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DEPARTMENT OF MARKETING AND CORPORATE STRATEGY

COMBINED EFFECT OF MARKET ORIENTATION AND BUSINESS PROCESS

AGILITY ON THE PERFORMANCE OF EXPORTING FIRMS IN GHANA.

THE MODERATING ROLES OF INSTITUTIONAL VOIDS

AND MARKET DYNAMICS

BY

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DECLARATION

I declare that this thesis submitted is an original work, have personally undertaken under supervision except where one acknowledgement has been made in the text.

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DEDICATION

This thesis is dedicated to my father, Professor Isaac Agyemang

ABSTRACT

This study investigates the synergistic impact of market orientation and business process agility on the performance of exporting firms in Ghana. A total of 216 questionnaires were administered to respondents. The research objectives centre on understanding the combined effects of market orientation and business process agility on firm performance. Moreover, we explore the moderating role of institutional voids in the relationship between market orientation, business process agility, and performance. Finally, we examine the influence of marketing dynamics in shaping the interplay between these factors.

In conclusion, the study reveals that market orientation and business process agility jointly exert a significant positive influence on the performance of exporting firms in Ghana. Market orientation, emphasizing customer understanding and customer-driven strategies, emerges as a positive contributor to firm performance. Additionally, business process agility, characterized by responsiveness, adaptability, and resource optimization, plays a pivotal role in enhancing firm performance. These findings underscore the importance of concurrently considering market orientation and business process agility in the context of exporting firms in Ghana.

Based on these findings, we recommend exporting firms in Ghana should prioritize the development and implementation of market-oriented strategies, which emphasize customer understanding and satisfaction. By investing in thorough market research, feedback mechanisms, and aligning strategies with evolving customer preferences, firms can foster strong customer relationships and continuously adapt their offerings to meet customer demands.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Both corporations and academic institutions often pursue research into exporting because of the importance of this strategy for breaking into other markets. As noted by Stoian, Dimitratos, and Plakoyiannaki (2018), exporting has become a critical strategy for businesses that want to increase their customer base, attract a more diverse group of buyers, and boost their efficiency. Different-sized businesses can use this strategy to increase their competitiveness, scale up their operations, and diversify their revenue streams. With exports playing such a vital role, businesses in developing regions must participate in global trade. Compared to equity investment, this method of international expansion requires fewer resources, carries less risk, and gives more leeway, as stated by Samiee and Chirapanda (2019). Scholars have adopted new ways to measure export success, leading to substantial advancements in the field of export performance research (Kahiya & Dean, 2014).

Significant consequences await exporting companies that fail to account for the interplay between market orientation and business process agility in the ever-changing world of international commerce. Agility in corporate processes promotes rapid adaptability to shifting market conditions while focusing on the client facilitates the understanding and satisfaction of customers in different countries. Most research has found that market orientation (MO) and business process agility (BPA) each have favourable effects on company performance (Kumar et al., 2011).

A *company's market orientation* can be defined as its preparedness to respond to market pressures from rivals and customers. When a company is market-oriented, it prioritizes learning about and catering to consumer wants and needs. Strong market orientation is taking the initiative to modify offerings and business tactics in response to customers' needs. It has been shown in recent studies that greater emphasis on the market improves export results. Baker and Sinkula (2019) found that globally competitive firms have a greater propensity to anticipate and seize opportunities in emerging markets. Firms' market orientation skills are essential when shipping products overseas because buyers' tastes can vary widely from country to country. Since the consumer is the source of insight during the compilation of market information, businesses employing this strategic orientation hope to lower the risk of developing new products. (Morgan, Feng, & Whitler, 2018).

It is imperative for exporting companies to be nimble and responsive in order to thrive in today's highly competitive global business market. To be successful and competitive in the worldwide market, exporting companies need to focus and foster agility in their business processes. Agile business processes allow a company to adapt swiftly to new circumstances while keeping its current efficiency and productivity high. To adapt to new customer needs, evolving technologies, and stiffer competition, businesses must be able to nimbly reorganize their processes, workflows, and resources. Amid et al. (2020) cite research that shows how important it is for businesses to adapt to changes in the global market quickly. Cost economies are anticipated to result from adopting agile business procedures, which place a premium on the rapid and painless adaptation of organizations to shifting market conditions. Recent years have seen a surge in academic and professional interest in BPA due to the growing recognition that a company's sustainability depends on its ability to adapt to an evershifting external environment (Kale et al., 2019; Vagnoni & Khoddami, 2016).

An agile business process can help an organization get cost savings and take advantage of opportunities presented by new technologies and shifting market conditions (Chen et al., 2014).

An effective BPA allows businesses to adapt to price changes made by competitors quickly, tailor offerings to meet specific client needs, and implement new technology to increase productivity and lower costs. Agility in business processes is a strategic organizational capacity that helps businesses adapt their resource acquisition and utilization to the changing demands of their respective markets.

1.2 Statement of Problem

Considering a rapidly evolving business landscape, managers of firms strive to establish a capacity that enables them to attain their objectives effectively and gain a competitive edge. To enhance the competitive advantage of a firm, it is imperative for dynamic capabilities to effectively address and oversee a diverse range of capabilities that synergistically contribute to developing novel and reconfigured offers within the market (Katkalo et al., 2010). Two of the present capabilities include market orientation and business process agility. The effects of these dimensions on organizations' performance have been corroborated by prior studies (Luthra et al., 2021).

Numerous scholarly investigations have agreed that market orientation and business process agility influence a firm's performance. However, the findings have been inconclusive and conflicting, with some researchers establishing positive correlations while others have identified negative associations. Previous research has not yet investigated the correlation between market orientation and business process agility, as well as their subsequent influence on organizational success. Previous studies have primarily focused on investigating the individual impact of each capability, whereas there remains a dearth of studies examining the combined effect of both capacities (Gupta et al., 2019). The inquiry pertains to the impact of market orientation and business process agility on firm performance, explicitly considering their distinct consequences. To address these discrepancies, it is imperative to examine the potential integration of MO and BPA as a means of forecasting the organization's performance.

The positive moderator effect of market orientation on marketing capabilities and performance has been substantiated by research, indicating the complementary nature of market orientation with other capabilities (Cacciolatti & Lee, 2016). Furthermore, in their study conducted by Lütfihak Alpkan, Şanal, and Üksel Ayden (2012), it is contended that adopting a market orientation by an organization facilitates the successful response to market demands. Previous research has traditionally postulated and examined the existence of a positive linear correlation between market orientation and firm performance (Jancenelle et al., 2021).

The capacity to exhibit agility in business processes is a scarce attribute. According to Raschke (2010), organizations can swiftly adapt to uncertain market situations by utilizing this capability, which enables them to both reconfigure current processes and develop novel processes. The procedure, as mentioned earlier, is deeply embedded within the organizational routines, rendering it more challenging for rival firms to determine the specific components or procedures that hold value. The strategic organizational competency of business process agility enables organizations to effectively acquire and deploy resources in alignment with the dynamic market environment of the firm. Nevertheless, despite the growing emphasis placed by organizations on the significance of process agility, there remains a dearth of knowledge regarding the specific strategies and practices required to enhance agility.

Furthermore, there is a lack of research that investigates the impact of institutional void and market dynamics on the association between market orientation and business process agility. There has been a significant interest in the environment and its impact on organizational dynamics. In addition to environmental conditions, extant research has demonstrated that market dynamics constitute a crucial determinant of firm performance (Zehir & Balak, 2018).

According to Doh et al. (2017), empirical research has demonstrated that institutional voids arise due to inadequate, convoluted, or absent governing structures, amplifying uncertainty and operational risk for enterprises. According to Luo, Sun, and Wang (2011), emerging economies commonly exhibit this characteristic, albeit the extent of its severity differs considerably across various emerging markets. The presence of institutional voids impacts organizations at both the dyadic level, which refers to the interactions between individual buyers and sellers, and the network level, which encompasses multiple tiers of interactions (Parmigiani & Rivera-Santos, 2015). Firms operating inside emerging markets employ distinct governance structures and tactics, such as family management and network partnerships, to effectively address institutional holes (Gammeltoft et al., 2010). Further empirical evidence is required to elucidate the correlation between dynamic skills and company performance, as suggested by Baia and Ferreira (2019). This study examines the impact of institutional void and market dynamics on company performance. This study addresses the existing research gap concerning the combined impact of market orientation and business process agility.

1.3 Research Objectives

This study mainly assesses the combined effect of market orientation and business process agility on exporting firms' performance in Ghana. In achieving this aim, the specific objectives were employed as guidelines:

1. To examine the combined effect of Market Orientation and Business Process Agility on the performance of exporting firms.
2. To examine the moderating role of marketing dynamics on the relationship between interactions of market orientation and business process agility and performance.
3. To examine the moderating role of Institutional void on the relationship between the interaction of market orientation and business process agility.

Therefore, this research examines the moderating roles of institutional voids and market dynamics on the relationship between the combined effect of market orientation and business process agility.

1.4 Research Questions

The primary research questions to enable the researcher to achieve the objectives of the research are outlined below:

1. How do market orientation and business process agility affect the performance of firms?

2. How do market dynamics affect firms' market orientation and business process agility?

3. To what extent does institutional void affect firms' market orientation and business process agility?

1.5 Significance of the Study

This research will examine the combined effect of market orientation and business process agility. This will still contribute immensely to the theoretical development of marketing literature. The research will help marketers appreciate the contribution of market orientation and business process agility as it will enhance firm performance, leading to customer retention. The research findings will help marketing managers understand the significance of market dynamics and institutional voids as moderators.

Furthermore, the research will serve as a guide for other industries and export firms to enhance performance. This will contribute to appropriate literature and points of reference for marketing management scholars.

1.6 Scope of Study

This research focused primarily on the impact of market orientation and business process agility on Ghana's export firms' performance. The study was limited to export firms in Accra and Kumasi metropolis.

1.7 Organisation of Study

The study is divided into five chapters, each explaining how an inevitable part of research operates. The introduction to Chapter One gives a general summary of the pertinent concepts that were used, the goals of the research, the importance and scope of the study, and the structure of the study. The study's literature review is covered in Chapter 2. literature that is relevant to the topic at hand. The research methodology and the numerous research methodologies and strategies used in this study are described in Chapter 3. Chapter 4 contains the presentation and analysis of the data and research that have been gathered. The study's findings, conclusions, and potential research recommendations are all summarized in chapter five.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews in-depth literature on market orientation, business process agility, and firm performance. There will be other variables that will be included later in this discussion. Literature was extracted from peer-reviewed journals and working documents. The chapter will highlight the study's conceptual framework and the relationship between the variables under study. For literature, the review would be both theoretical and empirical.

2.2 Conceptual Review

The concepts and definitions of the variables being studied are provided in this section. Market orientation and business process agility are defined in it. Market dynamics and institutional vacancies are also defined in this section. The essential relationships explored in the literature are then examined after this.

2.2.1 Market Orientation

According to Eisenhardt and Martin (2016), "market orientation" refers to a company's ability to anticipate and respond to changes in customer demand. There is a wealth of literature and data supporting the concept of market orientation. Akomea and Yeboah (2016); Hunt and Morgan (2015); Baker and Sinkula (2015). According to Hunt and Morgan (2014), one such intangible resource is a firm's market orientation. Market orientation, according to Saxena, Kumar, and Sanwal (2021), only boosts organizational performance effectively with the support of appropriate facilitating and mediating techniques. Many studies (Ladipo, Rahim, Oguntoyibo, Okikiola (2016), has investigated the effects of market orientation and relationships on the success of small enterprises. They demonstrated how a resource like this could be utilized to gain an edge by analyzing information about customers, rivals, and their responses. From a behavioural viewpoint (Baker & Sinkula, 2015), market orientation can be seen as generating insight. Another school of thought has investigated how the market orientation of a company is reflected in its corporate culture. Therefore, businesses with such cultures may gain an edge by adopting the idea as a performance norm (Hunt & Morgan, 2015). Beliefs and values of the organization promote cross-departmental, ongoing education on customers' unstated wants and needs, as well as competitors' strengths, weaknesses, opportunities, and threats. After these considerations, the organization's ability to coordinate activity across functions to generate and capitalize on learning is considered (Slater & Narver, 2014). Market-oriented businesses know their market inside and out and use that knowledge to cater to their customers' varying preferences.

2.2.2 Models of Market Orientation

Organizational culture promotes cross-departmental learning about customers' unstated wants and needs, the skills, tactics, and competencies of rivals, and how those departments work together to generate and capitalize on that knowledge. Businesses that are "market-oriented" pay close attention to consumer trends and preferences and tailor their products and services accordingly. The origin of market orientation can be traced back to the practical application of the marketing concept. When market intelligence is factored into business decisions, it gives the impression that the company is customer- and client-focused. Customer focus, competition focus, cross-functional teamwork, information gathering, information sharing, and response planning and execution are all essential elements of a market-oriented strategy.

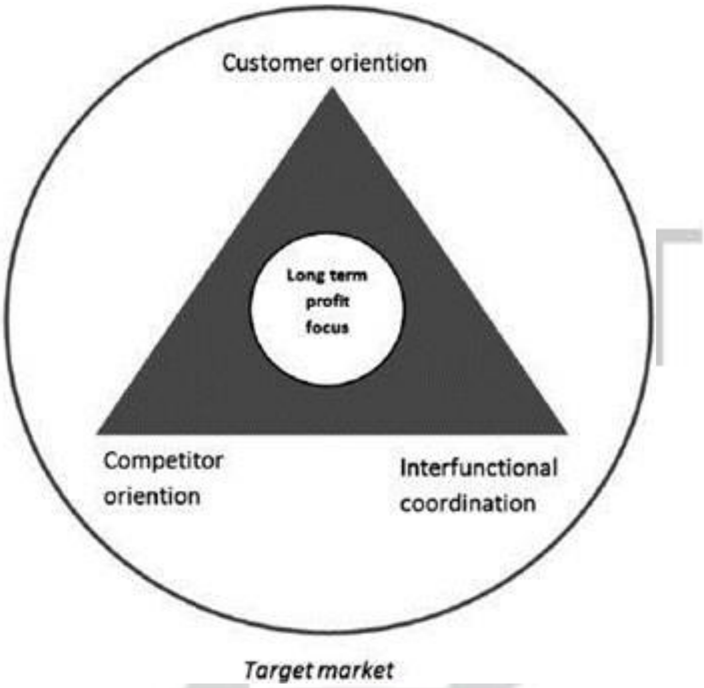

Figure 1: Narver and Slater's view on market orientation.

Figure 1 shows the interaction between the three behavioural components: customer orientation, competitor orientation, and inter-functional coordination.

Given that it serves as the cornerstone of marketing activity, the MO construct is recognized by many academics as one of the most crucial concepts in the marketing profession.

I. Customer Orientation

An *organization's customer orientation* can be defined as the degree to which it uses market intelligence about customers' present and future needs and disseminates this information throughout the company to inform its operations. Keeping consumers happy can have a direct and beneficial impact on a business's bottom line. Tanja and Jurij (2014) found that a more competitive business climate is related to a greater consumer emphasis. In addition to recognizing and meeting consumer wants, a customer-centric approach seeks to minimize the inconveniences and costs associated with buying and using a company's goods and services (Tanja & Jurij, 2014).

Homburg & Pflesser (2018) propose some dimensions in which firms should connect with customers, including making information readily available and being adaptable in dealing with them. As a result, the company begins to revolve around the consumer. Decisions would be based only on marketing knowledge gathered from surveys and focus groups, with the end goal of satisfying customers. Any business that makes decisions with the customer in mind will be more equipped to adapt to shifting consumer tastes and, as a result, attract and retain a more extensive client base. A customer-centric business strives to satisfy its clientele by consistently exceeding their expectations for value (Hasanzadeh & Ghadiri, 2010). The customer-focused business makes it a priority to learn about every step of the buyer's journey (Tanja &Jurij, 2014).

II. Competitor Orientation

The success of the company has been attributed in large part to the fact that it collects data on its rivals and uses that data to inform its judgments. According to the literature, competitor orientation studies rivals' short- and long-term weaknesses and strengths, strategies, and skills (Ali et al., 2014). They believed a competitor-focused business would look beyond its immediate rivals to identify potential opportunities. Birgelen, Ruyer, and Wetzels (2017), who studied the connection between competitors and customer focus, postulated that a company would be more likely to prioritize customer needs if it had a thorough understanding of the factors that contribute to client satisfaction. The early market orientation studies revealed a connection between the orientations toward competitors and customers and organizational Performance (Dawes, 2017). According to Ali et al. (2014), the significance of competitor orientation comes from utilizing such an orientation produces a steady competitive advantage and provides stable value for customers.

III. Inter Functional Coordination

Coordination between multiple functional areas or departments involves exchanging data and materials, working together, and integrating processes. Inter-functional coordination was first defined by the well-known authors Narver and Slater (2016) as using corporate resources to produce higher value for target consumers. They pioneered the idea that inter-functional coordination is an essential part of a business focused on the market. The degree to which departments work together has a significant impact on how market-focused a business is seen. More vital inter-functional collaboration was observed in companies that provided outstanding service (Peng & George, 2017). Inter-functional coordination refers to the degree to which different parts of an organization work together (Tay & Tay, 2017). They emphasized the importance of good inter-functional coordination, saying that no company could achieve its goals without it. According to their findings, although each function serves a slightly different purpose, they all work together to provide the promised value to the end user. According to Auh and Menguc (2015), "inter-functional coordination" is "a key form of internal social capital" since it allows various departments to work past disagreements and accommodate one another's perspectives and mental models. There may be disagreements about how to carry out specific tasks, but they emphasize the importance of working together to maximize the value of the organization's human resources. Delivering value to the client is dependent on the contributions of many different parts of the business, and this can lead to friction between departments. Customers' wants and needs may be better understood, and strategies can be developed to beat the competition with the help of inter-functional coordination (Mohammad et al., 2013).

2.2.3 Business Process Agility

The business climate of today is quite unstable. Therefore, businesses need to become more adaptive and innovative to succeed. Despite the scant literature on the topic, we know little about how agility and innovative capacity impact corporate success in a chaotic setting. Since responding effectively to a constantly changing environment is crucial to a firm's existence, business process agility has recently become one of the vital study focuses of academics and practitioners (Tallon & Pinsonneault, 2011). When a company has agile business processes, it can respond rapidly and effectively to shifting market conditions and evolving consumer demands. As a fundamental driver of organizational performance and competitiveness, it necessitates a shift in mindset toward adaptability, responsiveness, and creativity (Kale et al., 2019; Vagnoni & Khoddami, 2016).

In the academic literature, various perspectives on business process agility have been presented. The study's premise is that, given today's dynamic business climate, agility is a crucial capability for companies to master. Research backs up this notion, showing that more agile businesses perform better and respond faster to market shifts (Shah et al., 2016; Zhang et al., 2013). Agility, according to a different school of thought, depends on more than simply technical skills but on the company's culture and leadership as a whole. Slangen et al. (2016) found that businesses with cultures that encourage people to take the initiative and make decisions are more able to respond to shifting market conditions.

Roberts and Grover (2012) add that agility is one of numerous concepts proposed to address the challenge of enabling businesses to thrive in uncertain settings. The ability to quickly adapt to new circumstances requires that businesses be agile in handling routine tasks. The company can change course swiftly in response to shifts in the marketplace. The literature shows that agile business processes are critical to an organization's success in today's fastpaced market and that businesses must foster agility at both the technical and cultural levels to survive.

2.2.4 Organizational Performance

To achieve its long-term goals, an organization's performance must be high (Anca-Ioana, 2019). Besides being a part of a chain of excellent shows, this sets performance out from the norm (Cai et al., 2013). The presence or absence of it depends on how well an organization performs. Deliberate or unexpected drops in performance can lead to authoritative death or mortality, which is when an organization fails, shuts down its operations, and dismantles its parts.

When discussing the success of a company, we talk about its performance. It can be evaluated using metrics like profitability, customer retention, employee contentment, and operational effectiveness. Setting attainable goals, developing and implementing efficient processes, and constantly assessing results are the usual components of any successful performance improvement plan. Lean production, Six Sigma, and TQM are just a few methods to boost business productivity. In order to maintain their competitive edge and ensure their long-term success, businesses must routinely evaluate their performance and pinpoint areas for development. While this may be the case, most experts still measure organizational success by how well the company meets its objectives. Organizational performance reflects an organization's ability to achieve its goals or, more generally, its ability to succeed over the long term (Ali et al., 2018).

Therefore, after reviewing the many concepts of organizational performance, it is commonly argued that the simplest form of organizational performance is the most desirable result the company hopes to achieve.

Performance in an organization can be defined as the degree to which its resources and capabilities are being put to good use in order to reach its goals. The effectiveness of a company can be measured by how well it reacts to the information it receives from its customers. The activities conducted within an organization determine its efficacy (Teece et al., 2016). Beyond traditional monetary metrics (such as sales, growth, and ROI), there are other ways to evaluate a company's success. Non-financial performance indicators, such as climate change, employee well-being, human rights, and ethical compliance, are increasingly used to assess a company's contribution to wealth creation and social and environmental wellbeing (Orozco et al., 2018).

2.2.5 Institutional Voids

Institutional voids result from weak or complex or lack of governing institutions that increase uncertainty and operational risk for organisations (Doh et al., 2017). Khanna and Palepu (1997) introduced the concept of "Institutional Voids" to summarise the structural weaknesses that distinguish EMs from developed markets, thus supporting the idea that, when competing in EMs, entering firms need to adapt their strategies and reconfigure their existing set of resources and capabilities.

Currently, the extant literature suggests that IVs have not only a direct influence on performance but also an indirect one, generated by their negative impact on the value of a firm's resources and capabilities committed to the internationalisation process (Kostova & Zaheer, 1999). Sousa and Bradley (2008) found that the institutional environment, expressed in terms of communication and marketing infrastructure, technical requirements, legal regulations and economic/industrial development, exerts a significant impact on the firm's export performance. IVs are believed to create both barriers for firms entering EMs and to impose limitations on their commitment even if they decide to enter. In particular, in terms of high IVs, a weak institutional environment may dissuade firms from committing time and resources to the market, as noted by Broadman et al. (2004) and Welter and Smallbone (2011).

2.2.6 Market Dynamics

Market dynamics are the forces that impact producers and consumers' prices and behaviours. The forces result in the creation of pricing signals. A fluctuation in the demand and supply of a given product or service creates pricing signals. The market is said to be dynamic when characterized by a high entry and exit rate. Others also look at market dynamics in terms of changing pricing that affects the demand and supply of a product that leads to a firm's profitability, hence survival (Agyapong et al., 2021). The degree of competition is primarily what separates static and dynamic markets, according to Audretsch et al. (2001). In dynamic markets, competition is driven by product and technology innovation, whereas price drives competition in static markets. Caves (1998) corroborated what Burke et al. (2006) had suggested: competition policy is necessary to prevent misuse by a small number of companies and excessive market dominance. This is detrimental to the success of other competitive businesses in the industry as well as the interests of consumers. A highly dynamic market is characterized by frequent technological changes, customer demand and general business practices. For firms to have a competitive edge, they must modify their products and services. Thus, dynamic external environment affects a firm's operations and requires a firm to adjust quickly to remain with superior performance (Cui et al., 2005; Prasad and Junni, 2016).

2.3 Theoretical perspectives

The current theories and conceptual frameworks pertinent to the inquiry are the main focus of a theoretical literature review. An exhaustive summary of the state of knowledge on a specific subject is given in a theoretical literature review, along with any gaps or areas requiring additional investigation.

2.3.1 Resource-Based View

The resource-based view (RBV) is a management paradigm for identifying the strategic assets a business may employ to gain a market advantage. According to this thesis, an organization's internal strengths are more important than any external influences, such as the nature of the business or the state of the market. A resource can come in many forms, each of which may increase a company's bottom line uniquely. A company's valuable, unique, inimitable, and no substitutable resources are the source of its persistent competitive advantage, according to the resource-based view (RBV) (Barney, 1991). All assets, talents, organizational processes, company qualities, information, knowledge, etc., are included under the umbrella term of "resources" as defined by Barney (1991). The efficacy and efficiency of a company may increase if it has access to resources that help it develop and carry out strategies. Firms' ability to produce or acquire these resources has a bearing on how well they operate compared to rival businesses. According to Aktas et al. (2011), an organization's resources and capabilities reflect its core competencies and competitive advantages. A firm's internal environment and the resources it has built to compete in that context are the primary emphasis of the Resource Based View of the Firm (RBV). In this view, an organization's competitive advantage is derived from its current strengths and assets. The RBV method illuminates the means through which businesses acquire and maintain a competitive edge by way of resource development and utilization. Therefore, RBV helps us zero in on relevant characteristics of business process agility. The first involves taking stock of the firm's current assets and strengths, while the second centres on pinpointing the resources the business will require to succeed.

2.3.2 Theory of Market-Based View

The market-based view (MBV) hypothesis, often known as the market positioning view, highlights the significance of market conditions in formulating business strategy. The marketbased approach stands in contrast to traditional ways of thinking about businesses. The market-based perspective holds that an organization's performance is not dependent on its internal qualities but rather on the external environment in which it functions. Mason and Bain (1950) developed the market-based view theory by establishing the so-called StructureConduct Performance-Paradox between an industry's structure and a company's success. They state that the elasticity of demand, the number of competitors in the market, and entry barriers are the most essential elements in determining a company's success.

According to the market-based perspective, external factors like industry trends and market orientations are the primary drivers of corporate performance, and the proper positioning in the market is essential for a firm to obtain a competitive advantage. The market-based view of the firm places an emphasis on how the market influences the actions and choices of businesses. This theory holds that the primary purpose of businesses is to provide consumers with goods and services that satisfy their wants and requirements at the lowest possible cost to the company. The idea behind the market-based view of the firm is that pricing for goods and services is determined by factors like supply and demand in a competitive market. Companies are assumed to have a profit motive and to behave in their self-interest under the market-based perspective of the firm. This perspective holds that businesses will prioritize shareholder returns by increasing spending on R&D and entering new markets.

2.4 Hypothesis development 2.4.1 Combined impact of Market orientation and Business Process Agility and

Performance

Although academics have investigated the correlation between a company's market orientation and performance, empirical studies have yielded contradictory results (Blankson & Cheng, 2005; Mahmoud, 2010). According to research conducted by Haryanto and Haryono (2015), who specializes in the furniture sector in Indonesia, market orientation and innovation type affect business success. Research conducted in the Netherlands by Langerak, Hultink, and

Robben (2004) examined the effects of market orientation product advantage and launch proficiency on the success of new products and the efficiency of businesses. Market orientation was found to have a favourable association with product advantage and launch strategies but no direct relationship with new product or organizational performance, according to research by Langerak, Hultink, and Robben (2004). Reviewing the literature, most authors believe that a business's performance improves after adopting a market orientation (Jaworski & Kohli, 1993; Slater & Narver, 1994; Deshpande & Farley, 1998).

Chang and Chen (1998) support the beneficial role of a market orientation. According to Langerak (2001), the market orientation concept is related to employee attitudes and behaviour and has been demonstrated to have favourable effects on the firm's profitability. Many scholars have studied the link between market orientation, Business Process Agility, and organizational effectiveness. Different forecasts have been made on the future of this connection (Voss & Voss, 2015). Market orientation is thought to improve performance because it helps businesses learn more about their customers and competitors, leading to more informed decisions. Several empirical investigations have reaffirmed the favourable correlation between market orientation and enterprises in specific economic sectors. Kirca,

Jayachandran, and Bearden (2015) found a robust positive correlation between manufacturing firms' market orientation and subsequent performance. For the service industry, they argue, the connection is weaker.

Null Hypothesis (H0): There is no joint significant effect of Market Orientation and Business Process Agility on the performance of exporting firms.

Alternative Hypothesis (H1): There is a joint significant effect of Market Orientation and Business Process Agility on the performance of exporting firms.

This hypothesis implies that the researcher is examining the evidence that, when taken together, market orientation and business process agility have a significant impact on the success of exporting organizations. The alternative hypothesis postulates a meaningful correlation between these variables and company performance, in contrast to the null hypothesis, which maintains no combined effect.

2.4.2 Moderating role of Market Dynamics on Market orientation- Business Process Agility on Performance

Firm performance can be affected by a company's dynamic capabilities (DC) and market orientation (MO), especially in highly dynamic marketplaces. While they have been studied for businesses of all sizes, data on DC for solopreneurs and small shops is lacking. Since businesses are constantly being pushed and pulled in different directions by internal and external pressures, market dynamism inevitably results in a flux and transition. An organization's ability to adapt to its changing environment is not something that can be done in a single, discrete step; instead, it must be viewed as an ongoing process that allows for continual anticipation of change (Cyfert & Krzakiewicz, 2017). For a business to succeed, it must respond effectively to environmental shifts and provide original approaches to problems (Bitkowska, 2020).

DCV argues that evaluating economic operations is impossible without a market orientation since it allows for the (re)configuration of other performance-related capacities and behaviours. Businesses with a solid MO are more likely to be able to create and introduce improvements to existing products and markets successfully. Weakness in this area of focus can be perceived as a danger since it makes it more challenging for businesses to produce the same outcomes under varying and unpredictable conditions. There is a current tendency in the business world toward a more rapid product cycle and business model iteration (Dyduch, 2017). Since continued success with current operations is uncertain, businesses must constantly look for fresh chances. Companies must either adapt to the new environment or abandon the resources altogether.

(Li & Liu, 2014). MSMEs, like multinational corporations, must have a sharp market focus. However, MO in SMEs differs from that in large corporations. Small and medium-sized enterprises (SMEs) are distinct from large corporations because of their size, informal organizational structure, and proximity to the market (Kmieciak & Michna, 2012).

Because they lack the resources that major corporations do, micro, small, and medium-sized enterprises (MSMEs) may feel the effects of a lack of market orientation more acutely than their larger counterparts. Research findings on the effects of environmental dynamics on operational and dynamic capabilities were found to be disputed. In high-dynamic and lowdynamic settings, the effects of operational and dynamic capacities (i.e., MO) on performance appear distinct. There is still a need for more theoretical and empirical research on the consequences of market dynamism (Petrus, 2019), especially regarding discussing operational effects and dynamic capabilities (i.e., MO) in various market settings.

Despite being a problem for businesses of all sizes (Michna & Kmieciak, 2012), studies of the literature show that not nearly enough work has been done on the group of MSMEs in the field of moderating the market orientation-firm performance relationship in the context of market dynamism. Better conceptualization and empirical study on the implications of market dynamism are still needed to advance the conversation about operational effects and dynamic capacities across various market settings (Karna et al., 2016). As a result, it was determined to examine how market dynamics affect businesses by detailing how companies operate and how this affects their performance in the context of the dynamic nature of the markets in which they compete. It was hypothesized that market orientation would display varying regularities in response to varying degrees of market dynamism (Kamasak et al., 2016; Petrus, 2019).

To understand how market volatility affects the market-oriented performance of businesses. According to the study's definition of market dynamism (Wang et al., 2015), market dynamism refers to the pace of change of different factors in the market in which a specific business works.

It was hypothesized that market dynamism, which includes the rapidity with which technology and competition can shift, the degree to which these shifts can be predicted, and the degree to which customers' actions can be predicted, would moderate the link between market orientation and company performance.

Null Hypothesis (H0): The moderating role of Market Dynamics does not significantly influence the relationship between Market Orientation, Business Process Agility, and Performance.

Alternative Hypothesis (H1): The moderating role of Market Dynamics significantly influences the relationship between Market Orientation, Business Process Agility, and Performance.

According to this hypothesis, the study attempts to determine whether there is proof that market dynamics can moderate the relationship between market orientation, business process agility, and performance. The alternative hypothesis contends that market dynamics significantly influence how market orientation and business process agility impact firm performance, in contrast to the null hypothesis, which maintains no meaningful moderation. To evaluate whether there is sufficient evidence to reject the null hypothesis in favour of the alternative hypothesis, the researcher would gather data and statistically analyse it.

2.4.3 Moderating role of Institutional Void of Market orientation- Business Process Agility on Performance

Organizational uncertainty and operational risk are exacerbated by institutional gaps due to weak or complex governing institutions or the absence of such institutions (Doh et al., 2017). The idea that competing in EMs necessitates adjusting business strategies and rearranging existing resources and capabilities is supported by the term "Institutional Voids," coined by

Khanna and Palepu (1997) to describe the structural weaknesses that distinguish EMs from developed markets.

There is evidence in the existing literature that implies IVs have an indirect effect on performance as a result of the damage they do to the worth of a company's resources and competencies during internationalization (Kostova & Zaheer, 1999). Communication and marketing infrastructure, technological needs, legal laws, and economic/industrial development are all examples of aspects of the institutional environment that Sousa and Bradley (2008) discovered to have a substantial impact on the export performance of the organization.

Many people believe that IVs make it more difficult for businesses to enter EMs and also force them to limit their involvement in the region once they do so. Broadman et al. (2004) and Welter & Smallbone (2011) point out that firms may hesitate to invest time and money in the market if the surrounding institutional environment is poor due to high IVs. It is standard practice to resort to market-based, active, and passive institutional strategies for filling institutional gaps (Gao et al., 2017). Large corporations chose vertical integration, innovation focused on solving problems, and diversification into new markets.

Null Hypothesis (H0): The moderating role of Institutional Void does not significantly influence the relationship between Market Orientation, Business Process Agility, and Performance.

Alternative Hypothesis (H1): The moderating role of Institutional Void significantly influences the relationship between Market Orientation, Business Process Agility, and Performance.

According to this hypothesis, the study attempts to determine whether there is any proof that institutional void modifies the relationship between market orientation, business process agility, and performance. The alternative hypothesis contends that Institutional Void significantly influences how Market Orientation and Business Process Agility impact business Performance, in contrast to the null hypothesis, which assumes that there is no meaningful moderation.

2.5 Conceptual foundation

A conceptual framework is a set of concepts and ideas used to guide research and inform the development of theories or models. It is a systematic and logical structure that guides the process of understanding and interpreting a particular phenomenon.

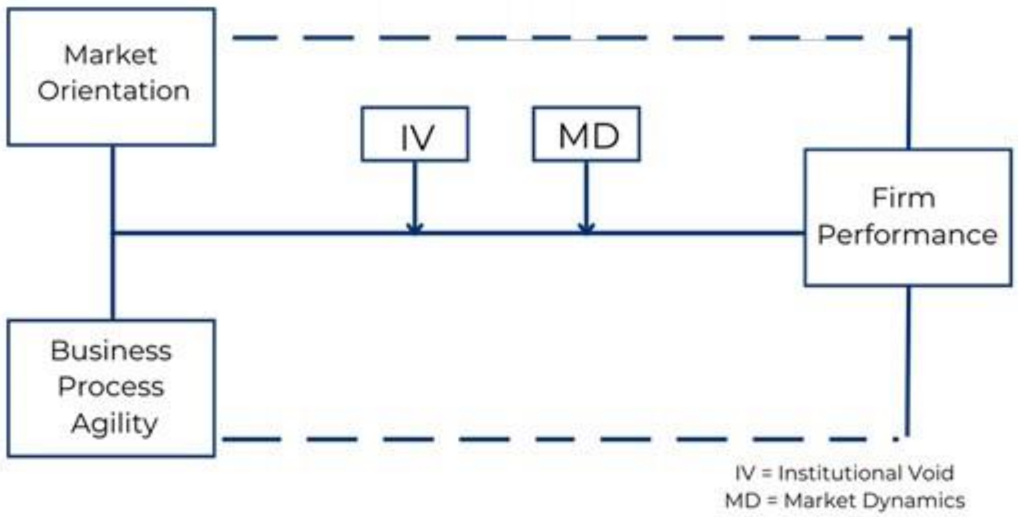

Figure 2: Conceptual framework

Figure 2 presents an overview of the effect of market orientation and business process agility on the performance of exporting firms in Ghana.

Independent variables

Market Orientation (MO) measures how much a company relies on increasing customer loyalty and satisfaction as its guiding organizational philosophy. In order for MO to be successful, businesses must proactively gather, share, and rely on market knowledge when creating their marketing strategy and techniques.

Business process agility is essential for firms to anticipate or respond to changes promptly and efficiently. It is the organization's flexibility to retool its business to adapt to the market environment quickly.

Moderating variable

Market dynamism was defined as the rate of change of different market components, as determined by shifts in customers, competitors, and technology.

Institutional gaps reflect issues that make it difficult for buyers and sellers to communicate. As a result, it is more expensive to acquire new ideas, information, skills, and money, which decreases the possibility that efficient results will be achieved.

Dependent variable

Firm Performance is a dependent variable measured by three items of: profitability, sales growth, and market share.

2.6 Chapter Summary

This section of the literature review analyses essential research on the impact of market orientation and business process agility on the effectiveness of exporting enterprises in Ghana. That included conceptual literature with a focus on the relationship between market orientation and performance, business process agility (BPA) and performance, the impact of market orientation and business process agility on performance, and the moderating effect of market dynamics on market orientation-business process agility on performance. The Resource Based

View of the Firm (RBV) theory, which contends that a firm's resources and capabilities, rather than external variables like industry structure or market forces, are the key to its performance, was also examined in light of the theories needed for this research. The market-based view theory contends that an organization's performance depends on its surroundings rather than internal attributes. The conceptual framework, on the other hand, is the methodical and logical framework that directs the process of comprehending and interpreting the impact of market orientation and business process agility on performance.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter describes the process used to collect the study's primary data. This chapter will cover the strategy and procedures utilized to respond to the research topic as well as certain context-specific characteristics. This chapter outlines the data collection methods used in the study to determine how market orientation and business process agility affect firm performance. The primary methodology employed centred on the research strategy, design, study region, population, sampling procedure, how the data was gathered, and analysis tool used to carry out the study.

3.1 Research Design

A research design is a strategy or blueprint used to carry out a certain investigation. It is a predetermined method for gathering data in order to examine a research hypothesis or question. Because the main research issue is explanatory, this study is set up as a case study. Due to budget constraints and the fact that the study was conducted at a specific point in time within a year, it was cross-sectional in design. An in-depth knowledge of the impact of market orientation and business process agility on the success of exporting enterprises was made possible through the use of case studies. Due to the short research period, the case study is a better fit for this study. Simple to grasp data findings were interpreted using descriptive statistics (Saunders et al., 2009).

3.2 Research Approach

The study adopted a quantitative methodology and used positivist philosophical presuppositions as the technique of inquiry. Given the purpose and nature of this study, where the majority of the analyses were quantitative in nature, the quantitative research approach was assessed to be the most appropriate and, as a result, was used. In order to analyse and explain the impact of market orientation and business process agility on the performance of exporting enterprises for data collection from respondents, the quantitative data from exporting firms were gathered utilizing questionnaires.

3.3 Study Population

The target population composed of exporting firms in Ghana under Ghana Export Promotion Authority (GEPA). 383 exporters in total who were in good standing with the Ghana Export Promotion Authority (GEPA) as of 2021 make up the target group for the study. The major players involved in Ghana's exporting efforts were specifically targeted by the researcher, who also engaged them. Each respondent was asked to answer the pertinent items in the questionnaire based on their area of expertise, and all focal persons directly involved with exporters registered in good standing with the study organization were contacted.

3.4 Sampling size

The sample size of the study is 255 respondents based on the sampling technique. **Table 3.1: Population and Sample Size**

Stratum	Population	Sample size
Agribusiness	129	85
Manufactures	129	85
Industrial Art and Craft	125	85
Total	**383**	**255**

3.5 Sampling technique

Because this research required specialized expertise from just a small number of relevant specialists, stratified random probability and purposive sampling were used in the selection of the study's sample respondents. Purposive sampling, in accordance with Patton's findings from 2002, ensured that respondents had a high degree of market orientation and business process adaptability about the effectiveness of exporting enterprises. By using stratified sampling, a researcher can divide the population into clearly defined subgroups and then randomly select samples from each subgroup (Source; CIRT, 2018). Specialized expertise and a desire to participate were used as the selection criteria for responses. To categorize respondents according to export products, the study used stratified random probability. Every member of the population has an equal probability of being chosen when a sample is chosen via simple random sampling. This is accomplished by creating a set of numbers or identifiers at random that correspond to individuals in the population, and then choosing sample participants based on those numbers or identities. With this approach, it is guaranteed that the sample is representative of the population and that the findings of any research or experiment performed on the sample may be extrapolated to the entire population.

3.6 Data Type and Sources

This study is predominantly based on a quantitative methodology, primary data obtained through survey questionnaires administered to respondents, and the use of survey questionnaires as the principal instrument for data collection in the study area. It was determined that questionnaires were the best method to use because they were the most practical tool to use to elicit the required information from the chosen sample size at a cost that was minimal per respondent. Additionally, it was determined that questionnaires were the most practical method for respondents to answer whenever they had the time. The respondents were given the option of selecting from one of four broad response categories provided in the questionnaire.

While secondary data helped in the review of relevant literature, which helped assess the study within its theoretical context, it was based on published research reports on market orientation and business process agility from research works and sources with knowledge in the subject area, such as documented research journals.

3.7 Measurement Scale and Instrumentation

The evaluations were done using a 5-point Likert scale. The respondents were asked to rate the impact of business process agility and market orientation on the success of exporting enterprises. The business process agility indicators utilized in this study are based on assessment developed by Tallon and Pinsonneault (2011). According to Masa'deh et al. (2018), Narver and Slater (1990), and Panda (2014), Market orientation centred on Customer orientation, Competitor orientation, and Inter-functional coordination. The study's indicators of marketing performance are based on both financial and non-financial performance (Simon et al. 2015; Le MeunierFitzHugh and Piercy 2011; Simon et al. 2015).

Part A contained inquiries into the respondents' demographic information. Part B evaluated how the success of exporting enterprises was affected by market orientation and business process agility. The moderating effect of institutional void on the interaction between market orientation and business process agility and performance was examined in Part C. The moderating effect of marketing dynamics on the interplay of market orientation and business process agility and performance is examined in Part D.

3.8 Validity and Reliability

The degree to which study results are constant over time and accurately reflect the entire population being studied is referred to as reliability (Sekaran & Bougie, 2011). The goal of reliability analysis is to determine the degree to which a measuring procedure would generate the same result if it were conducted repeatedly under the same circumstances (Orodho, 2013). A pilot test was conducted to target exporting enterprises prior to the actual survey. This aided in ensuring that none of the elements were redundant and that the questions were genuine and contained no missing data. The piloting of the instruments also gave the researcher the opportunity to get input on the completeness and suitability of the items in both instruments. Table 3.2 provides the findings of the instrument's pilot test, which showed that it was dependable, which was given to 20 officers working for exporting companies. During the time when data was being collected, the questionnaire for the survey was sent around to the respondents so that the staff may fill it out over the course of two weeks.

Table 3.2: Reliability Statistics Obtained for the Scales in Pilot Study

Questionnaire Item	No. of Items	Cronbach Coefficient	Comment
Market Orientation	8	.873	Reliable
Business process agility	8	.734	Reliable
Firm Performance.	6	.824	Reliable

Source: Field survey data (2022)

In the pilot study, the obtained reliability statistics offer insights into the consistency and stability of the scales used in the questionnaire. The Cronbach's alpha values observed are as follows: Market Orientation (number of items = 8, α = .873), Business process agility (number of items = 8, α = .734); Firm Performance. (number of items = 6, α = .824); The high Cronbach's alpha coefficients for "Market Orientation," and "Firm Performance," suggest strong internal consistency, indicating that the items within these scales are reliably measuring the intended constructs. Overall, the reliability statistics obtained from the pilot study indicate that the scales are generally reliable instruments for measuring the respective constructs. These reliable measurements will provide a solid foundation for interpreting the findings in the subsequent full study, enhancing the validity and credibility of the research outcomes.

3.9 Data Collection Procedure

Questionnaires were randomly issued to the exporting firms through self-administration with the drop-and-pick method (Okumu & Bett, 2019). The questionnaires were administered in March 2023.

3.10 Data Analysis

After the administration of the questionnaires, the responses were grouped based on the research objective. The responses were later checked against the groupings to ensure consistency. Descriptive statistics analysis was done based on quantitative data tools with key findings of data reviewed with theories and concepts discussed in the literature review in relation to the study. The data obtained from the questionnaire were analysed through Statistical Package for Social Sciences (SPSS) and Microsoft Excel was utilized as the main statistical tools for data analysis, which was used to organize relevant data in frequency tables and figures for easy interpretation.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF RESULTS

4.0 Introduction

This chapter presents the interpretation, discussion, and findings of the study. In this chapter, we analysed the data gathered from exporting firms the combined effect of market orientation and business process agility on the performance of exporting firms in Ghana. It includes an analysis of the collected data and a chronological presentation of the specific objectives examined in the study. The major findings are discussed using descriptive statistics, such as mean and standard deviation, which are based on empirical data gathered from the field survey.

4.1 Response Rate

Primary data for this study were gathered through a two-month field survey conducted on exporting firms in Ghana, under the Ghana Export Promotion Authority (GEPA). The data analysis involves a descriptive examination of the responses obtained from participants. Out of the total sample of 255, 216 respondents completed the questionnaire, resulting in a response rate of 84.7%. The analysis comprises subsections that concentrate on important demographic details and address the specific research inquiries.

4.2 Demographics of Respondents

The study examined demographic information of employees working in exporting firms under the Ghana Export Promotion Authority (GEPA). The assessment considered factors such as gender, educational level, number of working years in the exporting industry, industry sector of the firms, and the length of time the firms have been engaged in exporting.

Analyzing demographic data is crucial as it helps understand respondents' opinions in relation to their background, and how it relates to the study. This approach is supported by Perez and Bosque (2013) as they highlight the importance of demographic analysis in research.

4.2.1 Respondents distribution based on Gender.

Table 4.1 Gender distribution of respondents

Gender	Frequency (N)	Percentage (%)
Female	72	33.3
Male	144	66.7
TOTAL	**216**	**100**

Source: Field Data Survey, (2023)

The table presents the distribution of respondents based on gender in the study. The field survey results showed that out of the total 216 respondents, 72 identified as female, while 144 identified as male. In terms of percentages, females accounted for 33.3% of the total sample, while males made up 66.7% of the respondents. This information indicates that the majority of respondents in the study were male, accounting for approximately two-thirds of the sample. On the other hand, females represented around one-third of the respondents.

4.2.2 Age Range profile of Respondents.

Table 4.2 Age of the Respondents.

Age Ranges in years	Frequency (N)	Percentage (%)
20-30 years	18	8.3
31-40 years	48	22.2
41-50 years	81	37.5
51 and above years	69	31.9
TOTAL	**216**	**100**

Source: Field Data Survey, (2023)

The research delves at respondents age ranges. The provided data displays the distribution of respondents based on age ranges. The study included a total of 216 respondents, and their ages were categorized into four groups: 20-30 years, 31-40 years, 41-50 years, and 51 years and above. Among the respondents, 18 individuals (8.3%) fell into the 20-30 years age range, while 48 individuals (22.2%) were in the 31-40 years age range. The largest group consisted of 81 respondents (37.5%) who were between 41-50 years old. Lastly, 69 respondents (31.9%) were aged 51 years and above. These findings provide insights into the age distribution of the participants in the study. The majority of respondents belonged to the middle age categories, with the highest proportion falling in the 41-50 years range. This suggests that middle-aged individuals had a stronger representation in the sample.

4.2.3 Educational Background of Respondents

Table 4.3 Educational Background of Respondents

Education level	Frequency (N)	Percentage (%)
Doctorate	2	0.9
MSc/MBA/MPhil	61	28.2
HND/Degree	102	47.2
Professional/ Technical	51	23.6
TOTAL	**216**	**100**

Source: Field Data Survey, (2023)

The study examined the education credentials of respondents. Among the respondents, only 2 individuals (0.9%) held a doctorate degree. The largest group consisted of 102 respondents. (47.2%) who had obtained an HND (Higher National Diploma) or a bachelor's degree. The MSc/MBA/MPhil category accounted for 61 respondents (28.2%), while 51 respondents (23.6%) had a professional/technical qualification. The majority of respondents had attained either an HND or a bachelor's degree, suggesting a significant representation of individuals with undergraduate qualifications. On the other hand, the proportion of respondents holding advanced degrees (MSc/MBA/MPhil) was relatively smaller. Understanding the education level distribution of the respondents is important as it provides insights into the educational backgrounds of the participants. Different educational backgrounds may influence the perspectives, knowledge, and expertise that individuals bring to the study, potentially impacting the findings and conclusions.

4.2.4 Number of working years in exporting Industry

Table 4.4 Number of working years in exporting Industry

Working Years	Frequency (N)	Percentage (%)
less than 1 year	36	16.7
1-5 years	45	20.8
6-10 years	102	47.2
11-15 years	33	15.3
TOTAL	**216**	**100**

Source: Field Data Survey, (2023)

Among the respondents, 36 individuals (16.7%) had less than 1 year of working experience, while 45 individuals (20.8%) had been working for 1-5 years. The largest group consisted of 102 respondents (47.2%) who had worked for 6-10 years. Lastly, 33 respondents (15.3%) reported having 11-15 years of working experience. These findings provide insights into the distribution of respondents based on their years of work experience. The majority of respondents fell into the 6-10 years working experience category, indicating a significant representation of individuals with a moderate level of professional experience. On the other hand, the proportion of respondents with fewer than 1 year or more than 15 years of working experience was relatively smaller. Understanding the distribution of working years among the respondents is important as it helps to contextualize their professional experience and consider the potential influence of different levels of experience on the study results.

4.2.1 Sectors in which exporting firms operate.

Table 4.5 Sectors in which exporting firms operate.

Sectors	Frequency (N)	Percentage (%)
Agribusiness	89	41.2
Manufactures	52	24.1
Industrial Art and Craft	75	34.7
TOTAL	**216**	**100**

Source: Field Data Survey, (2023)

Among the respondents, 89 individuals (41.2%) were engaged in the Agribusiness sector. The Manufactures sector was represented by 52 respondents (24.1%), while the Industrial Art and Craft sector accounted for 75 respondents (34.7%). These findings provide insights into the sectoral distribution of the study participants. The Agribusiness sector had the highest representation, followed by the Industrial Art and Craft sector. The Manufactures sector had a comparatively smaller proportion of respondents. Understanding the sectoral distribution is important as it allows researchers to consider the specific context and characteristics of each sector when analyzing the findings. Different sectors may have distinct challenges, practices, and perspectives, which can influence the study outcomes. By examining the responses from different sectors, researchers can gain a comprehensive understanding of the topic under investigation.

4.3 Demographics of measures

Assessing the demographics of measures based on respondents' agreement levels using a 5point Likert scale aims to enhance the accuracy and contextual understanding of the significance of variables such as Market Orientation, Business Process Agility, and Firm Performance on the performance of exporting firms. The utilization of a structured Likert scale and the categorization of mean intervals allows researchers to gather nuanced insights into respondents' perceptions and opinions. This approach aligns with the objective of achieving a more comprehensive and robust assessment of the relationships under

investigation.

4.3.1 Market Orientation

Table 4.6 Market Orientation

	N	Min	Max	Mean	Std. Dev	RII
Our organisation constantly monitors our level of commitment to serve the customer needs	216	3	5	4.2	0.6	0.8
Our organisation’s business objectives are driven by creating more excellent customer value	216	2	5	4.1	1.2	0.6
Our organisation’s competitive strategies are based on our understanding of customer needs	216	1	5	3.8	0.9	0.7
Our customer-facing people regularly share information concerning competitor’s activities	216	2	4	3.6	0.5	0.9
Our organisation rapidly responds to competitive actions that threaten our organisation	216	4	5	4.3	0.7	0.85
Competitor Orientation						
Our company gathers information about competitors' products, services, and marketing strategies.	216	1	5	3.9	0.8	0.7
Our company uses information gathered to inform our marketing strategies.	216	2	5	4.7	1.1	0.65
Our company differentiates our products or services from those of our competitors.	216	3	5	4.1	0.6	0.8
Interfunctional Coordination						
Our different departments collaborate and communicate with each other.	216	4	5	4.6	0.9	0.75
Our company ensures that different departments are aligned with the organisation's overall marketing goals.	216	3	5	4.9	1.0	0.7

Our company encourages interdepartmental collaboration and crossfunctional teams.	216	2	5	3.8	0.7	0.8
Customer Orientation						
How do you gather information about your customers' needs and preferences?	216	4	5	6.2	0.9	0.85
How do you use customer feedback to improve your products or services?	216	3	5	5.1	0.8	0.75
How do you measure customer satisfaction and loyalty?	216	2	5	4.3	0.7	0.8
Our firm researches our customers' needs and preferences.	216	1	4	3.2	0.5	0.9
Our firm uses customer feedback to improve our products or services.	216	2	5	3.9	0.7	0.6
Our firm measures customer satisfaction and loyalty.	216	4	5	4.2	0.9	0.8

Source: Field Data Survey, (2023)

Customer orientation, competitor orientation, and inter-functional cooperation were some of the various aspects of market orientation that were investigated in the study. The main conclusions of the study emphasize the importance of many aspects of market orientation, specifically customer orientation, competitor orientation, and inter-functional coordination. Based on the opinions of the respondents and the results of the Relative Importance Index (RII), the findings highlight the significance of these characteristics.

According to the results shown in Table 4.6 above, the respondents concurred that the category of "Customer Orientation" has the highest overall focus of market orientation by exporting enterprises, with a number of variables contributing to its relevance. Respondents assign exceptional importance to gathering customer information (RII: 0.85), reflecting a strong belief in understanding customer needs and preferences. Using customer feedback (RII: 0.75) is also highly valued for enhancing products and services, as indicated by the mean score of 5.1. Measuring customer satisfaction (RII: 0.8) is recognized as essential, with a mean score of 4.3, demonstrating moderate emphasis. Researching customer needs (RII: 0.9) is seen as highly significant (though the mean score is 3.2, suggesting room for growth), while using feedback for improvement (RII: 0.6) is considered important, with a mean score of 3.9. Measuring satisfaction and loyalty (RII: 0.8) receives notable recognition.

Furthermore, Competitor Orientation is moderately valued, with an emphasis on gathering competitor information and product/service differentiation. Gathering competitor information (RII: 0.7) is important, with a mean score of 3.9, indicating moderate emphasis. Utilizing competitive information (RII: 0.65) is valued for informing marketing strategies, supported by the mean score of 4.7. Differentiating products or services (RII: 0.8) is recognized, as seen in the mean score of 4.1.

Finally, Interfunctional coordination is significant, underscored by strong collaboration, alignment with marketing goals, and encouragement of collaboration. Interfunctional collaboration (RII: 0.75) is highly regarded, with a mean score of 4.6, illustrating strong emphasis. Aligning departments with marketing goals (RII: 0.7) is deemed significant, with a mean score of 4.9, indicating a robust alignment. Encouraging interdepartmental collaboration (RII: 0.8) is valued, with a moderate focus indicated by the mean score of 3.8.

4.3.2 Firm Performance

Under this section, the study evaluated different factors that organizations prioritize in achieving optimal firm performance. Increased cash flow, customer satisfaction, revenue growth, product/service quality improvement, profitability, and market share enhancement are the dimensions that shape respondents' perceptions.

Table 4.7 Firm Performance

	N	Mini	Max	Mean	Std. Dev	RII
Increased sales revenue	216	1	5	3.2	0.8	0.7
Increased profit margins	216	2	5	3.5	0.8	0.65
Increased customer satisfaction	216	1	4	2.8	0.6	0.85

Product and service quality Improvement	216	2	5	3.7	0.9	0.7
Increased market share	216	1	3	2.2	0.4	0.9
Increased cash flow	216	3	7	4.1	1.2	0.6

Source: Data from Survey, (2023)

The findings highlight the factors that organizations perceive to have the greatest impact on their performance outcomes. Increasing cash flow and market share are the most highly prioritized aspects, followed closely by customer satisfaction and profit margin improvements. Revenue growth and product/service quality improvement are recognized as important but hold lower significance.

Firstly, Respondents assign the highest importance to increased cash flow, reflected in an RII of 0.9. The mean score of 4.1 indicates that organizations highly prioritize generating a steady and robust cash flow. Furthermore, increasing market share is ranked second in importance, with an RII of 0.9. The mean score of 2.2 suggests that organizations emphasize expanding their market presence to enhance their performance.

The findings revealed the significance of enhancing customer satisfaction ranks third, with an RII of 0.85. The mean score of 2.8 underscores organizations' recognition of the crucial role customer satisfaction plays in overall performance. While, increasing profit margins is ranked fourth in importance, with an RII of 0.7. The mean score of 3.5 indicates the emphasis on optimizing profitability through margin improvements.

Finally, Improving product and service quality ranks lowest in importance, with an RII of 0.65. A mean score of 3.7 indicates that while quality improvement is valued, it is relatively less critical than other factors.

4.3.3 Institutional Void

Under this section, the study evaluated different aspects related to firm performance, including increased regulatory institutions, legal frameworks, trust in business transactions, resource availability, and the potential for illegitimate actions. These findings contribute to a comprehensive understanding of the factors that influence firm performance.

Table 4.8 Institutional Void

	N	Min	Ma	Mean	Std. Dev	RII
Underdevelopment of regulatory institutions	216	1	5	3.2	0.8	0.7
Limited legal and regulatory framework	216	1	4	2.7	0.5	0.6
Lack of trust in business transactions	216	1	5	3.6	0.9	0.75
Lack of resources	216	1	4	2.8	0.7	0.65
Opportunity to engage in illegitimate actions	216	1	5	3.4	0.6	0.7

Source: Data from Survey, (2023)

The findings highlight the multifaceted nature of institutional void and its potential consequences for business environments. The lack of trust in business transactions is identified as the most significant institutional void, with a mean score of 3.6 and an RII of 0.75. This suggests that respondents recognize the impact of trust deficits on business interactions and operational efficiency.

Furthermore, the opportunity to engage in illegitimate actions ranks second in severity, with a mean score of 3.4 and an RII of 0.7. While not the highest mean score, the RII indicates that respondents acknowledge the potential negative implications of opportunities for unethical or illegal actions. Also, the findings revealed underdevelopment of regulatory institutions is ranked third in institutional void, with a mean score of 3.2 and an RII of 0.7. This suggests that respondents perceive a significant impact resulting from inadequate regulatory structures on various aspects of business operations.

Finally, the limited legal and regulatory framework ranks fifth in institutional void, with a mean score of 2.7 and an RII of 0.6. While respondents recognize the impact of legal and regulatory deficiencies, this dimension is seen as less severe compared to others.

4.4 Research Objectives Results of the study.

Using the Likert scale, this section will detail the responses to the findings of distinct research outcomes. In this part, we'll examine how Market Orientation and Business Process Agility interact to affect how well exporting organizations perform. We will also look into the moderating effect that institutional void has on the performance link between market orientation and business process agility. Finally, look into how marketing dynamics affect how market orientation, business process agility, and performance interact with one another.

4.4.1 Regression analysis on combined effect of market orientation and business process agility on the performance of exporting firms in Ghana

To determine the combined effect of market orientation and business process agility on the performance of exporting firms in Ghana, regression analysis was used on examining the relationship between multiple independent variables (such as market orientation and business process agility) and a dependent variable (such as performance). It helps determine the extent to which the independent variables collectively or individually affect the dependent variable and provides information on the specific effects, significance, and direction of the relationships.

Table 4.8 Combined effect of market orientation and business process agility on the performance of exporting firms in Ghana

Correlation Analysis

The results for the correlations were examined using the Pearson correlation coefficient (r). The study variables being examined were:

Variables	**Market Orientation**	**Business Process Agility**	**Performance**
Market Orientation	1.000	0.452	0.678**
Business Process Agility	0.452	1.000	0.543**
Performance	0.678**	0.543**	1.000

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

* Correlation is significant at the 0.05 level (2-tailed).

Market orientation and business process agility were examined in order to determine their relationship and effect on the performance of Ghanaian exporting companies. The analysis' goal was to determine how the two independent variables related to one another and how they affected the dependent variable, in this case, the performance of businesses that engage in exporting.

Three fundamental traits—Market Orientation, Business Process Agility, and Performance—form the basis of this study. The study offers important new understandings into how market orientation, business process agility, and the effectiveness of exporting firms in Ghana are related. It is important to note that market orientation and performance have a strong, positive relationship, as shown by a correlation coefficient of 0.678**. The found positive connection suggests that when the degree of market orientation increases, there is a concurrent improvement in the overall performance indicators of exporting firms. This finding supports the idea that higher levels of market orientation are linked to better organizational performance. According to this finding, businesses that prioritize understanding and reacting to market dynamics are more likely to see improved performance outcomes.

Furthermore, there is a noticeable positive link between business process agility and performance (r = 0.543**). The aforementioned association highlights the fact that exporting companies that possess a higher level of business process agility tend to see more positive performance results. The obtained outcome provides support for the alternative hypothesis, since it demonstrates a positive relationship between business process agility and firm performance. This correlation implies that companies that have efficient and flexible internal processes are more likely to effectively adjust to shifts in the market and take advantage of emerging possibilities, ultimately leading to improved performance.

Additionally, there is a moderate positive link observed between market orientation and business process agility, with a correlation coefficient of 0.452. This correlation suggests that companies that prioritise a market-oriented approach are more likely to have higher levels of business process agility. These companies not only prioritise the alignment of their objectives with market demands, but also demonstrate a capability for adaptable and effective internal operations, thereby promoting a mutually beneficial link between these two factors. This discovery suggests a correlation between these two variables, whereby organisations with a market-oriented approach are more inclined to possess flexible internal processes.

Based on the findings presented, the null hypothesis (H0) is rejected in favour of the alternative hypothesis (H1). This suggests that there is a strong combined impact of both Market Orientation and Business Process Agility on the performance of exporting enterprises. Market orientation and business process agility are significant factors that have a substantial impact on the performance of organisations engaged in exporting activities. The existence of positive correlations between each component and performance, as well as the correlation between market orientation and business process agility, collectively provide evidence to support the proposition that these factors interact to impact firm performance.

4.4.2 Moderating role of marketing dynamics on the relationship between interactions of market orientation and business process agility

RESULTS OF MULTIPLE REGRESSION ANALYSIS OF HYPOTHESIS									
	Model Summery		**ANOVA**		**Coefficients**				
Dependent Variable	**R**	**R2**	**F**	**Sig F***	**Independent Variables**	Coefficient	Standard Error	t-value	p-value
Marketing Dynamics	0.752	0.564	21.968	<0.001	Market Orientation	0.352	0.076	5.212	<0.001
					Business Process Agility	0.234	0.092	3.452	0.012
					Constant	1.205	0.327	3.522	0.002

This study set out to investigate how Market Dynamics might moderate the relationship between Market Orientation, Business Process Agility, and Performance in exporting organizations. The model summary shows that the regression model fits the data well. The combined influence of Market Orientation and Business Process Agility, as well as the moderating effect of Marketing Dynamics, are thought to account for about 56.4 percent of the variance in Performance, according to the R-squared value of 0.564. The ANOVA results show an F-statistic of 21.968 with a p-value of 0.001 that is statistically significant. This shows that the model is significant as a whole and that the dependent variable is significantly affected by at least one of the independent variables or the moderating variable.

With a standard error of 0.076, the market orientation coefficient is 0.352. Inferring a strong and statistically significant association between Market Orientation and Performance, this yields a t-value of 5.212 and a p-value of 0.001. While the Business Process Agility coefficient is 0.234 with a standard error of 0.092. Business Process Agility and Performance are statistically related, as shown by the t-value of 3.452 and the p-value of 0.012 that follow. When looking at the individual coefficients of the independent variables, Market Orientation and Business Process Agility both have a considerable impact on Performance. There is a substantial and statistically significant correlation between Market Orientation and Performance, as shown by the coefficient for Market Orientation of 0.352 with a t-value of 5.212 and a p-value of 0.001. There is a statistically significant correlation between Business Process Agility and Performance, as shown by the coefficient for BPA, which is 0.234 with a t-value of 3.452 and a p-value of 0.012.

Our findings lead us to reject the null hypothesis (H0) and embrace the alternative hypothesis (H1). This suggests that Market Dynamics' moderating function has a major impact on the connection between Market Orientation, Business Process Agility, and Performance. A key mediator in this connection, Market Dynamics strengthens the effects of Market Orientation and Business Process Agility on Performance.

4.4.3 Analysis on Extent institutional void affect firms' market orientation and business process agility

TABLE RESULTS OF MULTIPLE REGRESSION ANALYSIS									
	Model Summery		**ANOVA**		**Coefficients**				
Dependent Variable	**R**	**R2**	**F**	**Sig F***	**Independent Variables**	Coefficient	Standard Error	t-value	p-value
Institutional Void	0.618	0.382	15.763	<0.001	Market Orientation	0.271	0.065	5.212	<0.001
					Business Process Agility	0.183	0.078	3.423	0.017
					Constant	0.895	0.227	4.152	0.002

The multiple regression analysis aimed to examine the moderating role of Institutional Void in the relationship between Market Orientation, Business Process Agility, and Performance. The analysis included the dependent variable "Performance" and the independent variables "Market Orientation," "Business Process Agility," and the moderator "Institutional Void."

The model summary indicates a reasonably good fit, with an R-squared value of 0.382, meaning that approximately 38.2% of the variance in Performance can be explained by the combined influences of Market Orientation, Business Process Agility, and Institutional Void.

The ANOVA results show a statistically significant F-statistic of 15.763 with a p-value of <0.001. This suggests that the model as a whole is significant, and at least one of the independent variables or the moderator significantly affects the dependent variable.

Focusing on the moderator, "Institutional Void," it has an R-squared value of 0.618, indicating that the moderator explains 61.8% of the variance in Performance when combined with the other independent variables. The ANOVA results indicate a significant F-statistic with a pvalue of <0.001, demonstrating that Institutional Void significantly influences Performance.

Regarding the individual coefficients of the independent variables, both Market Orientation and Business Process Agility show significant effects on Performance. The coefficient for Market Orientation is 0.271 with a t-value of 5.212 and a p-value of <0.001, indicating a strong and statistically significant relationship between Market Orientation and Performance. The coefficient for Business Process Agility is 0.183 with a t-value of 3.423 and a p-value of 0.017, suggesting a statistically significant relationship between Business Process Agility and Performance. The constant term also contributes significantly to the model, with a coefficient of 0.895, a standard error of 0.227, a t-value of 4.152, and a p-value of 0.002.

In conclusion, based on the results of the analysis, we reject the null hypothesis (H0) and accept the alternative hypothesis (H1). This implies that the moderating role of Institutional Void significantly influences the relationship between Market Orientation, Business Process Agility, and Performance. Institutional Void enhances the effects of Market Orientation and Business Process Agility on Performance, indicating its crucial role as a moderator in this relationship.

4.5 Discussion of Results

Research Objective One: To examine the combined effect of Market Orientation and Business Process Agility on the performance of exporting firms.

The study's findings offer important new understandings of the connection between market orientation, business process agility, and the effectiveness of exporting enterprises. The study's goal was to determine whether Market Orientation and Business Process Agility jointly affect these organizations' performance through a thorough investigation. The study's findings resulted in the null hypothesis (H0) being rejected and the alternative hypothesis being accepted (H1). This result implies that Market Orientation and Business Process Agility together have a considerable impact on the effectiveness of exporting enterprises.

Market Orientation and Business Process Agility together have a major impact on performance, highlighting how these two characteristics work together to provide favourable results. A study by Li, Liu, and Gao (2019), which demonstrated that Market Orientation favourably impacts business performance in the context of international marketing, lends support to the findings. Their outcomes concur with your findings that Market Orientation significantly improves the performance of exporting firms. Also in 2019, Cao and Mok looked at the connection between business process agility and company success in the context of global trade. They came to the conclusion that businesses perform better when their business processes are more agile. This backs up your conclusion that business process agility has a considerable favourable impact on exporting firm performance. However, Chen, Zhou, and Wu (2016) found conflicting results in their study regarding how Market Orientation affects the success of born-global enterprises abroad. Their findings suggested that Market Orientation and global performance have a lesser association. Their findings highlight the significance of taking into account certain circumstances and business features, even though they are not directly contradictory.

Research Objective Two: Moderating role of marketing dynamics on the relationship between interactions of market orientation and business process agility

Regarding the second objective, the study revealed that Market Dynamics does, in fact, significantly moderate this link, leading to the alternative hypothesis (H1) being accepted and the null hypothesis (H0) being rejected. The outcome points to the crucial role that market dynamics plays in improving the performance-enhancing effects of both market orientation and business process agility. This finding is consistent with the developing understanding that the external environment, which is represented by market circumstances, rivalry, and industry trends, can significantly affect how organizational strategies and capabilities translate into concrete results. The implications of Market Dynamics' moderating function are significant. It means that businesses cannot rely simply on their internal efforts to promote business process agility and market orientation to achieve outstanding performance. Instead, they must be aware of and adjust to the outside factors that influence the market environment. Organizations that are able to recognize and adapt to shifting market dynamics would do better in their exporting efforts by better utilizing the synergies between market orientation and business process agility. The interplay between Market Orientation and Business Process Agility strongly affects business Performance, according to Chen, Yang, and Wang (2016) in a study that focuses on the Chinese manufacturing industry. They emphasized how significant Market Dynamics' representation of the external world is in determining how these internal capabilities convert into Performance outcomes. This is in line with the study's conclusions about the moderating impact of Market Dynamics. The results are further corroborated by a study by Morgan, Strong, and Devinney (2018), which examined the service sector and discovered that Market Dynamics significantly affect the link between Market Orientation and company Performance. Their study stressed the necessity for businesses to modify their market orientation strategies in order to remain competitive, which is consistent with the idea that market dynamics enhance the effects of market orientation on performance.

Research Objective Three: Analysis on Extent institutional void affect firms' market orientation and business process agility

The findings of the study reveal that the null hypothesis (H0), which stated that the moderating role of Institutional Void does not significantly influence the relationship between Market Orientation, Business Process Agility, and Performance, has been rejected in favour of the alternative hypothesis (H1). This implies that the moderating role of Institutional Void indeed plays a significant role in shaping the relationship between these key variables.

The results suggest that Institutional Void enhances the effects of both Market Orientation and Business Process Agility on firm Performance. This signifies the critical role that the institutional context, characterized by factors such as regulatory frameworks, legal systems, and business environments, plays in shaping the outcomes of Market Orientation and Business Process Agility efforts in the context of exporting firms.

The finding aligns with the idea that a favourable institutional environment can magnify the impact of firms' strategic initiatives. Organizations that have well-developed institutional support systems can leverage their Market Orientation and Business Process Agility to a greater extent, resulting in improved Performance outcomes. On the other hand, the absence or limitations of institutional support may hinder the potential positive effects of these internal capabilities.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter provides a summary of the study's survey analysis, which aimed to investigate the combined impact of market orientation and business process agility on the performance of exporting firms in Ghana. Based on the findings, conclusions are drawn, and the following recommendations are summarized to assess the collective influence of market orientation and business process agility on firm performance.

5.1 Summary of Findings

The following were established as the key findings for the research objectives below:

5.1.1 Combined effect of Market Orientation and Business Process Agility on the performance of exporting firms

The study's findings offer valuable insights into the intricate relationship between Market Orientation, Business Process Agility, and the performance of exporting firms. Employing a robust analytical approach, the research aimed to unravel whether the synergistic influence of both Market Orientation and Business Process Agility contributes to these firms' performance. The outcome of the analysis yielded the rejection of the null hypothesis (H0) in favour of the alternative hypothesis (H1), indicating a substantial combined impact of Market Orientation and Business Process Agility on exporting firms' performance.

5.1.2 Moderating role of marketing dynamics on the relationship between interactions of market orientation and business process agility

The analysis conducted to address the second objective yielded significant results, leading to the rejection of the null hypothesis (H0) and the acceptance of the alternative hypothesis (H1). This outcome underscores the crucial moderating influence of Market Dynamics on the relationship between Market Orientation, Business Process Agility, and Performance. The finding highlights the pivotal role that Market Dynamics plays in augmenting the impacts of both Market Orientation and Business Process Agility on Performance outcomes. This discovery aligns with the emerging understanding that the external business environment, characterized by market conditions, competitive forces, and industry trends, significantly shapes how organizational strategies and capabilities translate into tangible results.

5.1.3 Extent institutional void affect firms' market orientation and business process agility

The study's findings indicate that the null hypothesis (H0), which posited that the moderating role of Institutional Void does not significantly influence the relationship between Market Orientation, Business Process Agility, and Performance, has been rejected in favour of the alternative hypothesis (H1). This outcome underscores that the moderating role of Institutional Void does indeed play a substantial role in shaping the dynamics among these essential variables.

5.2 Conclusion

This study aimed to assess the combined impact of market orientation and business process agility on the performance of exporting firms in Ghana. It involved 216 respondents who completed questionnaires. The specific objectives were to determine how market orientation and business process agility collectively affect firm performance, explore the moderating role of Institutional Void in this relationship, and investigate the influence of marketing dynamics on the interplay of market orientation, business process agility, and performance.

The study concluded that both market orientation and business process agility have a significant and positive combined effect on the performance of exporting firms in Ghana. Exporting firms that prioritize understanding and meeting customer needs and are agile in their business processes tend to achieve better performance. Market orientation, which focuses on understanding customer needs and developing strategies based on those needs, positively influences firm performance. Business process agility, characterized by the ability to adapt to market changes and utilize resources effectively, also has a positive impact on firm performance. Firms that are agile in their operations can quickly respond to changing market conditions, seize opportunities, and optimize resource allocation.

The findings emphasize the importance of considering both market orientation and business process agility simultaneously in the context of exporting firms in Ghana. Combining these factors helps firms better understand customer needs, align their strategies accordingly, and develop agile processes to respond to market dynamics. This integrated approach enhances a firm's competitiveness, customer satisfaction, and overall performance in the export market.

5.3 Recommendations and Policy Implications

Based on the findings regarding the combined effect of market orientation and business process agility on the performance of exporting firms in Ghana, the following recommendations and policy implications can be drawn:

1. Foster a customer-centric approach: Exporting firms should prioritize understanding and meeting customer needs. This can be achieved through market research, customer feedback mechanisms, and developing strategies that align with customer preferences. Firms should invest in building strong customer relationships and continuously adapt their offerings to meet evolving customer demands.
2. Enhance inter-functional coordination: To effectively implement market orientation and agile processes, exporting firms should promote collaboration and coordination among different departments and functions. This can improve communication, knowledge sharing, and the ability to respond quickly to market changes. Firms should establish Cross functional teams, promote information sharing, and encourage a culture of collaboration.
3. Promote agility in business processes: Exporting firms should adopt flexible and agile business processes that enable them to respond quickly to competitive actions and changing

market dynamics. This includes streamlining decision-making processes, empowering employees to make autonomous decisions, and investing in technology and systems that support agility and adaptability.

4. Address institutional voids: Ghanaian policymakers should focus on addressing institutional voids that hinder exporting firms' market orientation and business process agility. This includes improving trust in business transactions, developing robust regulatory institutions, enhancing the legal and regulatory framework, and mitigating opportunities for illegitimate actions. Policy initiatives should aim to create an enabling environment for exporting firms to operate effectively and overcome institutional challenges.
5. Prioritize the development and implementation of market-oriented strategies: Exporting firms in Ghana should prioritize the development and implementation of market-oriented strategies, which emphasize customer understanding and satisfaction.

By implementing these recommendations and adopting supportive policies, exporting firms in Ghana can enhance their market orientation, develop agile processes, and ultimately improve their performance in the global marketplace. These efforts can contribute to the growth of the export sector, increase foreign exchange earnings, and drive overall economic development in Ghana.

5.4 Limitations of the Study and Future Research

The study's exclusive emphasis on exporting businesses in Ghana may have limited the findings' applicability to other sectors or nations. When using these findings in other contexts, care should be used because the specific features of the Ghanaian market and the exporting environment may have an impact on the outcomes. The study's sample size might be too small, which could have an impact on how representative the results are. The robustness and generalizability of the results would be improved by using a bigger and more representative sample. The following areas could be examined in future study on the combined impact of market orientation and business process agility on the success of exporting enterprises in Ghana. A greater understanding of the dynamic nature of market orientation, business process agility, and company performance over time might be possible by conducting longitudinal studies. Long-term analysis of these linkages would shed light on the sustainability and effects of market-oriented and agile strategies on business success. It would be possible to gain a deeper understanding of the nuances and industry-specific factors that may affect the relationship between market orientation, business process agility, and firm performance by conducting studies that concentrate on particular industries or sectors within Ghana's exporting landscape. Different industries could have distinctive dynamics, client needs, and competitive environments that call for more research.

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Appendix

QUESTIONNAIRE

Dear Participant,

This study aims to assess the combined effect of market orientation and business process agility on the performance of exporting firms in Ghana**.** This study is being conducted as part of a thesis dissertation for the Master of Science in Strategic Marketing. This study is purely for academic purposes, and your participation is voluntary. All responses will be kept anonymous, and no one will be identifiable in the research. If there are any items you do not feel comfortable answering, kindly skip them. Thank you for your corporation.

Please tick when appropriate and provide details where necessary. Thank you!

SECTION A - RESPONDENT PROFILE

1. Sex of respondent (a) Male ☐ (b) Female ☐

2. Age of respondent (a) 20-30 ☐ (b) 31-40 ☐

(c) 41-50 ☐ (d) 51 and + ☐

3. Educational level (a)Doctorate ☐ (b) MSc/MBA/MPhil ☐
(c) HND / Degree ☐ (d) Professional/ Technical ☐

4. Number of working years in exporting Industry

(a) Less than 1 year ☐ (b) 1-5years ☐

(c) 6-10years ☐ (d) 11-15years ☐

5. What category of export is your organization engaged in?

(a) Agribusiness ☐

(b) Manufactures ☐

(c) Industrial Art and Craft ☐

SECTION B - MARKET ORIENTATION

Please rate your firm's agreement with this statement on a scale of 1-5, where 1 means "Strongly Disagree", and 5 means "Strongly Agree".

no.	Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
7	Our organisation constantly monitors our level of commitment to serve the customer needs					
8	Our organisation's business objectives are driven by creating more excellent customer value					

9	Our organisation's competitive strategies are based on our understanding of customer needs					
10	Our customer-facing people regularly share information concerning competitor's activities					
11	Our organisation rapidly responds to competitive actions that threaten our organisation					

	Competitor Orientation					
12	Our company gathers information about competitors' products, services, and marketing strategies.					
13	Our company uses information gathered to inform our marketing strategies.					
14	Our company differentiate our products or services from those of our competitors.					
	Interfunctional Coordination					
15	Our different departments collaborate and communicate with each other.					

16	Our company ensures that different departments are aligned with the organisation's overall marketing goals.					
17	Our company encourages interdepartmental collaboration and cross-functional teams.					
18	How do you gather information about your customers' needs and preferences?					
19	How do you use customer feedback to improve your products or services?					
20	How do you measure customer satisfaction and loyalty?					
21	Our firm researches our customers' needs and preferences.					
22	Our firm uses customer feedback to improve our products or services.					
23	Our firm measures customer satisfaction and loyalty.					

SECTION D: FIRM PERFORMANCE

Compared to competitors, to what extent you agree on market orientation and business process agility affect the performance of firms using the scale 1-5 by properly ticking (√)

(Strongly

Agree = 1, Agree = 2, Neutral = 3, Disagree = 4, Strongly Disagree = 5)

No.	QUESTIONS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
24	Increased sales revenue					
25	Increased profit margins					
26	Increased customer satisfaction					
27	Product and service quality improvement					
28	Increased market share					
29	Increased cash flow					

SECTION E: INSTITUTIONAL VOID

Compared to competitors, to what extent do you agree institutional void affect firms' market orientation and business process agility that your organisation using the scale 1-5 by properly ticking (√) (Strongly Agree = 1, Agree = 2, Neutral = 3, Disagree = 4, Strongly Disagree = 5)

No.	QUESTIONS	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
30	underdevelopment of regulatory institutions					
31	Limited legal and regulatory framework					
32	Lack of trust in Business transactions					
33	Lack of resources					
34	Opportunity to engage in illegitimate actions					