



## Effect of market orientation on organizational performance of the selected manufacturing firms in Enugu state, Nigeria

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### Abstract

The study focuses on effect of market orientation on organizational performance of the selected manufacturing firms in Enugu state, Nigeria. The study sought to determine the extent of the relationship between customer orientation and customer satisfaction in selected manufacturing firms in Enugu state, Nigeria. To ascertain the effect of competitor orientation on product quality in selected manufacturing firms in Enugu state, Nigeria and To determine the effect of Inter functional coordination on departmental relation in selected manufacturing firms in Enugu state, Nigeria. The study had a population size of 1106, out of which a sample size of 294 was realised using Taro Yamane's formula at 5% error tolerance and 95% level of confidence. Instrument used for data collection was primarily questionnaire and interview. Out of 294 copies of the questionnaire that were distributed, 269 copies were returned while 25 were not returned. The descriptive survey research design was adopted for the study. The hypotheses were tested using Pearson product moment correlation coefficient and simple linear regression statistical tools. The findings indicate that There is a significant relationship between customer orientation and customer satisfaction in selected manufacturing firms in Enugu state, Nigeria ( $r = .796$ ,  $P < .05$ ). Competitor orientation has a significant effect on product quality in selected manufacturing firms in Enugu state, Nigeria ( $r = 0.689$ ;  $t = 17.797$ ;  $F = 246.887$ ;  $p < 0.05$ ). Inter functional coordination significantly affect departmental relation in the selected manufacturing firms in Enugu state, Nigeria ( $r = 0.885$ ;  $t = 9.436$ ;  $F = 990.489$ ;  $p < 0.05$ ). The study concluded that market orientation as an effective and efficient organizational culture which is necessary to have in organization to add more value to customers and increase organizational performance. The study recommended that Firms should always embark on customer orientation that will give them information about their customer needs, so that they can map out strategy on how to satisfy those needs

**Keywords:** marketing orientation, customer orientation, competitor orientation and inter functional coordination

### Introduction

The market orientation concept emerged in the early 1990s when Jaworski and Kohli, as well as Narver and Slater (1990) [14, 19] published their market orientation frameworks, aiming to analyse and characterize market driven organizations. The concept of market orientation is considered a corner stone of the marketing management field and emerged in the literature as the implementation of the marketing concept (Goldman and Grinstein, 2010).

Nowadays, there are many factors involved in business competition, such as price, quality of production and service, competitors, time, and knowledge (Tippawan Lorsuwanarat, 2010). Therefore, business organizations always need to adapt and develop their capabilities. The only organization that can survive and succeed must be the organization which has the abilities to compete in the market and manage their resources efficiently (Vazquez, Santos and Álvarez, 2001).

Schindehutte, Morris, & Kocak. (2008) [20], assert that market-driving orientation is a superior ability to attract, serve, and retain customers which would bring success. Moreover, responsive market orientation enhances the predictability of

information search, reliability of information use and easier information application during new service or product development process. This is so, because a market oriented company can keep recent customers content and loyal, can attract new customers, and achieve the needed level of growth, market share, as well as performance. It is claimed that empirical support for market orientation, which makes a direct contribution to new service performance,

Market orientation serves as a supplement to the marketing concept describing the activities and behaviors associated with the development of market intelligence and knowledge (Hunt and Morgan, 1995). As the marketing concept and the concept and theory of market orientation aim at explaining why some firms achieve greater performance than their competitors, this is the closest thing the field of marketing management has to its own competitive theory (Van Raaij and Stoelhorst, 2008). In order to achieve the ultimate goal of superior financial performance, firms must be able to create superior value for customers by offering them products and services whose perceived value exceed the ones of competitors can be achieved through market orientation (Narver and Slater, 1990)

[14, 19]

Kirca *et al.*, (2005) <sup>[13]</sup> state that Market orientation enable firms to identify potential competitive advantages and to create new products and services to satisfy the needs of customers and innovation and innovativeness are argued to mediate performance effects of market orientation. However, market orientation essentially provides information, and although that information provides insights and understanding, successful product development efforts depend on the extent to which a firm is capable of utilizing that information effectively

Market orientation concept is concerned with coordinated business intelligence generation, intelligence dissemination and responsiveness to market data and information for efficient and effective marketing management decisions. (Sundqvist, Puumalainen and Salminen, 2000) <sup>[11]</sup>. Market orientation can be defined as a form of organizational culture where employees throughout the organization are committed to continuously create superior customer value, or as a sequence of marketing activities that lead to better performance. To achieve this customer focus, a firm with a high degree of market orientation cultivates a set of shared values and beliefs about putting the customer first in business planning, and reaps results in form of a defensible competitive advantage, decreased costs and increased profits (Desphandé, 1999) <sup>[10]</sup>.

### Statement of the problem

Given today's unreliable environment, malleability and effectiveness are serious for the health of any organization. Once an organization's market orientation produces importance for a customer that is rare and problematic to imitate, it can be a supportable source of inexpensive advantage, which will allow firms to overtake their less market-oriented contenders.

### Objectives of the study

The major objective of the study is to determine the effect of market orientation on organizational performance in selected manufacturing firms in Enugu state, Nigeria. However, the specific objectives are:

1. To determine the extent of the relationship between customer orientation and customer satisfaction in selected manufacturing firms in Enugu state, Nigeria
2. To ascertain the effect of competitor orientation on product quality in selected manufacturing firms in Enugu state, Nigeria
3. To determine the effect of Inter functional coordination on departmental relation in selected manufacturing firms in Enugu state, Nigeria

### Research Questions

This study will attempt to provide answers to the following questions

1. To what extent is the relationship between customer orientation and customer satisfaction in selected manufacturing firms in Enugu state, Nigeria
2. What is the effect of competitor orientation on product quality in selected manufacturing firms in Enugu state, Nigeria

3. What is the effect of Inter functional coordination on departmental relation in selected manufacturing firms in Enugu state, Nigeria

### Research Hypotheses

These alternative hypotheses were formulated for this study

1. There is a significant relationship between customer orientation and customer satisfaction in selected manufacturing firms in Enugu state, Nigeria
2. Competitor orientation has a significant effect on product quality in selected manufacturing firms in Enugu state, Nigeria
3. Inter functional coordination significantly affect departmental relation in the selected manufacturing firms in Enugu state, Nigeria

### Review of related literature

#### Conceptual Framework

Marketing Orientation concept means involves all employees and focuses on the market environment, including customers, competitors, and internal processes (Esteban *et al.* 2002; Gounaris 2008).

#### Customer Orientation

Teerayout Wattanasupachoke (2005) described customer orientation as the ability of an organization to satisfy customers' demands, including establishing brand recognition and brand loyalty. Hence, there were more customers using the products, which raised organizational performance. Siriwan Serirat (2003) described that all policies and activities of an organization needed to be customer oriented. The satisfaction of customers was paramount, and then a reasonable profit was preferable. There were also elements included in policies. Firstly, it was their customer orientation policy to produce products or services according to customers' demand. Secondly, with respect to profit orientation, the organization introduced profit orientation because the nature of running a business was to make a profit, so the organization could pay whatever is involved in the process, but making a profit should be fair. Only good products and services with a reasonable price are supposed to be in the market Finally, with respect to integration of marketing activities, was the integration of product development, advertising, and sales to be considered together.

#### Competitor Orientation

Narver and Slater (1990) <sup>[14, 19]</sup> described that competitor orientation was to understand the existing and anticipated capabilities of the competitors, such as strengths, weaknesses, capabilities, and strategies. It was the ability to appreciate these capabilities and responded to them. It included why customers were interested in competitor's products. Moreover, it could describe how to gain initiative over competitors in term of activities, space, and products.

#### Inter functional coordination

Narver and Slater (1990) <sup>[14, 19]</sup> defined inter functional coordination as the use of intra resources maximizing the value of products and services, which also included customer orientation and competitor orientation. The coordination

depended on sub-units. Sub-units needed to understand their role and encourage mutual support in the organization. Gatignon and Xuereb (1997) defined inter functional coordination as a particular structure that provided fluent communication among sub-units in an organization. The coordination among sub-units increased in dispersing information

## Theoretical Review

### Market orientation theory

Market orientation theory is an integral and well established part of the marketing concept and has been tested and analysed in various surveys and journal papers (Shoham *et al.* 2005; Grinstein 2008) [2]. The basic concept is surprisingly simple: A market orientation fosters an awareness of the external market, which requires response at appropriate levels and functions of the firm (Schlosser and McNaughton, 2007). Subsequently, market oriented organisations are supposed to perform better in the market (. Webster 2005).

### Resource based view theory

The origins of the RBV date back to Penrose (1959) who acknowledged the importance of organizational resources and their impact on growth and performance. Wernerfelt (1984) picked up on this view and recognised the collective resources that resemble value creation capabilities of organisations. Barney (Barney 1991; Barney and Clark 2007) played a key role in describing strategic resources by defining their characteristics including the value of the resource, its inimitability and rareness, as well as the feature of being difficult to substitute. The resource-based view of the firm identified firm resources, in particular organisational capabilities, as a key source for sustainable competitive advantage and superior performance. RBV logic suggests that firm-specific resources that are valued by customers, properly used by the organisation, and hard to imitate or substitute, are likely to provide the basis to competitive advantage (Barney 1991; Barney and Clark 2007). According to Hult *et al.* (2007) the resource-based view is a rich, contingency driven theory that will continue to be a primary source of conceptual foundation for strategic management studies

### Empirical Review

Albert and Nora (2003) conducted a study on Market orientation and business economic performance. A mediated model. The present study attempts to provide a necessarily partial model for how this impact takes place using innovation degree, innovation performance and customer loyalty as intermediate variables. The study targets the insurance industry in the European Union. The sample accounted for 22 percent of the companies and 17 percent of the insurance premiums in this market. The results suggest that the addition of these variables improves predictions of objective economic performance 52 percent over what is explained by market orientation alone. Furthermore, the study found that the effects of market orientation on economic performance are completely channeled (mediated) through these variables, particularly through innovation degree and innovation performance. Based on the results the paper provide guidelines for improving the market share, premium growth

and profitability of European Union insurance Firms.

Nithima and Wanno (2012) studied the relationship among market orientation, logistics supply chain management, and effectiveness of drug production in pharmaceutical organizations. The data were collected from 280 marketing personnel in pharmaceutical organizations and analyzed equation model using the LISREL program, version 8.72. The study showed that the level of variables were quite high. The analysis of causal relationship showed that market orientation resulted in positive effects on the logistics supply chain management and effectiveness. Finally, supply chain management had positive influence with effectiveness. The significance statistical level was 0.05. Variables could explain variances and predict effectiveness as 70 percent (p-value < .05). Therefore, pharmaceutical organizations should emphasize market orientation, logistics, and supply chain management in order to increase effectiveness of logistic performance and supply chain management.

Khamwon and Speece (2010) studied the relationship between market orientation and financial performance in the veteran service sector. Market orientation had three elements, which were customer orientation, competitor orientation and inter-function coordination, which followed Narver and Slater's concept. The study sample was 80 clinic and hospital owners in Bangkok and the area nearby. The method of analysis was regression analysis. The study showed that market orientation had a significantly positive relationship with financial performance, which could help an organization gain initiative and raise its performance.

Engin and Omur (2012) studied the effects of market orientation, learning orientation and innovativeness on organizational performance. The objectives of the study were to examine the relationship among these variables and analyze the influence of market orientation, learning orientation and innovativeness on organizational performance. The study sample was 352 logistics companies in Turkey. The data were collected from marketing executive officers and the data was analyzed by the structure equation model with the LISREL program, version 8.3. The study showed that the developed model was a fit for these empirical data with an 80 percent determination. Market orientation directly affected organizational performance and learning orientation. Learning orientation directly affected innovativeness. Innovativeness directly affected organizational performance. Market orientation indirectly affected organizational performance via innovativeness. Market orientation indirectly affected organizational performance via learning orientation. Market orientation indirectly affected organizational performance via learning orientation and innovativeness. Market orientation indirectly affected learning orientation. Finally, learning orientation indirectly affected organizational performance via innovativeness.

Suliyanto and Rahab (2012) stated that market orientation and learning orientation improved innovativeness and organizational performance of small and medium sized businesses. The objectives were to study the relationship between market orientation and learning orientation which affected the improvement of innovative and organizational performance. The study involved quantitative research and was conducted using a cross sectional survey. The study

sample was 150 small and medium businesses in Banyumas Regency in Indonesia. The data were collected from questionnaires mailed to business owners and managers. The study used the structure equation modeling (SEM) technique to analyze the data. The study showed that the hypothesis model was a fit with the empirical data, with 72 percent reliability. The study found that market orientation directly affected learning orientation, innovativeness, and organizational performance. Learning orientation directly affected innovativeness and organizational performance. Innovativeness directly affected organizational performance. Market orientation indirectly affected to innovativeness via learning orientation. Market orientation indirectly affected organizational performance via learning orientation and innovativeness. Learning orientation indirect affected organizational performance via innovativeness. Finally, market orientation indirectly affected innovativeness via learning orientation.

Micheels (2010) studied measurement, relationships and implications of market orientation in production agriculture in Illinois, U.S.A. The objectives were to examine the relationship of market orientation, learning orientation, innovativeness, cost focus, entrepreneurship, and overall performance. The research methodology utilized quantitative research by using cross sectional surveying. The study sample was 347 beef producer companies in the Illinois Beef Association. The data were collected by using questionnaires which were sent to the owners of the companies. Then the data were analyzed by using structure equation modeling (SEM). The study showed that the developed model was a fit with the empirical data. Learning orientation directly affected market orientation, cost focus, and innovativeness. Entrepreneurship directly affected market orientation and innovativeness. Market Orientation directly affected innovativeness and overall performance. Innovativeness directly affected overall performance. Cost focus directly affected innovativeness, but not has directly affected overall

performance. Learning orientation indirect affected organizational performance via innovativeness. Learning orientation indirectly affected innovativeness via market orientation. Finally, market orientation indirectly affected to overall performance via innovativeness.

**Methodology**

The study adopted survey research design and primary and secondary sources of data was used in this study and the employees (marketing and operation department )of the three selected manufacturing firms in Enugu state, Nigeria were interview and the firms include: Nigeria Breweries Plc, 7up bottling comany Plc and Innoson Nigeria Ltd. Secondary data were obtained through books, journals, and internet. A sample size of 294 was obtained from the population of 1106 at 5% error tolerance and 95% degree of freedom using Yamane’s statistical formular. 269(91%) of the questionnaire distributed were returned while 25 (9%) of the questionnaire distributed were not returned. The questionnaire was designed in likert scale format. The researcher conducted a pre-test on the questionnaire to ensure the validity of the instrume by giving it to markeeting manager of the selected firms to edit and make necessary correction for the instrument to measure the objective of the study. The reliability test was done using test-retest method. The result gave a reliability coefficient of 0.65, indicating a high degree of consistency. Data collected were presented in frequency tables. Simple linear regression and Pearson product moment correlation coefficient statistical tools were used to test the hypotheses.

**Data analysis and discussion**

The data obtained from the field were presented and analyzed with descriptive statistics to provide answers to the research questions while the corresponding hypotheses were tested with Pearson product moment correlation coefficient and linear regression at 0.05 alpha levels.

**To what extent is the relationship between customer orientation and customer satisfaction in selected manufacturing firms in Enugu state, Nigeria**

**Table 1:** Coded Responses on customer orientation and customer satisfaction

S. No	Questionnaire items	S.Agree /Agree		Disagree /S.Disagree		Undecided		Total (Freq)
		Freq	%	Freq	%	Freq	%	
1	Customer orientation is the ability of an organization to satisfy customer needs	259	96	7	3	3	1	269
2	Brand recognition promote customer satisfaction	254	94	10	4	5	2	269
3	Organization that establish customer loyalty gain customer satisfaction	237	88	29	11	3	1	269
4	Advertising with customer orientation promote customer satisfaction	245	91	19	7	5	2	269
	TOTAL	995		65		16		1076

Source: fieldwork 2017

According to the table (1) based on aggregate response 995(92%) indicated strongly agree, 65(6%) indicated disagree while 8(2%) indicated undecided. This implies that there is a significant relationship between customer orientation and customer satisfaction in selected manufacturing firms in Enugu state, Nigeria

**H<sub>1</sub>:** There is a significant relationship between customer

orientation and customer satisfaction in selected manufacturing firms in Enugu state, Nigeria

**Table 1a:** Descriptive Statistics

	Mean	Std. Deviation	N
Customer orientation	1.0473	.25904	269
Customer satisfaction	1.0945	.34988	269

**Table 1b:** Correlations

		value engineering	product quality
Customer orientation	Pearson Correlation	1	.796**
	Sig. (2-tailed)		.000
	N	269	269
Customer satisfaction	Pearson Correlation	.796**	1
	Sig. (2-tailed)	.000	
	N	269	269

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

Table (1a) shows the descriptive statistics of the customer orientation and customer satisfaction in manufacturing firms in Enugu State, Nigeria with a mean response of 1.0473 and std. deviation of. 25904 for customer orientation and a mean response of 1.0945 and std. deviation of. 34988 for customer satisfaction and number of respondents (269). By careful observation of standard deviation values, there is not much difference in terms of the standard deviation scores. This implies that there is about the same variability of data points between the dependent and independent variables.

Table (1b) is the Pearson correlation coefficient for customer orientation and customer satisfaction in manufacturing firms in Enugu State, Nigeria. The correlation coefficient shows

0.796. This value indicates that correlation is significant at 0.05 level (2tailed) and implies that there is a significant positive relationship between customer orientation and customer satisfaction ( $r = .796$ ). The computed correlations coefficient is greater than the table value of  $r = .195$  with 267 degrees of freedom ( $df = n-2$ ) at alpha level for a two-tailed test ( $r = .796, p < .05$ ). However, since the computed  $r = .796$ , is greater than the table value of. 195 we reject the null hypothesis and concluded that there is a significant positive relationship exists between customer orientation and customer satisfaction in manufacturing firms in Enugu State, Nigeria ( $r = .796, P < .05$ ).

**What is the effect of competitor orientation on product quality in selected manufacturing firms in Enugu state, Nigeria**

**Table 2:** Coded Responses on competitor orientation on product quality

S. No	Questionnaire items	S. Agree /Agree		Disagree/S.Disagree		Undecided		
		Freq	%	Freq	%	Freq	%	Total (Freq)
5	Critical examination of competitor product encourage firms product quality	255	95	8	3	6	2	269
6	product quality can be achieved through competitor orientation	264	98	2	1	3	1	269
7	Firms that have new product initiative launch a superior product more than their competitor	259	96	6	2	4	2	269
8	Understanding your fellow competitors weakness that place ahead them and can serve as competitive advanage	263	98	3	1	3	1	269
Total		1041		19		16		1076

Source: fieldwork 2017

According to the table (2) based on aggregate response 1041 (97%) indicated strongly agree, 19(2%) indicated disagree while 16(2%) indicated undecided. This implies that Competitor orientation has a significant effect on product quality in selected manufacturing firms in Enugu state,

Nigeria

**Hi:** Competitor orientation has a significant effect on product quality in selected manufacturing firms in Enugu state, Nigeria

**Table 2a:** tModel Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.689 <sup>a</sup>	.475	.473	.16273	.328
a. Predictors: (Constant), Competitor orientation					
b. Dependent Variable: Product Quality					

**Table 2b:** ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	6.538	1	6.538	246.887	.000 <sup>b</sup>
	Residual	7.229	268	.026		
	Total	13.767	269			
a. Dependent Variable: Product Quality						
b. Predictors: (Constant), Competitor orientation						

**Table 2c: Coefficientsa**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.560	.031		17.797	.000
1 Competitor orientation	.429	.027	.689	15.713	.000

a. Dependent Variable: Product Quality

R = 0.689  
 R<sup>2</sup> = 0.475  
 T = 17.797  
 F = 246.887  
 DW = 0.328

**Interpretation**

The regression sum of squares (6.538) is greater than the residual sum of squares (7.229), which indicates that more of the variation in the dependent variable is explained by the model. The significance value of the F statistics (0.000) is less

than 0.05, which means that the variation explained by the model is not due to chance.

R, the correlation coefficient which has a value of 0.689, indicates that there is a positive relationship between competitor orientation and product quality. R square, the coefficient of determination, shows that 47.5% of the variation in the product quality is explained by the model.

With the linear regression model, the error of estimate is high, with a value of about 0.16273. The Durbin Watson statistics of 0.328, which is not tends to 2 indicates there no is autocorrelation.

The competitor orientation coefficient of 0.689 indicates a positive significance between competitor orientation and product quality, which is statistically significant (with t = 17.797). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Thus competitor orientation has a significant effect on product quality in selected manufacturing firms in Enugu state, Nigeria

**What is the effect of Inter functional coordination on departmental relations in selected manufacturing firms in Enugu state, Nigeria ?**

**Table 3: Coded Responses on Inter functional coordination on departmental relations**

S. No	Questionnaire items	S.Agree / Agree		Disagree / S.Disagree		Undecided		
		Freq	%	Freq	%	Freq	%	Total (Freq)
9	Inter-functional coordination encourage maximizing the value of product and service	255	95	13	5	1	0	269
10	Inter-functional coordination strengthen inter-departmental relationship	261	97	3	1	5	2	269
11	Coordination among sub-unit increase in dispersing	264	98	3	1	2	1	269
12	Inter functional coordination significantly affect departmental relation in the selected manufacturing firms in Enugu state, Nigeria	260	96	7	3	2	1	269
Total		1040		26		10		1076

Source: fieldwork 2017

According to the table (3) based on aggregate response 1040 (97%) indicated strongly agree, 26(2%) indicated disagree while 10(1%) indicated undecided. This implies that Inter functional coordination significantly affect departmental relation in the selected manufacturing firms in Enugu state,

Nigeria

**Hi:** Inter functional coordination significantly affect departmental relations in the selected manufacturing firms in Enugu state, Nigeria

**Table 3a: nModel Summaryb**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.885 <sup>a</sup>	.784	.783	.14016	.577
a. Predictors: (Constant), Inter-functional coordination					
b. Dependent Variable: Departmental relations					

**Table 3b: ANOVAa**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.459	1	19.459	990.489	.000 <sup>b</sup>
	Residual	5.363	268	.020		
	Total	24.822	269			
a. Dependent Variable: Departmental relations						
b. Predictors: (Constant), Inter-functional coordination						

**Table 3c: Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.256	.027		9.436	.000
	Inter-functional coordination	.740	.024	.885	31.472	.000

a. Dependent Variable: Departmental relations

R = 0.885

R<sup>2</sup> = 0.784

T = 9.436

F = 990.489

DW = 0.577

### Interpretation

The regression sum of squares (19.459) is greater than the residual sum of squares (5.363), which indicates that more of the variation in the dependent variable is explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance.

R, the correlation coefficient which has a value of 0.689, indicates that there is a positive relationship between inter-functional coordination and departmental relations. R square, the coefficient of determination, shows that 78.4% of the variation in departmental relations is explained by the model.

With the linear regression model, the error of estimate is high, with a value of about 0.14016. The Durbin Watson statistics of 0.677, which is not tends to 2 indicates there no is autocorrelation.

The inter-functional coordination coefficient of 0.689 indicates a positive significance between inter-functional coordination and departmental relations, which is statistically significant (with  $t = 9.436$ ). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Thus Inter functional coordination significantly affect departmental relation in the selected manufacturing firms in Enugu state, Nigeria

### Summary of Findings

The findings at the end of this study include the following:

1. There is a significant relationship between customer orientation and customer satisfaction in selected manufacturing firms in Enugu state, Nigeria ( $r = .796$ ,  $P < .05$ ).
2. Competitor orientation has a significant effect on product quality in selected manufacturing firms in Enugu state, Nigeria ( $r = 0.689$ ;  $t = 17.797$ ;  $F = 246.887$ ;  $p < 0.05$ )
3. Inter functional coordination significantly affect departmental relation in the selected manufacturing firms in Enugu state, Nigeria ( $r = 0.885$ ;  $t = 9.436$ ;  $F = 990.489$ ;  $p < 0.05$ )

### Conclusion

The study concluded that market orientation as an effective and efficient organizational culture which is necessary to have in organization to add more value to customers and increase

organizational performance. Market orientation as a part of an organization's culture which could elaborate on the true meaning of market orientation because there were some different elements in market orientation which affected personal behavior and attitude

### Recommendations

1. Firms should always embark on customer orientation that will give them information about their customer needs, so that they can map out strategy on how to satisfy those needs
2. Firms should embark on environmental scanning in order to know and understand the activities of their follow competitors, when they are launching a new product and when they gaining loyalty of their customers
3. Mutual understanding should be encourage among sub-unit in the organization, because synergy will the organization achieve and maximum productivity of the organization

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