In their study, Matzler, Abfalter, Mooradian and Bailom (2013) found that innovation enhances firms' ability to face the uncertainties that surrounds the current competing fields, thus enabling the firm to seek new opportunities and exploiting the existing ones efficiently. Particularly, customer orientation has impact on innovation. Innovation has direct impact on performance. Innovation constitutes a key factor in the creation and sustaining of competitive advantage, which, in turn, expands business performance (Leal-Rodriguez, Gutierrez & Roldan, 2015). These reviews show that innovation is an indispensable mediator of the relationship between market orientation and business performance. And that the ability of a firm to create new product and services has significant influence on its performance.

Conceptual Framework

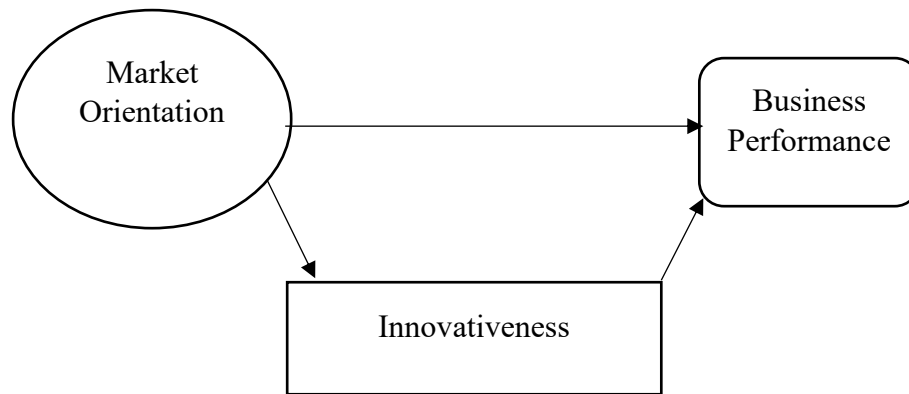


Figure 1. Author's conceptual framework of market orientation, innovation and performance linkages

Source: Researchers' construct 2016.

From Figure 1, market orientation is depicted as an independent variable, which could have direct effect on business performance and, at the same time, be mediated by innovativeness of the firm to have impact on business performance. The market orientation variables, as adapted from Jaworski and Kohli (1993), include intelligence generation, intelligence dissemination and responsiveness. The *generation* of market intelligence refers to the gathering of information about the market. The *dissemination* of market intelligence refers to how and to what extent the generated market intelligence is communicated to others within the organization in order to create a common understanding and unifying focus within the firm. This dissemination is important in order for the organization to respond effectively to new information about the market, which is the third dimension of the market orientation construct. Responsiveness refers to the concerted actions made by the organization to comply with the conditions in the market: selecting target markets, developing products and services. These variables,

together, show the extent of market orientation practices in the firm. These practices are expected to have a positive influence on the business performance, whether directly affected or mediated by other variables. But, in this model, market orientation is presented to have direct effect on business performance, on one hand.

On the other hand, however, it could be mediated by innovativeness of the firm in order to affect the performance of the firm. Thus, innovation was introduced into the model so as to assess how it is triggered by market orientation and how it, in turn, affects the performance of hotels in Cape Coast. The basis for the introduction to model is supported by the submissions of Han, Kim, and Srivastava (1998) that innovation must also be analyzed to identify the relationship between market orientation and performance, while Calantone, Cavusgil, and Zhao (2002) stressed the importance of innovative capacity between market orientation and performance. These two approaches laid the foundations of the relationship pattern between market orientations. Other researches regarding this relation pattern have been carried out by Hurley and Hult (1998), Baker and Sinkula (1999b), and Hult, Hurley, and Knight (2004). Against this background, the researcher aims not only to examine the direct relationship between market orientation and business performance, but also how performance and market orientation is mediated by innovativeness of hotels in the Cape Coast Metropolis.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter was primarily concerned with methods employed in the collection of data, study design, data requirements and sources, sampling techniques, ethical issues, data processing technologies and methods of data analysis. The ethical issues, as well as, the challenges faced in gathering data was presented.

Research Design

According to Silverman (2013), to attain the more valid result, selection of the appropriate methodology is highly important. The research design employed for the study was descriptive survey design. According to Gray, Williamson, Karp, and Dalphin (2007), descriptive survey design is described as design that involves assessments of opinions, attitude, conditions and procedures about a phenomenon by asking questions and tabulating the answers, even though responses to the questionnaires are mainly expression of views of the respondents. Bick and Rog (2009) described descriptive research as the best method for collecting information that will demonstrate relationship and describe the world as it exists. This design was adopted as the main purpose of the study was to examine the relationship between these variables: market orientation, innovation, and business performance.

Yates (2004) posited that there are two main approaches to conducting research, namely quantitative and qualitative approaches. In this study, the researcher followed the quantitative approach. Quantitative research approach,

according to Glass and Hopkins (2000), involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data collection.

Population

The present study was carried out in Cape Coast in the central region of Ghana. The population of interest for this study is all the hotel businesses within the Cape Coast metropolis. As it stands now, the city has 159 registered hotels within the Metropolis (Ghana Tourism Authority, 2015). These hotels are involve in hospitality services, food and restaurant, conferencing and entertainment and other leisure activities. The population that is accessible to this study consists of all persons who were owners or managers of the hotels. The background characteristics of the hoteliers based on the sample size chosen (see below) show that majority of the managers or owners are males constituting about 62%. The educational background divulged that they have had at least secondary education and a large percentage of the hotels have been in business for about 6-10years (46.8%) while the dominant form or nature of the hotels business is partnership.

Sampling Procedure

Since it is often impracticable to survey every member of a population of study, so a representative sample is used. A sampling method is a procedure for selecting sample members from a population (Elmes, Kantowitz, & Roediger, 2012). A mathematical design was used to determine the sample size for the study. According to Okolo (2001), this approach provides more scientific and accurate way to obtain sample sizes from population than

intuitive method where the sample size is based on the judgment of the researcher. The formula is

$$n = \frac{N}{1 + N(e^2)}$$

where n is the sample size, N is the population of the study area, e is the marginal error, which is 0.08 with confidence level of 92%. Through the use of this formula, a sample size of 79 hotels were sampled for the study. This method was used to see to it that the sample mean was closer to the population mean.

After arriving at this number, a probability sampling method, specifically simple random sampling method, was used to select the respondents, who were owners or managers of hotel companies in Cape Coast. A simple random sampling method is a subset of a statistical population in which each member has equal chance of being chosen (Merriam & Tisdell, 2015). The sampling units were selected at random so that the opportunity of every sampling unit being included in the sample is the same. In this method, numbers are assigned to every member in the study group of population and the sample was selected from a table of random numbers or random selection. The advantages of using this method included: the researcher needed only a minimum knowledge of the study group of population in advance. Moreover, this method is free from errors and suitable for data analysis involving inferential statistics. One major criticism of simple random is that it cannot be employed where the units of the population are heterogeneous in nature, but since the study population of this study were all hotels, which share common characteristics, the problem was overcome or did not surface. Thus, the method offered the researcher the opportunity to avoid cognitive biases in the

selection process and ensured that every hotel in the Metropolis was given the equal chance of being selected for the study.

Data Collection Instrument

The tool that was used for data collection was a survey questionnaire. This tool was used because it helped the researcher to collect data from a specific population by asking the respondents about their opinions on the topic. Survey questionnaires were distributed to managers of hotels within Cape Coast Metropolis and retrieved a week later. The language used throughout was English, since all the respondents were all learned.

The questionnaire made used of only closed-ended format as it provided check-mark responses. They are those in which some control or guidance is given for the answer. This may be described as closed form because the items are basically short, requiring the respondent to provide a 'yes' or 'no' response, or checking an item out of a list of given responses. Though close-ended questionnaires may fail to have what the respondent wished to say, the questionnaires has been designed in a way to include all the likely choices or options the respondent may require to answer the questionnaire. This format created the avenue for the collection of data at a quicker time with less frustration on the respondents and will still reflect the choice of the respondents very well. The use of questionnaire allows the respondents to complete it at their own convenient time with higher accuracy of information they would provide since it provided room for greater assurance of anonymity. The questionnaire was adapted from Jaworski and

Kohli (1993) model (MARKOR scale) for measuring market orientation and business performance.

The questionnaire was divided into four sections: sections A, B, C, and D. The section A covered the demographic information of the respondents. The rest of the parts of the questionnaire used a five-point likert scale to measure the relationship between the variables: 1=Strongly Disagree; 2=Disagree; 3=Uncertain; 4=Agree; 5=Strongly Agree. The part B covered the relationship market orientation and business performance. The part C covered the effect of market orientation on innovation. Part D, aimed at examining the relationship between innovation and business performance. Because the researcher adapted the questionnaire from Jaworski and Kohli (1993) model, that is, MARKOR scale, which has been pre-tested by various researchers over the years, the construct validity and reliability were assured and hence, requiring no pilot testing to be undertaken by the researcher.

The introductory part of the questionnaire spelt out the purpose the research and provided assurance of confidentiality of the respondents. The questionnaire also contained instructions to aid the respondents in answering them. Within the questionnaire were 35 five items classified into 4 sections. The questionnaire included 41 closed-ended, which were clear-cut in wording.

Pilot Testing

The objective of undertaking any pilot test for any study is to evaluate the research instrument's reliability and validity. In order to check for the appropriateness of the data collection instrument and data procedures, a minor preliminary study was conducted before the main study. Fraenkel and Wallen

(2000) state that pilot-testing of questionnaire could reveal ambiguities, poorly worded questions that are not understood and could also indicate whether the instrument to the respondents are clear. Some questions which were found ambiguous and those not suitable to the local conditions were reconstructed. Other items which were found to elicit similar responses were either eliminated or reconstructed. In all, the relevant corrections were made before the final administration.

The research instrument was pre-tested at Takoradi in the Western Region of Ghana. The selected location had comparable characteristics as the research area. To establish the reliability of the instrument, the Cronbach's alpha, a measure of internal consistency was used. This was deemed appropriate since the items in the questionnaire were multiple scored on a Likert-type scale. Hernon and Schwartz (2009) viewed that Cronbach alpha is used when measures have multiple scored items such as attitudinal scores. The value for the alpha was determined using the SPSS version 21 programme. The reliability for the instrument was .82. Fraenkel and Wallen (2000) indicated that an alpha of .70 and above was satisfactory for using that instrument.

Data Collection Procedures

In order to collect data for the study, the researcher first secured an introductory letter from the Department of Marketing and Supply Chain Management and sent it to the respondents, who were managers or owners of hotels within the Cape Coast Metropolis. This was to win the cooperation of the respondents that the data sought was not for personal use or gratification,

but for scientific study. The researcher explained the purpose of the study to the respondents, which motivated the respondents to respond to questionnaire items in the best of their knowledge. The researcher retrieved all the questionnaires without difficulty. The researcher distributed the questionnaire to the respondents and retrieved them a week later. Thus, the respondents were given ample time to answer the questionnaire at their own free time and this avoided the problem of oversight answering of questionnaire items in situations where questionnaires are distributed and collected within the same day. The problem the researcher encountered was that most of the respondents were not willing to accept the questionnaire for fear of confidentiality but after extensive deliberations, they agreed and asked the researcher to come back for it. The questionnaires were distributed by the researcher.

Data Processing and Analysis

In order to address the research questions formulated, the data obtained from the respondents was sorted to remove any irrelevant responses, and then coded for completeness and accuracy, and analysed. Descriptive Statistics in form of frequencies and percentages was adopted in presenting results from the data collected of the demographic information of the respondents. This made the results clearer and easy to understand and explain by the ordinary person with average level of statistical knowledge. To establish the relationship between the variables, that is, market orientation and business performance, market orientation and innovation, and innovation and business performance, the study used Structural Equation Model-Partial Least Square approach (SEM-PLS). Smart PLS version 2.0 is the software package that was

used for the analysis. This statistical model offers more advanced analysis of the relationship between variables, thus informing the researcher's choice instead of SPSS or other statistical tools. Using this statistical tool, the researcher first analysed the reliability and validity of the data through the use of Composite Reliability, Average Variance Extracted (AVE), and discriminant validity. Bootstrapping was undertaken to provide the t-values that enabled the evaluation of relationship's statistical significance in the research model. The mediating effect of innovation was tested using Variance Accounted For (VAF) approach. According to this approach, VAF under 20% imply that there is no mediation. Values between 20%-80% shows a partial mediation while a value of over 80% shows a full mediation (Hair et al, 2014).

Ethical Consideration

Prior to the administration of the instrument, the researcher visited the selected hotels with an introductory letter from the Head of Department of Management Studies, University of Cape Coast. An introductory letter was attached to the questionnaire and sent to the hotel owners for the study. Managers' consent to participate was sought before they engaged in the study. No pressure, intimidation or fear was put on any respondents to participate. Voluntary participation was thus encouraged. For the sake of confidentiality and anonymity, respondents did not write their names or other personal contact details of their hotels.

Chapter Summary

This chapter, explained the methodology for the study was brought into discussion. The discussion presented descriptive survey design as the research design chosen for the study. A questionnaire involving with five-point likert scale was the research instrument employed. The study population was 159 and the mathematical approach proposed by Okoko (2001) and simple random sampling method were used to select a sample size of 79 respondents. Some of the statistical weaknesses of the research methods included: sample for this study was drawn from hotels in Cape Coast, the applicability of these findings to other hotels in the country should be considered with caution. Again, since the data is not across the entire economy and collected from a single industry (hotels), the researcher cannot make any generalizations to other populations and the larger context. Thus, generalization on other service firms should be made with caution. Another limitation of this study is that since the questionnaire was not self-administered, respondents could give “wrong” answers without anyone noticing. Other limitations of the study included time as the researcher had to complete this study with other academic activities, hence affecting the use of other alternatives to evaluate finding. Money was also a limitation due to lack of sponsorship thus the researcher had to self-finance the research.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This section of the study seeks to explore the findings of the study vis-à-vis the research objectives set for the study. The chapter employs descriptive statistics to make inferential analysis of the outcome of the study. Frequency tables and percentages are utilized for presenting the demographic information of the respondents, while mean and standard deviation are used to present the first objective of the study, which aimed at assessing the level of market-orientation practice among the selected hotels in the study area. Partial-Least Square was used to test the research hypotheses. The selected hotels for the study were 79. The response rate was 100 percent.

Socio-Demographic information of Respondents

The demographic information that were obtained for the study included; gender of the managers, educational background, number of years in business, and the legal form of the business. These bio-data are presented, using frequency tables and percentages as follows. Table 1 describes the gender of the respondents.

Table 1

Gender of Respondents

Gender	Frequency	Percentage (%)
Males	49	62
Females	30	28
Total	79	100

Source: Field Survey, Joojo (2017)

It is observed from Table 1 that majority of the respondents 49 (62%) were males, while the females were 30 (28%). This indicates that majority of the responses of this study were views and opinions of males. Another variable of importance was to consider the educational background of the managers or manageress of the selected hotels. This variable was deemed important, because the educational level of the managers will determine the extent to which they can comprehend the linkage between market orientation, innovation and business performance. In fact, it takes an educated manager to grasp the various aspects of market orientation and how they are related. Therefore, the respondent's current educational background was assessed under demographic data in Table 2.

Table 2

Educational Background of Respondents

Educational Level	Frequency	Percentage (%)
Primary Education	-	-
Secondary Education	29	36.7
Tertiary Education	50	63.3
Total	79	100

Source: Field Survey, Joojo (2017)

As vividly shown in Table 2, the large number of the managers/manageress, who responded to questionnaire have had their tertiary education, constituting 37 (46.8%), while 26, constituting 32.9%, have secondary education as their highest level of education, and with none showing primary education as the highest or current level of education. This means that the responses in this study came from people who are

knowledgeable enough to take management decision in order to place their businesses in advantageous position. Another variable of consideration was the number of years the business they have been in business. The variable was ruminated essential, because as the law of the learning curve effect demonstrates, the longer in business, the greater the experience, hence the more the tendency to do things well. In Table 3 is presented the number of years in business of the respondents.

Table 3

Number of Years in Business

Age	Frequency	Percentage (%)
Less than 1 year	8	10
2-5 years	21	26.6
6-10 years	37	46.8
10 years and above	13	16
Total	79	100

Source: Field Survey, Joojo (2017)

Table 3 displays that, when it comes to the longevity in business, majority of them has been in business for at least 6-10 years, constituting 46.8% of the population. This was followed by those who have been in the hotel business for at 2-5years, with a percentage score of 21 (26.6%). The remaining percentage was shared between those who had been in business for at least 10 years and above and less than 1 year, as 13 (16%) and 8 (10%) respectively. This implies that about 71 respondents of this study, constituting 90%, had been in business for at least two years, and are thus deemed to know the antics of marketing orientation for enhancing the performance of their

businesses. The last demographic variable considered is the legal form of the business. We know that legal form of the business has the tendency to determine the firm's ability access to capital for expansion, experience employees, etc. Thus, the legal form of the hotel business is assessed under Table 4.

Table 4

Legal Form of Business/Hotel

Educational Level	Frequency	Percentage (%)
Sole Proprietorship	15	19
Partnership	48	60.8
Company	16	20.2
Total	79	100

Source: Field Survey, Joojo (2017)

From the Table 4, one could deduce that majority of the business/hotels had been registered as partnerships, with participants of 48, representing 60.8%. They were followed by company, 16 (20.2%), and sole proprietorship receiving the lower rating, 15 (19%). This, by implication, denotes that the hotels in the Cape Coast Metropolis are incorporated under the partnership act. This means that the hotels have the ability to pool resources, both human and financial to run the business, since it is not manned by a single individual, like sole proprietorship. They can attract qualified employees, who understand the rudiments of market-orientation and its impacts on firm innovation and business performance. That was for the demographic information of the study area. The next part of the study is centered on the main objectives of the study.

Analysis of the findings of the Research Objectives

In this section of the study, descriptive statistics have been employed for drawing inferential statistics about outcome of the research. The first objective of the study used mean and standard deviation statistics to determine the level of practice of market orientation among hotels in the Cape Coast Metropolis. The relationship between the variables of study (market orientation, firm innovativeness, firm performance) have been presented through the use of Partial Least Square-Structural Equation Model (PLS-SEM).

Research Objective 1: the level of practice of market orientation among hotels in the Cape Coast Metropolis

In this part of the study, Standard deviation and Mean were used to assess the weight of each statement on the five-point Likert scale, which ranged from strongly disagree to strongly agree. For the interpretation of the means, the following cut-off-points were used (0-3.4=low while 3.5 and above=High). Thus, any variable or research statement under market orientation variables (Intelligence generation, intelligence dissemination, and responsiveness), as recognized by Jaworski and Kohli (1993), that is rated between 0-3.49 is deemed low level of practice, while ratings 3.5 and above is considered high level of practice. Table 5 shows the outcome of the findings on the level of market orientation practice among the hotels in the Cape Coast Metropolis.

Table 5

Market Orientation Practices among Hotels in Cape Coast

Statement	Mean	Std. Deviation
Intelligence Generation		
In our business unit, we meet with customers at least once a year to find out what products or services they will need in the future.	3.43	1.24992
In our business unit, we do in-house market research.	3.62	1.25691
We are slow to detect changes in our customers product/service preferences.	3.05	1.25634
We survey end-users to assess the quality of our product and service offerings.	3.54	1.21299
We are fast to detect fundamental shifts and trends in our industry such as competition, technology, and regulation.	3.41	1.10852
We periodically review the likely effects of changes in our business environment, such as regulations and technology on customers.	3.11	1.06861
Intelligence Dissemination		
Marketing personnel in our business unit spend time discussing customers future needs with other functional departments.	3.45	1.08938
We have interdepartmental meetings to discuss market trends and developments.	3.42	.84447
When something important happens to our major customer market, the whole business unit knows about it within a short period	3.02	1.10852
Data on customer dissatisfaction are disseminated at all levels in this business unit on regular basis.	3.59	1.06861
When one department finds out something important about	2.09	1.00993

competitors, it is slow to alert other departments.		
The activities of the different departments in this business unit are well coordinated.	3.52	1.08938
Responsiveness		
It takes us quick-time to decide how to respond to our competitor price changes.	3.97	.84447
For one reason or another we tend to ignore changes in our customers product/service needs.	1.02	1.25691
Several departments get together periodically to plan a response to changes taking place in our business environment.	3.46	1.25634
Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	3.39	1.21299
We periodically review our service development efforts to ensure that they are in line with what customers want.	3.7	1.10852
If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	2.87	1.06861
When we find out that customers are unhappy with quality of our service, we take corrective action immediately.	3.9	1.08938
Overall Mean	3.15	

Source: Field Survey, Joojo (2017). *Scale (mean) 0-3.49=low, 3.50+, High

As indicated in Table 5, the overall mean (3.15) of the level of market orientation practices among the hotels in Cape Coast that appeal to customers is low, since it is below the 3.5 threshold. This outcome may be partly due to the fact hotels are not more knowledge-intensive firms that are market and

innovation oriented, like manufacturing firms and financial institutions. Despite the overall aggregate results showing low level of practice, the disaggregate results among the intelligence generation, intelligence dissemination, and responsiveness disclose some higher level of practice. For instance, under the intelligence generation, the hotels rated 'In our business unit, we do in-house market research,' 'we survey end-users to assess the quality of our product and service offerings,' higher, scoring them at $M=3.62$ and $M=3.51$ respectively. These were the two activities under intelligence generation, discovered as being routinely practice by the selected hotels. However, under the statements 'in our business unit, we meet with customers at least once a year to find out what products or services they will need in the future,' 'we are fast to detect changes in our customers' product/service preferences,' 'we are fast to detect fundamental shifts and trends in our industry such as competition, technology, and regulation,' 'we periodically review the likely effects of changes in our business environment, such as regulations and technology on customers,' they rated them low as $M=3.43$, $M=3.05$, $M=3.41$, and $M=3.11$ respectively.

With regard to intelligence dissemination, the statements 'data on customer dissatisfaction are disseminated at all levels in this business unit on regular basis,' and 'the activities of the different departments in this business unit are well coordinated' were the only variables disclosed by the study as practiced by the hotels, with rating score of $M=3.59$ and $M=3.52$ correspondingly. All the other variables under intelligence dissemination were rated as being lowly practiced.

Finally, under the responsiveness of the hotels to competitors move and customer needs, the following results were revealed. The outcome of the study divulges that, under these statements; ‘it takes us quick-time to decide how to respond to our competitor price changes’ (M=3.97), ‘we periodically review our service development efforts to ensure that they are in line with what customers want’ (M=3.7), ‘when we find out that customers are unhappy with quality of our service, we take corrective action immediately’ (3.9), the hotels revealed that they are frequently practiced. This is no surprise, because when it comes to responding to the prices of competitors, the hotel industry mostly compare their prices to that of rivals, since customers are more price sensitive. So it is no wonder the hotels are quick to respond to the price changes of competitors. For instance, if there is a price cut by rival hotel, since the probability that customers will shift to that hotel is high, other hotels may also react. Again, when customers are unhappy about the quality of service, it is apparent and, thus, the hotels are able to detect and adopt service recovery strategies to resolve the situation. Hence, these higher rating may be largely due to the fact that staying in the hotel business means making customer delight about the quality of service being offered. This was much manifested by their rating to the statement, ‘for one reason or another we tend to ignore changes in our customers product/service needs’ (M=1.02). This indicates that the hotels attempt to adapt to changing trends of customer needs, though market-orientation concept is not fully imbibed by these hotels, as the overall result depicts. The next part of the study analyses the relationship between market orientation, firm innovativeness and firm performance, using PLS-SEM. In Table 6 is presented the measurement model of the PLS output.

Table 6

Results Summary for Reflective Outer Models

Construct/indicator	Loading	Composite Reliability (CR)	Average Variance Extracted (AVE)
MARKET ORIENTATION		0.895	0.756
<i>Intelligence generation</i>	0.924		
<i>Intelligence dissemination</i>	0.943		
<i>Responsiveness</i>	0.923		
FIRM INNOVATIVENESS		0.867	0.938
FI_1	0.840		
FI_2	0.693		
FI_3	0.832		
FI_4	0.835		
FI_5	0.723		
FI_6	0.843		
FI_7	0.734		
FI_8	0.934		
FI_9	0.823		
FIRM PERFORMANCE		0.913	0.778
FP_1	0.836		
FP_2	0.678		
FP_3	0.797		
FP_4	0.982		
FP_5	0.731		
FP_6	0.685		
FP_7	0.887		

Source: Field Survey, Joojo (2017). *MO: Market Orientation; FI: Firm

Innovativeness; FP; Firm Performance

As shown in Table 6, the assessment of reflective measurement model evaluates the model's reliability and validity. The results show that the measurement model meets all the common requirements. To begin with, it can

be seen that all of the indicators have individual indicator reliability that are greater than 0.7. Therefore, the individual item reliability is adequate (Bagozzi & Yi, 1988, Rodan & Sanchez-Franco, 2012). Second, “Cronbach’s alpha” is used to measure internal consistency reliability in social sciences research, but it tends to provide a conservative measurement in PLS-SEM. Previous literature has thus suggested the use of “Composite Reliability” as a replacement (Hair et al, 2012). From Table 6, such values are shown to be larger than 0.6, so high levels of internal consistency reliability have been revealed among all the three reflective latent variables. Third, these latent variables achieve convergent validity, since each latent variable’s Average Variance Extracted (AVE) surpasses 0.5 level (Fornell & Larcker, 1981). The discriminant validity of the model is shown in

Table 7.

Discriminant Validity

Construct	MO	FI	FP
MO	0.877		
FI	0.656	0.966	
FP	0.545	0.454	0.845

Source: Field Survey, Joojo (2017) *MO: Market Orientation; FI: Firm Innovativeness; FP: Firm Performance

From Table 7, it can be conclude that all the variables meet discriminant validity requirements. This confirmation stems from the comparison of the square root of AVE versus the corresponding latent variable correlations. For satisfactory discriminant validity, diagonal elements should be significantly greater than off-diagonal elements in the corresponding rows

and columns (Roldan & Sanchez-Franco, 2012). The result of PLS-SEM of the relationship between the variables under study is shown in Table 8.

Table 8

Path Coefficient and Hypothesis

Path	R^2	coefficients (B)	Std. error	T-Statistics	P-value
MO->FP	.69	.3953	0.0534	7.3991	1.27755E-10
MO->FI	.47	.5902	0.0325	18.1426	6.69745E-30
FI->FP	.26	.2336	0.0588	4.0271	0.00012882

Source: Field Survey, Joojo (2017) *MO: Market Orientation; FI: Firm Innovativeness; FP; Firm Performance

The coefficient of determination, R^2 , as indicated in Table 8, are 0.69 and 0.47 for the link between Market Orientation (MO) and Firm Performance (FP) and for Market Orientation and Firm Innovativeness respectively. The implication is that market orientation explains explain 69% of the variance in firm performance and explains 47% of the variance in Firm Innovativeness. The mediating variable, firm innovativeness, explains 26% of the variance in firm performance, as firm innovativeness was introduced as a mediating factor between market orientation and firm performance. This was based on the result output from the Variance Inflation Factor (VIF), which explains the amount of variance accounted for by a mediating variable (Hair et al., 2014).

Research Objective 2: Relationship between Market Orientation and Business Performance

The second objective of the study sought to establish the direct relationship that exists between market orientation and firm performance. It is

observed from Table 8 that the P-value of 1.27755E-10 supports a significant relationship between the two variables. The P-value is very strong, indicating the strong relationship between market orientation and business performance. In such scenario, results support H1, which describes the direct relationship between market orientation (MO) and Firm Performance (FP). Plenty of empirical works analyzed in the literature have revealed market orientation as an antecedent of firm or business performance. The outcome of this study corroborates the findings of other researchers (Boachie-Mensah & Issau (2015; Webster, Hammond & Rothwell, 2014; Jaiyeoba, 2014; Momrak, 2012; Akomea & Yeboah (2011; Dobni & Luffman, 2003; Boohene, Agyapong and Asomaning, 2012; Raju (2011; Appiah-Adu, 1998) that market orientation has a significant relationship on firm's performance. Thus, it can be said that an effective and continuous market orientation practices can help hotels in Cape Coast to improve their performance in terms of sales, profitability, customer satisfaction, market share, return on investment etc. Much cannot be said without admitting that the findings of this study disagrees with the outcome of other scholars. For instance, the results disagree with the findings of Au and Tse (as Shehu & Mahmood, 2014; Langerak (as cited in Mokhrar, 2009) that no direct relationship exist between market orientation and firm performance.

Research Objective 3: Relationship between Market Orientation and Firm Innovativeness

The third objective sought to establish the relationship between market orientation and firm innovativeness. Again, as shown in Table 8, the hypothesis that market orientation influences firm innovativeness is supported at a high P-value of 6.69745E-30, indicating the strength of the relationship. This implies that in order to succeed in the current era of hypercompetitive, hotels ought to be more innovative in their marketing campaigns. This finding is, again, consistent with the findings of Momrak, (2012); and Mokhtar, (2009), who have suggested innovation to play a crucial role in the market orientation-business performance relationship. The study of Calantone, Cavusgil and Zhao (2002) revealed that the degree of innovation of a firm is related to its new product performance, concluding firms that attempt to bring out more innovations may be more likely to succeed. Again, the study confirms the results of Olavarrietta and Friedmann (2008) that innovativeness is a mediator variable between market orientation and general performance of the enterprise. The studies of Greenley, (1995) and Winter, (2003) also disclosed that firm performance may be mediated by innovation. This study, therefore, alludes that innovation plays a critical mediating role between market orientation and firm performance. The study findings, moreover, corroborates with the conclusion of Erdil, Erdil and Keskin (2005), that market oriented strategies are directly related to the enterprise's innovativeness, and that innovativeness affects performance positively.

Research Objective 4: The Mediating Role of Innovation on Market Orientation and Business Performance

The last objective sought to determine the linkage between market orientation, firm innovativeness, and firm performance. The researcher followed the methodological approach proposed by Preacher and Hayes (2008) and Taylor et al. (2008) in order to examine the mediate effect of innovation on market orientation and firm performance. According to Chin (2010), this can be done by estimating the Variance Accounted For (VAF) or Variance Inflation Factor (VIF) by bootstrapping in SEM-PLS. This approach is simply the indirect effect (a & c) divided by the total effect ($b*c + a$; where a, b, and c are the beta or coefficient from the PLS Algorithm). $VAF = b*c1/b*c+a$. The path output from the bootstrapping analysis is shown in Fig. 2 below

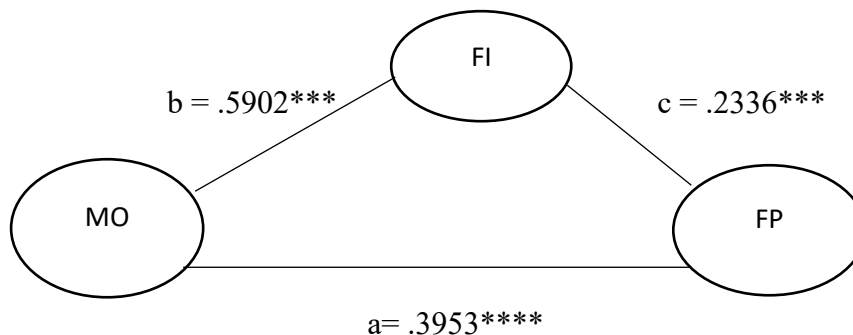


Figure 2: Model with mediating role of Innovation

Source: Field Survey, Joojo (2017)

Thus, $.5901*.237/.5901*.237 + .395 = 26.18\%$. According to Hair et al. (2014), VAF less than 20% is not significant and VAF between 20%-80% is partially significant and VAF equal to 80% and above is fully significant and fully mediates the independent and dependent variables. Drawing from this analogy, it can be said that innovation partially mediates the relationship

between market orientation and firm performance. This implies that the mediation role of innovation is significant and that firm innovativeness partially mediates market orientation and firm performance. This significance of the link, as depicted by Table 8, show that firm innovativeness influences firm performance is supported at a significant P-value of 0.00012882. Erdil, Erdil and Keskin (2005) concluded in their research that innovativeness affects performance positively. This implies that there is a significant correlation between firm innovativeness and firm performance. Thus, the more innovative a firm, the higher the tendency to generate long-term value for its customers. The studies of Han, Kim and Srivastava (1998); Salavou (2002), and Deshpande, Farley and Webster (1993) concluded that innovativeness acts as a mediator between market orientation and performance.

This finding of the study yields itself to confirm all these studies. This means that innovation has direct impact on performance. Again, the outcome of this study is in line with the results of Matear, Osborne, Garrett and Gray (2002), who concluded in their research that when market orientation, innovativeness and performance are approached together, it is observed that innovativeness acts as a mediator between market orientation and financial performance. Rodriguez, Gutierrez and Roldan (2015) concluded that the ultimate aim of market orientation strategy is to enhance firm's innovativeness and performance. Being innovative simply means being flexible; ability to adapt to changing trends in customer needs as well as competitors move. The findings of Matzler, Abfalter, Mooradian and Bailom (2013) found that innovation enhances firms' ability to face the uncertainties that surrounds the

current competing fields, thus enabling the firm to seek new opportunities and exploiting the existing ones efficiently.

Chapter Summary

The chapter has presented the outcome of the findings of the study. It has revealed that majority of the respondents, who were managers or owners of the study area, were males with minimum educational background of secondary education. Further, the findings have shown that most of the hotels have been in business for at least 2-5 years and the hotels are predominantly partnership form of business. The study has shown that the latent variables (MO, FI, FP) under study all met the reliability and validity criteria. The findings have shown that the level of market orientation practices among the hotels is low. However, a PLS-SEM analysis has shown a significant relationship between the variables under study, signifying that managerial attention to these variables would enhance the performance of hotels in Cape Coast. The next chapter, which is chapter five, presents the overall summary of the entire study.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Introduction

This chapter is devoted to the presentation of the synopsis of the study, summary of major findings, and the conclusions made from the findings. Further, it presents the implication of the outcome of this study to managers of hotels in Cape Coast and industry players beyond, by making appropriate recommendations for managerial decision on market orientation, firm's innovativeness and performance. Recommendations for future researchers are suggested.

Overview of the Study

The present research study followed a descriptive survey methodology to discover and examine the useful information about the significant relationship that exist between market orientation, firm's innovativeness and performance. The specific objectives of the study were to:

1. Determine the extent to which market orientation practiced among hotels within the Cape Coast Metropolis.
2. Examine the relationship between market orientation and firm performance among hotels in the Cape Coast metropolis.
3. Examine the effect of market orientation on innovation among hotels in Cape Coast metropolis.
4. Examine the mediating role of innovation on market orientation and business performance.

The study was carried out among the hotels in the Cape Metropolis. The respondents for the study were the managers/owners of these hotels. The total population of the study were 159 out of which a sample size of 79 was selected for data collection and analysis. The sample size of 79 was arrived at by using the mathematical design proposed by Okoko (2001). The researcher employed a simple random sampling procedure for the selection of the sample size of the study.

The study recorded a response rate of hundred percent, since the questionnaire was self-administered. It was the main research instrument used for data collection. The questionnaire included 41 closed-ended, which were clearly worded. The responses to the questionnaire were weighted on a five-point Likert scale. The data from this study was analysed through the usage of frequency, percentage tables, means, and standard deviation. The main statistical tool used for the analysis was PLS-SEM. The findings of the study was coherent with the statement of objectives, which guided the stud. These findings are summarized below.

Summary of Major Findings

The first objective of the study was to determine the market orientation practices among hotels in the Cape Coast Metropolis. After data collection and analysis, the findings showed that market orientation among the hotels in Cape Coast is low. The disaggregate results, however, showed that under intelligence generation, the hotels occasionally undertook in-house market research and also surveyed end-users to assess the quality of their service. The results showed that the hotels are not fast to detect changes in customer's needs. It was also showed that when it comes to intelligence dissemination, the

results disclosed that the hotels disseminate data on customer satisfaction and that there is coordination between departments. With respect to the responsiveness of the hotels, the result disclosed that the hotels are only responsive in terms of competitor price change, customer unhappiness, and periodic review of service offering to suit consumer taste and preference. Despite positive efforts in these areas, the market orientation practices were not practiced satisfactorily.

The second objective aimed at examining the relationship that exist between market orientation and firm's performance. The study found that market orientation significantly influences firm's performance. The third objective was to examine the relationship between market orientation and firm's innovativeness. The outcome of the study show that market orientation significantly affects firm's innovativeness, which, in turn, enhances the performance of the business. The last objective of the study sought to establish the mediating role of innovation on market orientation and firm's performance. The result of the study disclosed that innovation partially mediates market orientation and firm's performance. Thus, the study shows that firm's innovativeness significantly affect the performance of hotels in Cape Coast.

Conclusions

From the findings, the following conclusions are made. It is concluded, that market orientation practices among hotels in Cape Coast is low. It is also concluded that hotels in Cape Coast are quick to respond to prices changes of competitors and always take prompt actions to handle customer dissatisfaction. Moreover, the researcher concludes that rate of intelligence

dissemination among the departments in the hotels is not properly coordinated and controlled. Further, it is concluded that market orientation significantly and directly influence the performance of hotels in Cape Coast, despite the mediating role of innovation. Again, it is concluded that market orientation significantly influence firm innovative and that the more market-oriented a firm is, the greater emphasize it has on innovation. Based on the Variance Accounted (VAF) criterion, it is also concluded that innovation significantly mediate market orientation and business performance among hotels in Cape Coast, and that innovation could have a direct impact on the performance of hotels in Cape Coast.

Recommendations

Based on the findings and conclusions of this study, the following recommendations are hereby made for hoteliers within Cape Coast and industry players, marketing practitioners, and policy makers as well. The urgency for immediate introduction of comprehensive market orientation strategy is demonstrated by the outcome of this study. First and foremost, the analysis has shown that the hotels intelligence generation level is low, as the hotels do not meet with customers at least once a year to find out what products or services they will need in the future; are slow to detect changes in our customers product/service preferences; do not periodically review the likely effects of changes in our business environment, such as regulations and technology on customers. The managers should, therefore, address these problems by putting much emphasis in conducting effective market research and be strong in customer and competitor orientation, since it will enable them

to generate enough information from customers, which will in turn enhance customer satisfaction and loyalty. The end-user survey should be intensified to generate more ideas from customer for long-term customer value. Gathering of information about the market is very essential for predicting potential changes in customer taste and preferences. The hotels should have a database for keeping the ideas of customers. This database should be regularly updated to incorporate new ideas from the end-user survey. Executed well, this will facilitate the intelligence dissemination process make the organization more coherent.

Again, the researcher recommends that hotels' intelligence dissemination practices be coordinated and controlled to enable free flow of information among departments. This is very important, because no matter the great/bulk ideas generated from the customers, the ideas will be invaluable if the data generated cannot be communicated across the department to create a common and unifying focus within the firm. The results show that the hotels' marketing personnel do not spend time discussing customers future needs with other functional departments. And even worst, the hotels do not have interdepartmental meetings to discuss market trends and developments. Due to this, when something important happens to their major customer market, it takes a long period before the whole business unit know about it. Though data on customer dissatisfaction are widely spread across, that is not enough. The hotels need to make sure that systems is place in order for the organization to respond effectively to new information about the market. The resource-based theory shows that resource and capabilities held by an organization is very key factor for executing an effective market orientation strategy. The researcher,

therefore, recommends that the hotels employ competent employees, who have the pragmatic expertise in marketing to help them in their marketing campaigns. The hotels should also host a formidable research and development base so as to be innovative in this turbulent business environment.

Finally, the researcher recommends that these hotels be more proactive in responding the needs and wants of customers. We are living in era of information age, where customers live a digital life. The several departments in the hotels should together plan a response to changes taking place in the business environment. Findings on the relationship between innovation and performance has been shown as positively. The hotels should, therefore, create flexible structures to enable them to adapt to their business environment. The responsiveness should not only be responsive to customers, but to the changes in the behavior of competitors as well.

Industry players may adopt the recommendations outlined in this study, since customers in the hotel business have similar characteristics. This will help them to generate better information from their customers and business environment, diffuse the collected data across their organization and make concerted effort to comply with the conditions in the market. Policy makers as well as marketers would find the recommendation useful as it will help them to know the linkage between market orientation, innovation and business performance.

Suggestion for Further Study

The following recommendations are made to future researchers in the field:

This study considered the mediating role of innovation. Other researchers may consider the mediating role of organizational learning and organization unlearning on market orientation and firm's performance. Moreover, the current study considered hotels in the Cape Coast metropolis. A future study can be carried out in the other regions to see if their market orientation practices differ from the outcome of this study. Other researchers may carry out similar study in other fields, like manufacturing companies or financial institution.

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APPENDIX
QUESTIONNAIRE

University of Cape Coast

Department of Marketing and Supply Chain Management

Dear Sir/Madam,

Please I am a Master of Business Administration (MBA) student from the University of Cape Coast. I am conducting a research on the topic, “*Market Orientation and Innovation news on Business Performance: A study of Hotels within the Cape Coast metropolis of Ghana,*” in partial fulfilment of the requirement for the award of Master of Business Administration Degree in Marketing. Please any information requested from your facility is purely for academic purposes and nothing more. Any information thus provided would be treated with utmost confidentiality. Please the questionnaire would take 8 minutes of time. Please tick and write where applicable.

SECTION A: Respondent’s Demographic Information

1. Gender of Owners/Managers
 - a) Male
 - b) Female
2. Educational Background of Owners/mangers
 - a) Primary education
 - b) Secondary education
 - c) Tertiary education
3. Number of years in business
 - a) Less than 1year
 - b) 2-5 years
 - c) 6-10 years
 - d) 10 years and above
4. Legal form of the business
 - a) Sole Proprietorship
 - b) Partnership/Joint Venture
 - c) Company

SECTION B: MARKET ORIENTATION PRACTICES OF FIRMS

Please, in this section of the questionnaire, statements have been provided requesting your opinion on the extent to which you agree with those statements in terms of their practices and applicability in your firm.

SD D US A SA

Item: Intelligence generation, Intelligence dissemination, and responsiveness	1	2	3	4	5
Intelligence generation					
In our business unit, we meet with customers, at least, once a year to find out what products or services they will need in the future.					
In our business unit, we do in-house market research.					
We are slow to detect changes in our customers' product/service preferences.					
We survey end-users to assess the quality of our product and service offerings.					
We are slow to detect fundamental shifts and trends in our industry, such as competition, technology, and regulation.					
We periodically review the likely effects of changes in our business environment, such as regulations and technology on customers.					
Intelligence Dissemination					
Marketing personnel in our business unit spend time discussing customers future needs with other functional departments.					
We have interdepartmental meetings to discuss market trends and developments.					
When something important happens to our major customer market, the whole business unit knows					

about it within a short period.					
Data on customer dissatisfaction are disseminated at all levels in this business unit on regular basis.					
When one department finds out something important about competitors, it is fast to alert other departments.					
The activities of the different departments in this business unit are well coordinated.					
Responsiveness It takes us forever to decide how to respond to our competitor price changes.					
For one reason or another, we tend to ignore changes in our customers product/service needs.					
Several departments get together periodically to plan a response to changes taking place in our business environment.					
Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.					
We periodically review our product development efforts to ensure that they are in line with what customers want.					
If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.					
When we find out that customers are unhappy with quality of our service, we take corrective action immediately.					
Customer complaints fall on deaf ears in this business unit.					

SECTION C: FIRM INNOVATIVENESS

SD D US A SA

Item: Firm Innovativeness	1	2	3	4	5
FI_1: Our organization frequently tries out new ideas.					
FI_2: Our organization seeks out new ways to do things.					
FI_3: Our organization is creative in its methods of operation.					
FI_4: Our organization is often the first to market with new services.					
FI_5: Innovation in our company is perceived as too risky and is resisted.					
FI_6: Our new services introduction has increased over the last 5 years.					
FI_7: The basic values of this organization include learning as key to improvement.					
FI_8: Managers basically agree that our organization's ability to learn is the key to our competitive advantage.					
FI_9: The sense around here is that employee learning is an investment, not an expense for creating new ideas and services.					

SECTION D: PERFORMANCE OF FIRMS

SD D US A SA

Item: Performance Variables	1	2	3	4	5
FP_1: Overall performance of our business unit has increased in last three years.					
FP_2: Market share of our business unit has increased in last three years.					
FP_3: Sales of our business unit have increased in last three years.					
FP_4: The profit of our business unit has increased in last three years.					
FP_5: Return on investments (ROI) has increased in last three years.					
FP_6: Return on assets (ROA) has increased in last three years.					
FP_7: Return on sales (ROS) has increased in last three years					

Thanks for your time and cooperation.