UNIVERSITY OF GHANA

EFFECT OF MARKET ORIENTATION ON FIRM PERFORMANCE: A CASE OF THE AIRLINES OPERATING IN GHANA

ABUKARI ISSIFU IDDRIS MOHAMMED

(10702315)

THIS THESIS IS SUBMITTED TO THE UNIVERSITY OF GHANA, LEGON IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF MPHIL, MARKETING DEGREE.

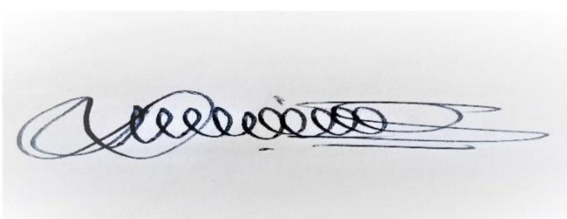
JUNE, 2020

DECLARATION

I, Abukari Issifu Iddris Mohammed, hereby declare that this study and its findings are the result of my original research conducted between August, 2019 and June, 2020 under the able guidance of Dr. Ernest Tweneboah-Kodua and Dr. Mahmoud Abdulai Mahmoud of the Department of Marketing and Entrepreneurship of the University of Ghana Business School, University of Ghana, Legon.

It is further affirmed that full acknowledgement has been made relative to the, references of other people's work and ideas that have been cited and adopted or adapted. No part of this study has been presented wholly or in part for another degree or award in this university or elsewhere.

I accept and take exclusive responsibility for any blunder or shortcoming incorporated in this study.



………………………………………………….   ……………………...

ABUKARI ISSIFU IDDRIS MOHAMMED   **DATE**

(10702315)

CERTIFICATION

I hereby certify that this thesis was supervised accordance with University of Ghana laid down procedures.

....02-10-2020.....

PROF. ERNEST YAW TWENEBOAH-KODUAH DATE

(SUPERVISOR)

.... 05/10/2020 ....

PROF. MAHMOUD ABDULAI MAHMOUD DATE

(CO-SUPERVISOR)

DEDICATION

This thesis is dedicated to Almighty Allah for His grace and mercifulness. I further dedicate it to my late father and mother, Mr. and Mrs. Issifu Yahya for their devotion and commitment to the family during their lifetime. I pray that, Allah awards them with Janatul Firdaus as their final abode.

ACKNOWLEDGEMENT

It is my desire to showcase my deepest and most profound gratitude to Prof. Ernest Tweneboah-Kodua and Prof. Mahmoud Abdulai Mahmoud, whose guidance and motivation ensured that I successfully undertook and completed this thesis. Similarly, I will like to acknowledge all the lecturers who have guided my path in this institution by equipping me with the requisite skills needed to ensure a successful report of my research.

To my wife and children, I wish Allah's blessings for their wonderful love and support. Lastly, to those who contributed openly or indirectly in making the work a success, most especially the TAs and my colleagues, I say thank you for the magnificent support and productive criticisms.

TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

Traditionally, research with regards to marketing supposed that, the application of market oriented strategies result into the achievement of a firm's set goals and objectives, hence, this study resolved and investigated the effect of market orientation on firm performance: a case of the airline industry in Ghana with the following objectives: to examine the effect of market orientation on firm performance in the airline industry in Ghana and to determine the moderating role of safety and security measures on the relationship between market orientation and firm performance. The research was conducted using descriptive research design. In an attempt to enhanced understanding of the variables of airline's market orientation quantitatively, respondents for the designed questionnaires of the study, employees of various airlines were chosen by the use of convenience sampling technique. The study's findings established that, there is a relationship between market orientation and firm performance in the Ghanaian context but, with a varied relationship among the three elements of market orientation and firm performance. Among the market orientation constructs, there is a statistically negative correlation between competitor orientation, customer orientation and, firm performance. The study further discovered that there is a significantly positive relationship between interfunctional coordination and firm performance. It is recommended that marketing managers, stakeholders, and policy makers of the aviation industry intensify market orientation activities and strategies, for, the, achievement, of continuous positive firm performance. However, guided by research, more attention and resources should be geared towards interfunctional coordination.

CHAPTER ONE

1.0 Introduction

This part of the study gives an outline of the study including, the foundation of the study, issue explanation, research targets, research purpose, the study's essentialness, exploration approach, and groupings of the Study.

1.1 Background of the Study

The main point of interest of academic scholars and business practitioners is to understand the factors which determine business performance (Ma, 2009). According to Barbero, Casillas, and Feldman (2011) this interest has increased exponentially. For this reason, most researchers in the business field have examine the sources of performance among firms or businesses. Empirical literature have suggested market orientation as one of the determinants of differences in firm performance (Kohli & Jaworski, 1990; Mahmoud Abdulai Mahmoud et al., 2017; Narver & Slater, 1990).

In marketing, market orientation (MO) has been of great interest as an intangible element that affect the overall firm output (Ozkaya et al., 2015). MO was distinguished as implementing marketing strategies intended to more likely identify and address consumer issues than contenders (Charles et al., 2012; Liao, 2018). MO has been depicted as an hierarchical way of thinking and as a requirement to situate consumer loyalty at the centre of business tasks (Gudlaugsson & Schalk, 2009). The link among MO and firm accomplishment has been examined by various researchers (See: Anderson & Eshima, 2013; Boso, Cadogan, & Story, 2012; Lonial & Carter, 2015).

Traditionally, research concerning marketing principles presumed superior organizational efficiency would benefit from the introduction of MO (Piercy et al., 2002). Despite the considerable Literature on MO and firm performance, there are ambiguities as to the exact impact of MO on firm performance (See: Charles et al., 2012; Gudlaugsson & Schalk, 2009; Frösen, Luoma, & Jaakkola, 2016, Prifti & Alimehmeti, 2017; Mokoena & Dhurup, 2017; Santikary, 2018; Park & Tran, 2019).

In the same vein, MO on airline companies has also gained considerable prominence in the world of aviation business over the past decade (See: Deepa & Jayaraman, 2017; Jung, Chihyung, & Seung-Ki, 2018; Martín-Consuegra & Esteban, 2007). Its rising importance is because of the fact that air transport has become a major contributor in satisfying the need for movement of people and goods across regions (Alonso et al., 2014). “Air travel has shaped the quality of modern life and made our global society more aware of it” (Ki-moon, 2010). More than a third of all value-added trade is transmitted by air, rendering air transport a significant constituent of global business (Jagtap, 2019). This implies that, it acts as a catalytic agent in satisfying the social, cultural and economic development of the modern human society.

Preliminary statistics made public in January 2017 by the International Civil Aviation Organization (ICAO) indicates that the volume of commuters transported on planned flights reached 3.7 billion in 2016, an increase of 6.0 percent over the year 2015 (Abeyratne, 2018).

Furthermore, International Air Transport Association (IATA) also predicted that the rise in air travel in Africa will outperform almost all parts of the globe in the next twenty years, although with a considerably low percentage (Turner, 2010). Strongly, IATA anticipates market growth of 8.0 percent in the African airline industry (Kiboi et al., 2017).

According to Ghana Airports Company limited, recent figures of passenger throughput show that, passenger numbers for the year 2017 had increased to about 2.5 million from 2016 numbers of 2.3 million (Adu, Ahlijah, Otoo, Gakpe, Omane, & Otu, 2018). Domestic passenger throughput alone for the first quarter of 2017, increased by 33 percent over the same period in the year 2016; increasing from 88,793 in first quarter 2016 to 118,159 as at first quarter 2017 (Ayeh-Paye, 2018). Apart from the number of employment the industry has and continue to offer Ghanaians, it accelerated the inflow of 1.3 million tourists into Ghana and contributing a total of $5.2 billion US Dollars to Ghana's GDP in 2017 and 2018 (Akuffo-Addo, 2019). These positive statistical indicators will have to be translated into positive performance and growth of the individual airlines, especially those operating in Ghana. However, notwithstanding the positive statistical indicators and the contribution of the industry to the economy of the country, many local and international airlines operating in the country have gone out of business in recent times and there appeared to be a paucity of research on the factors influencing performance in the air carrier industry in context, hence, one of the motivators of this thesis.

According to Doganis (2013), the airline industry is one of the exceptionally homogeneous and competitive service industries. Therefore, airlines ought to be innovative with their marketing strategies so as to entice the desires of present and prospective consumers. In addition to the above, the global business research suggests that market awareness is such road to successful business (Charles et al., 2012; Gregori, Pascucci, & Bartoloni, 2016).

Aspiringly, companies aiming to integrate MO into all features of their businesses are investing in MO programmes. Furthermore, taking into account the uncertainty and the ambiguity of the airline market (Drakos, 2004; Kleymann & Seristö, 2001; Sandler, 2014; Tsaur et al., 2002), some studies (Boso et al., 2013; Diamantopoulos & Hart, 1993; Gruber-Muecke & Hofer, 2015) have called for the conceptualisation of the empirical evidences on firm's MO. Furtherance to this, the change from local to multinational includes more capability and issues linked to the availability, quality, accessibility and efficiency of air transport information (Button, 2010; Page, 2005). These are grounded as the obstacles that occurred in developing the MO for airlines in the airline industry. The concept of these construct challenges was first introduced incorporating the two prevailing MO views (Cadogan & Diamantopoulos, 1995; Gregori et al., 2015). However, according to Martín-Consuegra and Esteban (2007) MO on airline firms is conceptualised to have three distinct elements of behavior: creation of airline information, distribution of airline information, and adaptation of airline information.

Literature has indicated that, there is conceptual confirmation of positive correlation among MO and business performance but, it seems there is paucity of studies on the relationship between the combination of MO variables such as competitors orientation, customers orientation, and interfunctional coordination on firm performance (Gregori et,al.,,2016.; Mahmoud et,al.,,2017). Moreover, Mahmoud et,al.,(2017) recommend that market orientation and firm performance would be illuminated if further studies applied objective performance variables in other sectors in Ghana. Therefore, another driver of this thesis is due to the paucity of MO studies in the aviation sector in context.

Added to this, Frambach, Fiss, and Ingenbleek (2016) reveal that the customer orientation productivity depends on the ecological conditions of the company. Also, the authors further iterate that a strong comprehension of business success drivers includes awareness of the dynamics of both the organisation and its external environment. Further, Business analysis shows that orientations impact efficiency significantly, based on the market climate (Gatignon & Xuereb, 1997; Ketchen Jr et al., 2007). Nevertheless, empirical literature has largely failed to discover a direct association among climatic conditions (such as safety and security, facilitation, and fuel prices) and MO (Kirca et al., 2005). Airline's operational environment is highly regulated by International Civil Aviation Organisation and International Air Transport Association with these regulations having the potential of affecting the outcome of their performance (Abeyratne, 2018; Kiboi et al., 2017).

In addition to analysing business orientation, the analysis also examined the moderating impact of airport's safety and security measures on MO's correlation with the success of the airlines. This is because, evidently an industrial influence is present in literature (Cottrill, 1990). According to Lee, Seo, and Sharma (2013) an analysis of the theories suggested especially for the aviation sector ought to be able to offer somewhat credible and appropriate results by further adding industry-specific ecological conditions (i.e., safety and security measures) to make the study's contribution to literature clear. Hence, the third purpose of this thesis, which is the choice of safety and security measure as a moderator.

1.2 Problem Statement

People, planet and profit are the main elements for sustaining organisational performance in all dimensions (Agbleze, 2013). Critical review of literature reveals a number of studies that have been conducted on MO. For instance, Gudlaugsson and Schalk (2009) reveal that the responsibility of employees and customers are the most important link for building MO whiles inter-functionality was the only variable left out. Ozkaya et al. (2016) conclude that a firm's consistent involvement in MO plays a vital role in productivity and growth. Again, it has been grounded in literature that, there is insufficient studies on the relationship between the combination of the components of market orientation such as competitors MO, customer MO and interfunctional coordination on firm performance (Mahmoud et al., 2017). According to Hult, Ketchen, and Slater, (2005) further studies should not only account for definitions of market orientation, but should also investigate market orientation in combination with other important performance variables.

Furtherance to this, Mahmoud et al. (2017) recommend that marketing scholars should further examine the integration of the components of MO and firm performance in other sectors and industries considering the emergence of Ghana as a hub in terms of economic growth and stable political democratisation. Notwithstanding the numerous empirical and conceptual confirmation of positive correlation between MO and firm output, a review of the literature further suggests that a relatively small number of empirical studies have expanded market orientation research to the international business environment, particularly in the air transport sector (Charles et al., 2012; Gregori et al., 2016; Mahmoud et al., 2017). The issue of MO in the Ghanaian airline industry has not been properly addressed in literature. Therefore, the study goal was to provide the analytical proof of some of the MO's precedents as well as its relation to business success in the sense of airline,industry in,Ghana.

Unlike most of the other services, travelers on air transport are potentially subjected to danger (Ringle, Sarstedt, & Zimmermann, 2011), although the air travel sector claims that safety is its most important priority,(Dunlap, 2011) and the rate of accidents has fallen over the past twenty (20) years,(ICAO, 2009). However, the risk of injuries can not be completely avoided and this is something travellers are mindful of (Ringle, Sarstedt, & Zimmermann, 2011). And they even perceive traveling by flight as a riskier venture,than its,justification from,an objective,point of,view since normally, individuals over,measure the danger related to Low-likes incidents (,Viscusi, 1985). According to Ringle, Sarstedt, and Zimmermann (2011) airlines,seek to,reduce the,risks associated,with air,travel by means of various safety,and,security initiatives. However, In the past, the position of safety and security measures has been viewed ambiguously, with security checks defined as an inconvenience to passengers resulting in waiting times that adversely affect their satisfaction and,airline,performance (Gkritza, Niemeier, & Mannering, 2006). Furthermore, literature has grounded that airline passengers are considered to view safety and security as being the most critical factors when considering an airline (Atalık & Özel 2007; Gilbert & Wong, 2003). Though, there has,been research on safety and security in Ghana (See: Imbeah, 2017; Kafe, 2013; Sarfo, 2018), the issue of safety and security in terms of firm performance and consumers' choice of which airline to choose has been neglected in literature. This analysis therefore aimed to fill the void by moderating the role of safety and security in the correlation among both MO and company performance in the aviation industry in Ghana.

The utilisation of safety and security measure as moderator is based on the call by Slater and Narver (1994), who moderated the relationship between MO and objective accomplishment with competitive environmental variables such as consumer turbulence, technological turbulence, competitive aggression, and business growth, that caution must be taken to consider how output is determined by companies in their separate sectors and to monitor their specific environmental effects. The use of specific environmental factors other than Slater and Narver's competitive environmental variables is supported by scholars (See: Herington & Weaven, 2009; Liu, 2013; Pelham, 1997; Slater et al., 2006; Wei & Atuahene-Gima, 2009) who used variables such as service innovativeness, products and customer differentiation, perceived organisational support, strategic orientation, reward systems and others as moderators of MO and performance in their studies.

1.3 Research Purpose

The present thesis attempts to examine the analytical proof of some of the MO dimensions as well as its relation to business success in the sense of the airline industry in Ghana considering the role of safety and security measures and to further analyse the moderating role of safety and security on the relationship between MO and firm performance as called by Slater and Narver (1994).

1.4 Research Objectives

I. To examine the effect of MO dimensions on firm performance in the airline industry in Ghana, considering the role of safety and security measures

II. To examine the influence of safety and security measures on the relationship between MO and performance

1.5 Significance of the Study

Scholastic researchers and business professionals are keen on comprehending the components which decide business accomplishment. Empirical literature has recommended MO as one of the determinants of distinctions in firm performance (Kohli & Jaworski, 1990; Mahmoud Abdulai Mahmoud et al., 2017; Narver & Slater, 1990) Regardless of the remarkable literature on MO and firm performance, there are ambiguities concerning the specific impact of MO on firm performance (Charles et al., 2012; Gudlaugsson & Schalk, 2009).

In spite of the fact that various exploration on MO and firm execution have been done in Ghana, the issue of MO in the Ghanaian air carrier industry has not been appropriately attended to in literature. Besides, Mahmoud et al. (2017) suggested that researchers investigate the joining of the parts of MO and firm execution in different segments and enterprises in Ghana to help advise strategy course for business, financial and social intercessions.

An organisation's environmental circumstances are estimated to affect the overall consequence of MO (Kohli & Jaworski, 1990; Slater & Narver, 1994), similarly as to affect the relative strength of contenders, clients and interfunctional directions (Day & Wensley, 1988; Slater & Narver, 1994). The proficiency of MO is dependent on environmental conditions as demonstrated by Frambach et al. (2016). Investigations have basically neglected to find a deliberate connection between environmental circumstances and MO (Kirca et al., 2005). The likely legitimisation for these various results could be that the multifaceted feature of inter-dependence among orientation and ecological circumstances prevents performance impacts from emerging (Frambach et al., 2016). While various examinations expectedly announced a huge direct definite outcome of MO on performance (See: Anim et al., 2018; Cano et al., 2004; Kirca et al., 2005; Mahmoud et al., 2017); others reveal non-significant and even negative connection (See: Agarwal et al., 2003; Akyol & Akehurst, 2003; Cadogan et al., 2002). However, unexamined moderators might be the purpose behind this variations (Dong et al., 2016). Slater and Narver (1994), moderated the relationship between MO and objective accomplishment with competitive environmental variables such as consumer turbulence, technological turbulence, competitive aggression, and business growth. They however, proposed that caution must be taken to consider how output is determined by companies in their separate sectors and to monitor their specific environmental effects.

On these bases, the study examined the relationship between MO and firm performance in the Ghanaian aviation segment and the outcome is noteworthy as it is expected to contribute massively to corporate practice and hypothetical ramifications in connection with the investigation of Market Orientation and Firm Performance in the air carrier business in Ghana.

Besides, the discoveries add to the previously existing information air carrier organisations have about Market Orientation and Firm Performance. This will additionally edify the arrangements to be actualised by firms in the air carrier business in Ghana to help accomplish the vision of the nation turning into an aviation hub in the West African region.

1.6 Scope of the Study

In view of the significance of MO and performance of airline companies in a developing economy like Ghana, the focus of the present study was to investigate the components of MO (competitor orientation, customer orientation and interfunctional coordination) and firm performance in the airline sector in Ghana.

1.7 Limitations of the Study

The study was confronted with some limitations from the number of airports and their locations and the number of airline companies operating in all the airports in Ghana, hence, the sample population selected for this study was limited to employees of airline companies operating both domestic and international flights at Kotoka International Airport in the Greater Accra region alone. Therefore, the ability to generalise to West Africa, Africa and the entire world would be severely limited. Another challenge confronted by the study was the COVID-19 which led to the total closure of the airport and the entire country making it difficult for the researcher to physically select the respondents and administer the questionnaire leading to the utilisation of Google Doc virtual format. The virtual method came with it limitations as mentioned by William (2006) such as technical snags arising from electrical power failure, data cleaning requirements, network and internet fluctuations and many more.

1.9 Organisation of the Study

Chapter One (1); this chapter serves as the main epitome to the whole study; it gives a comprehensive background of the study, significance of the study and the problem statement. It further shed light on the significance of the study by outlining the aims and objectives of the research and the research questions. **Chapter Two (2)** Context of the study. **Chapter Three (3)** consists of two relevant sections that is theoretical literature review and empirical review of similar studies and how different this research is in relation to the similar studies done by other people. **Chapter Four (4)** looks at the methodology of the study, which consist of research population and sample size; it also throws light on the procedure employed by the researcher in the sampling of participants for the study as well as the method used in collection of the data. Lastly, it highlights on the research design and the procedure that the researcher adopted in the analysis of data. **Chapter Five (5)** focuses on data analysis and employ descriptive analysis. Again, it looks at the interpretations and discussion of the findings of the study in the light of other findings of similar studies. **Chapter Six (6)** consists of summary of findings, conclusions on the study and recommendations of the study.

1.10 Summary

In summary, this section of the report explains the study, including the foundation of the study, the clarification of problems, the research goals, the research intent, and the importance of the study. The chapter further discussed the exploration method and the study groupings.

CHAPTER TWO

CONTEXT OF THE STUDY

2.0 Introduction

This chapter explores the geographical conditions of the research area and its physical attributes. This will allow the reader define the research in a broader context and better explain the study field. This chapter further provides a historic synopsis of Ghana's airline industry, trends and the industry's potential prospects.

2.1 The Physical Setting of Ghana and Kotoka International Airport

Gold Coast as Ghana was formerly called and is located along the Gulf of Guinea in the west part of Africa. It is bordered on the north by Burkina Faso, Togo on the east, Cote d'Ivoire on the west and the Atlantic or Gulf of Guinea on the south. Ghana occupies a total land area of approximately 238,540sq km with a population of approximately 24 million (GSS, 2010). A total of 651 hectares (1,610 acres) is occupied by Kotoka International Airport (KIA) in Accra, Ghana’s capital, about 10 kilometres from the city centre. (GACL, 2017). Geographical field of reference coordinates of Kotoka International Airport is 050 35‘‘,47‘‘‘‘ North Latitude by West Longitude of 0000 10,"12. The KIA height is 63.3 meters (205 ft.) above sea level and has a 3410 meter long South-West and North-West runway (GCAA, 2014). It is essential to bear in mind that Kotoka International Airport is found at the centre of the globe, i.e. on the Equator (Latitude 00) making it effortlessly reachable from any part of the world (Simon, 2013). Kotoka International Airport is currently the lone Ghana's international airport and is the main point of call for commerce and tourist visitors. It is considered the gateway to West Africa and the most favoured and preferred airport in the sub-region (Asamoah, 2015).

Numerous intercontinental airlines have routed to Accra, and the already existing once frequencies have increased (GACL, 2017). The airport is made up of international and local terminals with the international departure hall capable of hosting thirty-five (35) schedule flights with 27 check-in counters. KIA’s tarmac is with the capacity of seventeen (17) aircraft bays to park in. KIA has a freight terminal fitted with three parking bays to handle large-scale aircraft and one of the two ground handling firms known as Aviance is currently operating it (GACL, 2018). Ghana's air traffic control serves as the Accra Flight Information Area (FIR) Coordinating Hub with authority over air space (3658metres and above) of Benin and Togo (GCAA, 2010). At present, thirty (30) schedule flights, six general aviation or cargo flight, and three (3) local flights serves Kotoka International Airport (GACL, 2018).

2.2 Historical Background of the Airline Industry in Ghana and Operations of GCAA

Britain colonised Ghana and the introduction and advancement of the aviation industry in the nation was led by the British administration (Simon, 2013). The earliest air carrier landed in the country in the Second World War and at the time, the aerodrome was used as a military facility by the royal air force of Britain during the war. However, it was given out to civil authorities for the purpose of civil operations in the year 1946 as a result of military pull out (GCAA, 2014).

In the first quarter of 1956, an advancement venture was propelled for the development of an appropriate universal air terminal for Accra which led to the creation and inauguration of the first national carrier, Ghana Airways which began commercial activities in March 1958 with Accra Airport as base. Owing to the increase in traveller traffic, another terminal was built to deal with the development. Around the same time, the Accra Airport was renamed Kotoka International Airport. Subsequently in 1969 there was the declaration of a new law known as PNDC Law 151 which brought Ghana Civil Aviation Authority into being as an autonomous agency. This was trailed by the institution of the Civil Aviation Act 2004, Act 678. In accordance with this Act, there was a decoupling of Ghana Civil Aviation Authority into two separate agencies, specifically Ghana Civil Aviation Authority and Ghana Airports Company Limited in January 2006 and by January 2007 the two agencies became actualised. The new Ghana Civil Aviation Authority was decreed by the new civil aviation law as the fundamental administrative organisation of government on all issues relating to air transportation in Ghana while the Ghana Airports Company Limited was ordered by the new law to oversee and keep up all airports in Ghana (GACL, 2016).

The creation and improvement of GCAA however, goes all the way back to 1918, when the prospect of air transport was suggested for the then Gold Coast (GCAA, 2014). The GCAA served as a division under the Department of Public Works in 1930, and eventually granted departmental designation under the over site responsibility of the Ministry of Transport and Communication in 1953. It existed as such until 16 May 1986 when a full corporate status under the same ministry was granted it.

The Civil Aviation Act, 2004 (Act 678) was passed in November 2004. The new law delegated the commercial operations and the airport management functions of GCAA to the recently created organisation, Ghana Airports Company Limited for which purpose it was founded. This was for the reason that GCAA needed to focus on its basic authority to control and issue licences. Once more, the new legislation entrusts GCAA with the obligation to provide air navigation services. It is envisaged that by the year 2020, Air Navigation Services will likewise be separated from GCAA after the establishment of all fundamental conventions.

2.3 Functions of GCAA

GCAA's role as stated in Section 3 of its empowering position is to guarantee the protection and security of air transport by these respective fundamental tasks:

- Maintenance and managements of navigational sites
- To provide air navigation facilities and service within the Flight Information Region (FIR)
- To license and certify air transport providers
- To license and certify airports and navigational facilities
- To regulate aviation transport services
- To promote the civil aviation industry in Ghana
- Counselling government on all matters related to air transport
- To establish oversight responsibility on all civil aviation activities in the country (GCAA, 2014)

2.4 Brief History of Ghana Airports Company Limited

Due to the decoupling of the Ghana Civil Aviation Authority, Ghana Airports Company Limited was formed. In January 2006 the organisation became enlisted with the obligation regarding arranging, creating, overseeing and keeping up all Ghana's airports and aerodromes, and the numerous airstrips, particularly the Kotoka International Airport, Kumasi, Tamale, Sunyani, Ho and Wa regional airports. The newly created organisation initiated activities authoritatively on January 1st 2007 (GACL, 2018).

The Ghana Airports Company Limited was entrusted by the law that founded it to give world class air terminals to amuse esteemed air travellers and to meet the desires of its stakeholders with creative and progressive resolutions delivered by a very much prepared and spurred staff and furthermore, to turn into the much anticipated gateway to the sub region and a pioneer in the air travel business. As of now GACL serves and deals with aggregate of 35 schedule traveller aircrafts including four local carriers and eight payload (cargo) aircrafts. There are additionally two charter aircrafts in particular Gianair and Air Ghana. The table 2.1 below provides details about the airlines operating in Ghana and specifically at the Kotoka International Airport.

Table 2.1: Complete List of Airlines Flying in Ghana

S/N	AIRLINES	CODE	HUB	A/C TYPE
1	Africa World Airlines	AW	KIA-Accra	ERJ 145LR
2	Air Burkina	2J	Ouagadougou	MD 87
3	Air Ghana (Cargolux)	GHN	Accra	B 737
4	Air D'Ivoire	VU	Abidjan	B 737
5	Air Namibia	SW	Windhoek	B737
6	Arik Air	W3	Lagos	B 737/B727
7	Air Senegal	HC315	Dakar	A320/Q400
8	Asky Air	KP	Lome	A 343
9	Air Italy	AEY	Milan Malpensa Airport	B 737 MAX/B 737 NG/A330-200
10	Air Peace	APK	Lagos	B 737/B 777
11	Air France	AFR	Paris	A 320/330/380/B 777/787
12	British Airways	BA	London, Heathrow	B 767
13	Brussels Airlines	SN	Brussels	A 343
14	Ceiba International	C2	Malabo	ATR 72
15	Delta Airlines	DL	JFK, New York	B 767
16	Egypt Air	MS	Cairo	B 738
17	Emirates Airlines	EK	Dubai	B767/ A 343

18	Ethiopian Airlines	ET	Addis Ababa	B 757
19	Gambia Bird	3G	Banjul	A 319
20	Iberia	IBE	Madrid	A319/A350
21	Kenya Airways	KQ	Nairobi	B 738
22	Middle East Airlines	ME	Beirut	A 332
23	Passion Air	OP	Accra	DHC-8 Dash 8
24	Portugal Airlines	TAP	Lisbon	A 343
25	Royal Air Maroc	AT	Casablanca	B 738
26	Royal Dutch Airlines (KLM)	KL	Amsterdam	B 777
27	Rwand Air	RWD	Kigali	A 330/B 737
28	South African Airways	SA	Johannesburg	B 747
29	Turkish Airlines	TK	Ankara	B 757
30	Unity Air	AFD	Accra	Embraer jet

Source: GACL, 2019

2.5 Regional Airports

Under GACL's management, there are six domestic airports and to be specific Kumasi, Tamale, Takoradi, Wa, Ho and Sunyani as well as airstrips under its jurisdiction. These aerodromes must be managed as per the conventions for sustained certification in terms of standards on security, infrastructure and standard of service. Furthermore, it is necessary to position domestic airports in order to serve the increased traveller traffic as expected by the rapid economic growth envisaged for the not so distant future. Every one of the local airports is headed by an administrative manager responsible for the operation of the airports and terminals, the ramp service and Rescue and Fire Fighting Service (RFFS). There is a sum of more than 85 trips to and from the local airports by three local air carrier operators; Africa World Airlines (AWA), Passion Air and Unity Air.

2.6 Kumasi Airports

The construction of the Kumasi Airport began out in1940 and was accomplished at about 1943. However, it was till 1947 that the very last documentation for the acquired land was finalised and payment made. “The runway was 1097.82 meters long by 37.36 wide, middle: 45.72 meters consolidated for landing and two flanking widths of 45.72 meters each for parking” (Simon, 2013). According to Simon (2013) “after the Second World War, the PWD constructed a Control Tower, Terminal Building, RFFS Station and staff quarters which covered an area of about 3 acres for the department of civil aviation which was the body that manages the facilities”. 1958/59 saw broader expansion by the government of Ghana to the runway and facilities for navigational purposes to improve local air carrier operation.

In the late 1970s, installing runway and taxiway lights and extending the main runway to the southern portion was nonetheless another foremost enlargement for the Kumasi Airport. While the lights improved night flying, runway extension allowed short haul jets like F8 to operate. On 1st December 1993 the building of a new terminal and the connection of a VOR/DME finalised the progression of transformation. By 2003 Kumasi Airport was professed as an international airport with full complement of security, immigration and CEPS (custom) staff, primarily for regional operations. The Kumasi Airport geographical coordinates are 06 43‘‘,09‘‘‘‘ and W01 34‘‘,59‘‘‘‘. It stands a total distance of 3.5 kilometres from the city of Kumasi and is north east from the downtown area. The outward of the runway is asphaltic and has size of 1981 metres by 45 metres and is 287 metres (942ft) above sea level and functions all through the year (GCAA, 2014).

The idea of a new terminal was conceived in 2016 (Kiganda, 2016) to take care of the growing number of passenger throughput, but it was until November 2018 that ground was brooking for its construction. However, in December 2014, Kumasi Airport started night flight operations due to the rehabilitation of the runway and installation of aeronautical ground lighting system (Kiganda, 2016).

2.7 Tamale Airports

The airport in Tamale was established as a military operation facility for soldiers for the period of the Second World War. The runways were gained at Nyohene in 1940, a few miles to the west of Tamale. There was by 1948, an immense development of the air terminal to deal with aviation activities. This climaxed in the construction of facilities for air carriers with Support from GCAA which include airport control room, Rescue and Fire Fighting Service (RFFS) and the Operations Office for Air Traffic Control. The Tamale Airport is located in the city of Tamale with a spatial coordinate of 09," "43 "00N and 00,52"W and a height of 168 meters (552 ft.) above sea level. The length of the runway is approximately 2438 meters (8000 ft.) and 150 ft. high, with a tilt moving from the two endings and is asphaltic (GCAA, 2014).

The aerodrome in Tamale is set up as a standard airport for intercontinental activities to act as a centralised location for the Sahelian area to help accelerate government industrialisation and to further help the air travel industry so as to boost business activities of the region and to be used as an alternate substitute to KIA for dealing with intercontinental activities. The suggested improvement of the Tamale Airport will build up a significantly high quality structures by enhancing the existing once to be able to influence the cohesive growth of agriculture and tourism which are the economical segment of the area to ultimately bring about the desired industrialisation and speedy socio-economic improvement of the savannah regions (GACL, 2016).

2.8 Takoradi Airport

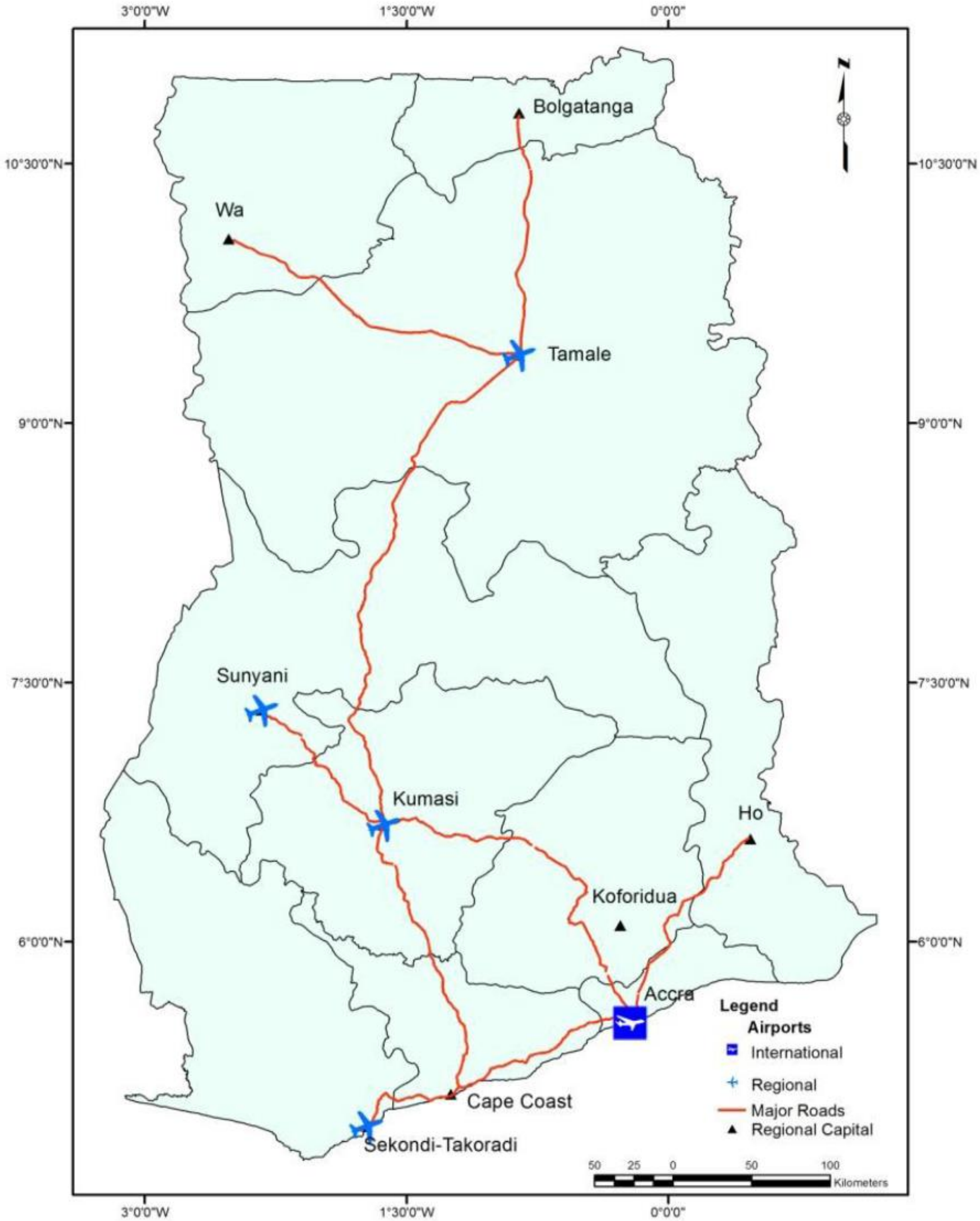
Takoradi aerodrome is also an army installation and is in this manner presently under the administration of the Ghana Air Force. In spite of it being an army installation, it is presently being utilised for commercial air travel activities. Because of the enormous tourism prospect of that side of the nation, an immense capital is required for changing the Takoradi Air Force base into qualified intercontinental airport and this would be a positive development. In short, a new terminal offices for dealing with airplanes and air travellers should be developed for this reason (Simon, 2013).

2.9 Sunyani Airport

Construction of Sunyani Airport dates back to 1940, when a correspondence station and airfield were erected to be used by the Allied Powers during Second World War. Despite this, the airstrip was abandoned before the end of the war.

The then administration understanding of the critical requirement for an aerodrome in Sunyani started the development of the airfield into a total airport of global standard in 1969. The air station became completed and launched on July 13, 1974. The aerodrome in Sunyani is situated in the municipality with 7 21,"33 "North and 2 19,"45" West topographical direction. The aerodrome has a runway length of nearly 4600 feet, with a height of 1041 feet above the sea level.

Figure 2.1: Map of Ghana Showing the Various Airport and Airstrip in Ghana



Source: Simon (2013)

2.10 Developments in the Airline Industry in Ghana

The air travel sector in Ghana has seen huge development as traveller traffic has arrived at a record breaking high. This is because of the resilient financial manifestation, opulent social multiplicity and immense air travel capabilities of the nation and more critically, the finding of oil in business volumes in Ghana (GACL, 2018). Airplane movements has likewise ascended very high of late resulting into Ghana becoming the favoured last stop for passengers and a significant flight centre point in this part of the continent (Asamoah, 2015).

Spectacularly, the local airline division has additionally seen a multiplication of air carriers as of late. This is fundamentally credited to the deregulation and progression of the business by the GCAA which opened up the sector's business to private industry actors to exploit and furthermore, finding of oil in business volumes in Ghana. This brought about extraordinary rivalry in the local airline sub-segment which resulted in price conflict among the local carrier firms (Asamoah, 2015). This considerably cut down cost for travellers who turned into definitive recipients, meaning that more individuals can endure to travel via air, therefore, the huge bang in the local air carrier segment.

The local air carrier firms have expanded their timetables and made it adaptable to suit the requirement and needs of travellers in this manner making it helpful to travel via air. The air travel sector is known to be the significant impetus for the financial development of developing economies, for example, Ghana our own country (Simon, 2013). In such manner, Ghana's air travel sector stands apart as one of the quickest developing and conceivably the mostly preferred in this part of Africa (Asamoah, 2015). There are numerous of booked flights flying all through Ghana and has multiplied from 15 in the year 2000 to thirty in 2019. Once more, traveller throughput has expanded from 900,000 out of 2007 to about the anticipated figure of 5 million by close of 2019 (GACL, 2019).

The possibilities of Ghana's air travel sector look noteworthy as there is appeal for increment of flight frequencies by the planned aircrafts serving the airports inferable from the open skies programme. There is likewise an extraordinary request by new nations to start two sided courses of action prompting beginning of flight activities into Ghana by labelled airlines because of the oil found in economic volumes in the country (GACL, 2019). Considering this, airplane total yearly movement rose by 13.352 Unit in Dec 2017 from 12.121 Unit for Dec 2016. Legitimately identified with this is the anticipated total traveller growth from 1,710,884 to 3,019,065 between 2013 to 2019 demonstrating a yearly averaged growth rate of 30% and 20% correspondingly (GACL, 2019). There is along this line almost certainly that the aviation sector is a significant character in the published 20% expected enlargement of the national economy which is noted as one of the quickest developing economy on the planet.

2.11 The Domestic airlines in Ghana

The local aeronautics sub-segment is showing incredible possibilities in aircraft activities and productivity on the back of open skies strategy and the voluminous oil resources found in Ghana. There are right now three (3) plan carriers flying Ghana's internal airspace and it is indicated that more aircrafts are to join soon. The current three domestic carriers are African World Airline (AWA), Passion Air and Unity Air.

2.11.1 African World Airline

On fifteenth November 2010 Africa World Airline (AWA) was established as a private entity and in March 2011got their Air Carrier License (ACL) from GCAA. It started it first trip on September 21st, 2012. The firm has reliably observed development in frequencies and course system ,making it lucrative (AWA, 2018). This is an incredible accomplishment for a carrier that has been working for just some few years (7years). Africa World Airline joined and became a recognised member of IATA in 2017 and was certified by IOSA as well. As a component of its development as a carrier, they have gone into agreement with different continental air carrier firms, for example, Emirates, South African Airways, ASKY Airlines, Brussels Airlines and Ethiopian Airline. By doing this their ambition of linking huge number of passengers will be accomplished (AWA, 2018).

Responsibility to their clients is obvious in the honours that AWA has gotten as the years progressed, including various (Best Passenger Experience, Best Airline in West Africa, and Domestic Airline of the Year) awards as picked by the Chartered Institute of Marketing (CIMG), Ghana Tourism Board, National Aviation Awards and others. AWA in 2019 likewise got an honour from Embraer in acknowledgement of dependability in information quality and was enlisted into the CIMG Hall of Fame subsequent to being casted a ballot as “Best Domestic Airline” for five (5) back to back years. (AWA, 2018).

Africa World Airline works in five urban towns in Ghana; to be specific Accra, Kumasi, Tamale, Takoradi and Wa. Likewise, AWA serves Lagos in Nigeria, Monrovia in Liberia just as Freetown in Sierra Leone. It is anticipated that the firm will extend its activities to Cote D'Iviore soon, with the fantasy about associating Africa with the remainder of the world. Subsequently, their statement of purpose is to interface Africa to the world through the most proficient, safe and dependable air transport administration with vision of turning into the main air transporter in Africa, conveying world class services (AWA, 2018).

2.11.2 Passion Air

In August 2018 a Ghanaian owned air carrier, Passion Air began plan local activities in Ghana. Per a dream of making an excellent voyaging experience, the carrier looks to furnish the Ghanaian aviation sector with ideal safe and secure schedule among Accra and the key Ghanaian urban towns. Part of their objectives is to be the carrier desired by travellers, offering serious assistance inside Ghana and all in all, West Africa (Passion Air, 2018).

From its Accra central point, Passion Air runs plan local activities to and from Kumasi, Tamale and Takoradi. The emphasis is to fuse flight traffic between the major urban communities and afterwards arouse traffic to the next local aerodromes. They provide both charter and schedule services with modest prices using their productive Dash 8 Q400 fleets. As indicated by Passion Air, travellers can hope to encounter great client care that delineates the undisputable Ghanaian cordiality.

Passion Air intends to give local trips inside West Africa for the significant objective and intermediate term. They aim to pursue the provision of effective linkages within West African urban cities and making Accra a significant centre for the sub-region. Once more, the intention is to ensure consistent availability of flights for travellers travelling to America, Europe, Middle East and other destinations in Africa through associations and carrier activities.

2.11.3 Unity Air

This airline is a plan air transporter carrier situated in Accra, Ghana. In 2018, the firm was founded after it was renamed and rebranded from the earlier name, Air Futures Airlines (Unity Air, 2019). The intention of the operators of Unity Air is to carry out local trips around Ghana.

The carrier got its first airplane from Sky West Airlines, an E120, in April 2018, during the way towards acquiring its Air Operator Certificate (AOC). In November 2018, it acquired its AOC from GCAA and started flying not long after. Flight right now spread to and from Accra, Kumasi and Tamale with trips to Wa, Takoradi, Ho and Sunyani expected later on. They further aim to operate into otherwise unchartered territory to ease the stress on customers (Unity Air, 2019).

2.12 The Airline Industry's Contribution to the Economy of Ghana

One of the important sectors in the advancement and improvement of each country is the transport sector (Notteboom & Rodrigue, 2007). In the midst of different methods of transport, transportation by air establishes a fundamental component that addresses the issues of local and global transportation of persons and products. Transportation by air in this nation is liable for the most remarkable number of sightseers and travellers traffic globally, profiting the country in return of concepts and innovation, adding to the financial development of Ghana and is relied upon to help in the accomplishment of the Ghana Beyond Aid Agenda of the government (Akufo-Addo, 2019).

The air carrier sector likewise brings in peripheral income as government gets a great deal of returns from charges exacted on aircrafts that make use of our air boundaries. This breeds money for the country that can be utilised to help the advancement of other sectors of the economy. It propelled into the country 1.3 million tourist in 2017 and contributed $2.7 billion and $2.5 billion US dollars into the Ghanaian economy in 2017 and 2018 respectively (Akufo-Addo, 2019). The aviation sector generates immense measure of employment for the country's citizens. In respect of this, more than 2,000,000 individuals are utilised in standard flight business just as other associated agencies, for example, lodgings, vacationer's sites, eateries, and so forth. (GCAA, 2014).

The air transport subdivision further gives aeronautical services utilised by airplanes to shower ranches, amphibian parasites and different creepy crawlies that evade societies and are destructive to people. Airplanes are additionally utilised in salvage activities during catastrophic events like flooding, seismic tremors, and so on. It is likewise used for aerial photography and overviews.

Additionally, considerable contribution of the aviation segment is anticipated to the success of government's trade and investment strategies as the movement of conventional and non-conventional export and import of vital merchandise cannot be overemphasised. By this, KIA and other aerodromes in Ghana would be open up as doorways to trade and investment terminuses in Ghana (Akufo-Addo, 2019).

2.13 International Air Transport Association (IATA)

The trade association for most of the global air carriers representing about 250 of them or 84% of total air traffic is the International Air Transport Association (Dunlap, 2011). The association manages the relationship between airlines and travel agencies in their flagship central payment system where travel agents sell tickets for airlines and remit the payments on a bi-weekly basis through an IATA appointed banks (IATA, 2015).

2.14 International Civil Aviation Organisation (ICAO)

The International Civil Aviation Organisation, established in 1944 through the adoption of the resolution on International Civil Aviation (Chicago Convention), is a specialist body within the United Nations (UN). ICAO partners with the 191 member countries of the convention and with flight organizations worldwide to establish common guidelines and recommended procedures resorted to by nations when setting up their own national aviation guidelines legally enforceable (ICAO, 2015).

2.15 Ghana Association of Travel and Tour Agencies (GATTA)

GATTA is the association of travel and tour agencies. The travel agencies act as intermediaries for airlines. There are up to 200 or more travel agencies in Ghana but a good number of them are non-IATA accredited agencies. There are presently 69 IATA-accredited agencies.

2.16 Key Developments of the Airlines Sector

The implementation of the March 2000 Open Skies Arrangement between the Ghana legislature and the United States of America provided for the arrival of U.S. air carriers such as Delta Airlines in 2006 and United Airlines in 2011 to provide direct flights from Accra to their U.S. hubs. This Open Skies Arrangement has given transporters the normal procedures and the progress of airspace to and from America and Ghana (Department of States, 2000). The understanding between United States and different nations including Ghana extends global travellers and payload trips by removing the often difficult and bureaucratic government impedance in business carrier choices relative to prices, networks and capacity (Department of State, 2000).

Another key development of the air transport segment is the domestic airline sector growth since 2003. There are currently three domestic airlines offering service to various cities within Ghana. These three airlines are African World Airlines, Passion Air and Unity Air. Notwithstanding offering flights to the local urban towns in the country, Africa World Airline additionally offer flights to urban towns inside West Africa.

2.17 The Construction of Terminal 3 at KIA

On 15/09/2018, Terminal three of KIA became entirely functional once work was concluded on trial and imitation. Opening of the new modern terminal saw many travellers in both departure and arrival halls of the ultra-modern terminal.

The novel terminal includes five (5) stages spread across a zone of 48,268m^2 and partial closed zone for baggage area of 28,260m^2, up-to-date amenities and ability to handle five million travellers annually; ability to process 1,250 air travellers hourly; six (6) boarding gates; huge selling zone, Commercially Important Persons (CIP) lounge and car park for about 707 cars including new roads (GACL, 2019).

In March 2016, Ghana Airports Company Limited (GACL), the agency responsible for airport management and service in Ghana, began the construction of a new terminal known as Terminal 3 at KIA. This development was among Ghana Airports Company Limited's expansion agenda which included the building of a new terminal at KIA and improvement of the other local airports under the management of GACL. The new terminal has brought about less pressure on the existing terminals and is anticipated to handle about 5 million travellers yearly and has the prospect of increasing up to 6.5 million travellers per year. The building of the ultra-modern terminal was finalised in June 2018 (GACL, 2019).

2.18 Expansion of Tamale Airport Runway and the Construction of a New Terminal

Presently, the Tamale Aerodrome is experiencing improvement for it to be elevated to global aerodrome grade. Stage one of the elevation process was inducted in 2016 with a price tag of $130 million. This project has led to the airport's ability to admit bigger airplanes. Initial air carrier transporting pilgrims to Saudi Arabia flew from the improved Tamale Airport after the inauguration of the phase one (GACL, 2019).

Elevation of the aerodrome is anticipated to invigorate financial actions in the area by boosting farm produce export and bringing other critical monetary advantages. It will likewise empower offering types of assistance to sub-Saharan citizens, for example, Burkina Faso and Mali (GACL, 2019). Further, the air terminal will profit Hajj pilgrims going to Mecca by decreasing travel costs. The Hajj explorers in the north and neighbouring nations would now be able to venture out legitimately to Mecca as opposed to going to Accra for the same trip.

The works embraced under stage one included runway expansion, development of another fresh apron and taxi interface, rehabilitation of the present apron, an improved fire station structures, parking space for vehicles, and a lounge for VVIPs. Also, flight related ground lights were introduced to empower night flight activities. Development of Custom and Immigration offices was part of the venture.

A subsequent stage two is to be embraced soon to improve the economic feasibility of the development venture. It will incorporate the improvement of a terminal comprising of lodgings, shopping centres, cafes, conferencing offices and offices for administrators. A freight forwarding facilities for movement of large consignments such as farm produce will likewise be created under this stage two. These structures will empower the transportation of farm produce legitimately from Tamale to Europe as opposed to being despatched through Accra. A support, fix and overhauling station to be included inside the new hangar to be embarked on under the stage two of the venture (GACL, 2019).

2.19 Construction of a New Terminal at the Kumasi Airport

The airport in Kumasi is currently experiencing a development to change it into an undeniable universal air terminal. The extension venture is a portion of the multi modular transportation framework being created by the Ghanaian administration to upgrade the tourist industry in the Ashanti Region (GACL, 2019).

The aerodrome has seen a consistent ascent in traveller traffic over the years. The extension will likewise serve the developing interest by adding the ability to serve worldwide travellers. Ground-breaking for the new task was held in November 2018. It includes the development of another traveller terminal and facilities for different activities at the aerodrome. The new passenger terminal will have the ability to deal with more than one million travellers per year when it is finished (GACL, 2019).

2.20 Construction of Ho Airport

In September 2015 ground was brooking for the start of the Ho Airport project. The new aerodrome has structures including 1,900 metres in length and 30 metres wide runway, an apron for airplane parking, a terminal capable of hosting about 150,000 travellers annually, a lounge for VIPs and VVIPs, staff car parking zone and 9-kilometre road network in the airport vicinity.

The venture is relied upon to help the economy of the Volta Region and advance the travel industry in the locality while giving employment to the individuals. The air terminal with the motto, “Ho Airport, the New Destination” is required to have local and business flights and open up the area for development (GACL, 2019).

2.21 Upgrade of Wa Airport

The upgrading of Wa Airport which started in 2016 has undergone extensive renovation and with the objective of opening up the region for trade and investment. The renovation of the airport included the development of a reasonable terminal structures, development of modern runway, and fencing of the zone to make it appropriate and alright for business activities. The project had since been completed and flight operations commenced in October 2019 (GACL, 2019).

2.22 Choice of Study

Despite the positivity in the general performance of the aviation sector in Ghana, same cannot be said about the individual airlines operating to and from Ghana. For the past few years, the airline industry in Ghana has seen the withdrawal and collapse of many international and domestic airlines due to non-performance as a result of intense competition (GCAA, 2014). Ghana Airways, Ghana International Airline, Lufthansa, Swiss Air, Alitalia, City Link Airline, Starbow Airline, Antrak Air, Fly540 are but few of the airlines that had either withdrawn from the Accra route or totally collapsed in recent years (GACL, 2016).

According to Chauhan (2019) without unique marketing strategies, airlines cannot survive in this competitive world. He further postulated that for any airline firm to survive and dominate the industry, they must focus on the right marketing strategies. In order to achieve operational excellence which ultimately will lead to firm performance, the airline industry must work on the best marketing strategies (de Oliveira Cabral, 2016; Iftikhar, 2011).

Empirical literature propose that MO is one of the marketing strategies determining differences in firm performance (Kohli,&,Jaworski, 1990; Mahmoud et,al., 2017; Narver,&,Slater, 1990). MoKHTAR (2020) postulated that significant stages of MO observation are identified with elevated levels of corporate success, hence, more market orientation research are required to be done in different sectors of under developed countries and different nations other than western tradition in which business conditions varies. Furthermore, Mahmoud et al. (2017) called for the study of MO in other sectors of the Ghanaian economy. However, it appears there is lack of studies of MO and firm performance in the Ghanaian aviation sector despite the positive and negative performances of the sector over the years and the significant impact to the economic development of Ghana. It is therefore deemed necessary for academicians and scholars to give much attention to this emerging area.

2.23 Summary

In this chapter, the geological circumstances of the research area and its physical characteristics were discussed. This is expected to help readers to describe the thesis in a wider sense and further explain the area of study. Discussions in this chapter also includes a historic synopsis of Ghana's airline sector, developments economic contribution to the country and future opportunities for the industry.

CHAPTER THREE

LITERATURE REVIEW

3.0 Introduction

This section includes the review of similar literatures in the zone of MO so as to acquaint readers or perusers with better comprehension of the topic. As well reviewed in this part of the study are theoretical and empirical literature. Finally, this section additionally Evaluate the survey conceptual structure together with the framed hypotheses.

3.1 Concept and Definition of Market Orientation

MO is usually viewed as an organisation's commitment to commerce approach (Hunt & Lambe, 2000), and its remarkable measurements like competitor, customer and interfunctional coordination are viewed as significant key business directions (For example., Gatignon,& Xuereb, 1997; Zhou et,al., 2005; Slater and,Narver, 1994). According to Agarwal, Krishna and Dev (2003) MO is a famous term utilized by market professionals as a marker of the degree to which a firm executes the marketing ideas. There are numerous market orientation definitions in management literature (Blois, 2000) and it has transformed over the years (Gainer & Padanyi, 2001). Diverse definitions of Market Orientation has emerged over the years and the formal definition was propounded by Kohli and Jaworski, (1990). They defined MO as the established behaviours and actions in an organisation. This means that an organisation should concentrate on customer research to generate market intelligence on the needs of the customer. Hence, the method of producing and distributing market intellect for the reason of generating superior and extraordinary client value (Kohli & Jaworski, 1990).

In the process of reinforcing Kohli and Jaworski's definition, Narver and Slater, (1990) defined it as a culture of organisation with the expediency of creating effective and efficient behaviour necessary for the production of unrivaled incentive for the purchasers and constant predominant accomplishment for the organisation. As stated by Julian, Mohamad, Ahmed, and Sefnedi (2014) the concepts of MO advocated by both Kohli and Jaworski (1990) and Narver and Slater (1990) are similar in many ways. Market Orientation is viewed as a continuous variable by the scholars in both cases, concentrating on gaining input from consumers and rivals, and focus on the value of collaborative efforts to deliver satisfaction to the customers (Julian et al., 2014).

Furtherance to this, three behavioural components were identified by Narver and Slater (1990) as customer orientation, competitor orientation, and interfunctional coordination. In another vein, Slater and Narver (1995) stated that MO provides robust standards for learning from competitors and customers, of which it must be completed by entrepreneurship and suitable corporate configurations as well as learning conveniences in order of hierarchy. However, in contemporary times, scholars have described MO as the practices and actions that leads to producing and satisfying consumers by continuously measuring their desires and wishes (Charles et al., 2012; Mahmoud Abdulai Mahmoud et al., 2017). On the other hand, MO might be perceived as a concept of application, or as a business practice which is incorporated into corporate undertakings and cultures (Gruber-Muecke & Hofer, 2015; Kohli & Jaworski, 1990; Tsiotsou & Vlachopoulou, 2011). In order for a firm to turn into stronger competitor, market orientation tactic is suggested by literature (Ahmed Zebal & M. Saber, 2014; Appiah-Adu & Singh, 1998; Gellynck et al., 2012; Jaworski & Kohli, 1993; Seilov, 2015; Tsiotsou & Vlachopoulou, 2011).

Theorised to be the dominant paradigm behind effective marketing management and strategy, MO is seen as the tactical option (Wood et al., 2000). According to Gudlaugsson and Schalk (2009) MO, which is categorised as a philosophy of the business that values consumer gratification should be placed at the centre of business activities. This means that market orientation is apprehensive with attaining corporate worth through a perfect appreciation of the consumers, the organisation and the broader corporate atmosphere (Sen, 2006). Market orientation is about achievement, feasibility and awareness (Harrison & Shaw, 2004). According to Li and Zhou (2010) and Song, Wang, and Cavusgil (2015) MO has come to be an essential foundation for performance of companies in the emergent marketplaces.

Conventionally, empirical literature regarding the marketing theory has presumed that the application of MO can be the basis for significant positive business achievement (Piercy et al., 2002). Scholars view MO as a philosophy that is behind the inventiveness of market intelligence and functionally synchronised activities focused in the direction of achieving a superior performance. According to Hult and Ketchen Jr (2001) the strategic marketing literature postulate that MO deliver to a company market detection and consumer connecting competences that brings about a significant performance of business. Emerging market firms have utilised market orientation for competitor benefit and enhanced performance (Murray et al., 2011; Song et al., 2015). However, despite the considerable literature on MO and firm profitability, there are ambiguities as to the exact influence of MO on business performance (Charles et al., 2012; Gudlaugsson & Schalk, 2009).

According to Ashwin and Hirst (2015), an extensive reaching argument about the theory of MO is still ongoing causing more interest between scholars from different fields of study all over the globe. They postulated that descriptions and opposing practices establish in the market orientation literature disclosed that though some are corresponding, they are continuously contradictions among the numerous viewpoints. Although, empirical literature (Kohli & Jaworski, 1990; Mahmoud et al., 2017; Narver & Slater, 1990) have suggested MO as one of the determinants of differences in firm performance, however, determination to combine existing conclusions to enhanced understanding of this connection in the situation of lesser known organisations has remained fundamentally missing (Ashwin & Hirst, 2015). Previous explorations also show some crucial variances among smaller and bigger companies (Acs & Audretsch, 1993; Coviello et al., 2000) and it is anticipated that the impact of market orientation would be pretty different from one context to the other and one issue to the other.

Dong, Zhang, Hinsch, and Zou (2016) also argued with the view that the exact connection among the constructs of MO have not been empirically shown. Howell, Breivik, and Wilcox (2007) stated that “combination of various dimensions can be justified only when all dimensions show considerably similar associations with antecedents or consequences”. Cadogan (2012) suggest that the various elements of market orientation can respectively have their particular “homological networks”, so each individual component has the prospect to have diverse outcomes. Dong et al. (2016) further stated that handling the variables of market orientation collectively as a compound construct might make for a parsimonious model. Inferences drawn from studies by means of the compound concepts may be uncertain except that the entirety of the dimensions function on performance in a similar manner (Cadogan, 2012) and it is probable that individual dimension may influence key dependent variables in different ways (Howell et al., 2007).

3.2 Dimensions of Market Orientation

MO is grounded in literature as a multi-element model with the inculcation of three components of behaviour which include; customers orientation, competitors orientation and interfunctional coordination (Narver & Slater, 1990). MO relates to an organisational beliefs that emphasises features like customers orientation, competitors orientation and interfunctional coordination as well as reactions or responsiveness as basis for business accomplishment (Kohli & Jaworski, 1990; Narver & Slater, 1990).

3.3 Customer Orientation

These, scholars like Ha, Lo, and Ramayah (2016), Najib, Kartini, Suryana, and Sari (2017), Njeru and Kibera (2014) described customer orientation as the adequate comprehension of target customers to be capable of satisfying their preferred value in harmony with their needs and wants. It is further defined as a collection of activities engaged by a firm to guide its sales and service operatives in seeing client desires and pleasure as their foremost favorite (Korschun et al., 2014). Hence, marketing practitioners are required to comprehend customer's broad value sequence. It further requires that staff and executives concentrate on the dynamic need and wants of consumers. A firm that is consumer focused puts their valued benefits at the centre of its resolutions (Hilman & Kaliappen, 2014). Existing literatures further recommend a protuberant association among market oriented concepts and performance of business because of the concentration on consumer orientation and responsiveness, which would result into higher level consumer delight and recurrent transaction (Appiah-Adu & Singh, 1998; Eibe Sørensen, 2009; Slater & Narver, 1994). Renko, Carsrud, and Brännback (2009) argued that client orientation is more than simply marketing philosophy but that it is in addition an idea of basic significant for human asset improvement in a firm in relation with skill advancement. Research conducted by Yavas and Babakus (2010) indicated that contented, faithful and submitted workers are more eager towards clients which eventually prompts more delighted, committed and submitted consumers. It is imperative to provide better purchaser value and products of extraordinary superiority due to the continuous alteration in consumer desires and anticipations (Gunasekaran et al., 2004; Jaworski & Kohli, 1993). In contrast, Chin, Lo, and Ramayah (2013) did not find business performance to be positively impacted by customer orientation.

3.4 Competitor Orientation

Furthermore, a competitor is described as a business delivering goods and services that are similar or substitute serving the same consumer desires (Kotler et al., 2001; Porter, 1980). Narver and Slater (1990), Njeru and Kibera (2014), Alnawas and Hemsley-Brown (2019), Laukkanen, Tuominen, Reijonen, and Hirvonen (2016) defined competitor orientation as the comprehension of the quality and shortcomings of existing and possible contenders and simultaneously checking contender behaviours so as to meet the hidden and expected needs of the targeted consumers. However, literature has opined that to comprehend present and likely contenders, a company can evaluate its position, create suitable policies and react rapidly to contender’s activities with fast and exact activities in the short run and simultaneously alter marketing plans over the long run (Shin, 2012). According to Njeru and Kibera (2014), organisations ought to modify to the changing market elements instigated by contenders and better comprehend the changing business sector needs since the plan is to stay up with or stay in front of contenders.

These studies (See: Chi, 2013; Narver & Slater, 1990; Njeru & Kibera, 2014) revealed that the capability of a business to make available high value products, set a good pricing policy, distinct network controlling, exceptional marketing message and constant market exploration undertakings ought to be backed by extraordinary stages of competitor orientation which possibly will result to higher organisational performance. Further, competitor orientation is said to be viewed as a business tradition that considers the short term strength and weakness and long term capabilities and strategies of contenders (Grawe et al., 2009; Narver & Slater, 1990). It is therefore expected that businesses that are contender oriented advance a complete assessment of the target and likely opponents and make use of the considerable consciousness to beat the opponents as well as attain maintainable economic benefits and performance (Kaliappen & Hilman, 2013; Lopez, Peón, & Ordás, 2005; Olson, Slater, & Hult, 2005; Laukkanen et al., 2016). However, customer orientation viewpoint suggested by Deshpandé, Farley, and Webster Jr (1993) insinuate that contender focus must be omitted from MO for the reason that it is not in agreement with customer orientation, whereas interfunctional coordination is consistent with it.

3.5 Interfunctional Coordination

Interfunctional coordination on the other hand centres on the harmonised utilisation of employees and additional resources all over the company so as to produce value for the targeted consumer (Kanovska & Tomaskova, 2016; Kaňovská & Tomášková, 2015; Mokoena, 2018; Tomášková et al., 2018). According to Tay and Tay (2007) interfunctional coordination can be perceived as an harmonisation of every in-house occupations and practices in a business. It denotes the rate of collaboration among the diverse occupations (departments and sections) within an establishment (Hübnerová et al., 2020; Kaňovská & Tomášková, 2015; Peng & George, 2011; Ramanathan et al., 2011). According to Farzad, Nahavandi, and Caruana (2008), employment of interfunctional coordination is significant assumption for integrating all subdivisions and all actions, for enhancing the firm's structures and strategies, and further, application of MO.

Employment of interfunctional coordination comprises of examinations concentrated on every in-house procedures and connections with outer environs (Narver & Slater, 1990; Song et al., 2015). Tomášková, Kaňovská, and Bednář (2018) posits that interfunctional orientation is one of the necessary principles of MO and that it involves two parts, specifically organizational philosophy and information harmonisation. The results of a study conducted by Apasieva (2018) confirmed the expressive affiliation as well as the undeviating impact of interfunctional orientation on firm performance.

The rate at which all personnel are entirely committed to creating and applying marketing concept and the integration of marketing undertakings in a firm leading to the creation of value for buyers can be professed as interfunctional coordination (Apasieva, 2018). For that reason, an advanced phases of interfunctional coordination can result into greater levels of market orientation, which in addition leads to plentiful advantages for the firm (Marjanova, 2013). For instance, enhanced reactions and contentment of consumers' desires, exhaustive scrutiny of opponents and enhanced groundwork intended for protective or aggressive tactics, better in-house knowledge distribution, better-quality decisions, and direction on lengthy period tactical planning as a replacement for short term actions (Marjanova, 2013). This implies that through suitable employee management, a business can attain an enhancement of personnel consumer communication and victory in the marketplace as well as improved organizational achievement (Apasieva, 2018; Foreman & Money, 1995; Lings, 1999). Bartošek and Tomášková (2013) suggested that barriers of interfunctional orientation can drift, commencing from "information coordination (e.g. gaining, analysis and application), organisational structure (e.g. cooperative arrangements, systems, and procedure) and corporate culture (e.g. communication and relationship, cooperation, commitment, ethic and trust)".

3.6 Consequences of Market Orientation

The effects of MO are structured into four (4) classifications: Firm Performance, Customer Consequences, Employees' Consequences, and Innovation Consequences (Jaworski & Kohli, 1996). Marketing strategies literature suggests that MO offers a business marketplace detecting and consumer connecting abilities that result into enhanced business accomplishment (Hult & Ketchen Jr, 2001).

Firm performance involves measurement of performance based on cost, reflecting performance subsequently to accounting for the cost of executing a plan or strategy such as profit measurement and income centered measure of performance which does not account for the cost of employing the business plan, specifically, sales and market share. Additionally, academic scholars have likewise utilised universal measurements that evaluate executive's discernments of total performance of businesses, typically by assessments of business accomplishment by means of firm purposes and or opponent's performance (Jaworski & Kohli, 1996).

Customer consequences consist of the professed superior goods or service that an organisation delivers to consumers in order to attain consumer loyalty and consumer satisfaction (Jaworski & Kohli, 1996). MO is suggested to increase consumer observed superiority of the firm's goods and service by assisting to produce and sustain better consumer satisfaction (Brandy and Conin, 2001). Consumer fulfillment and devotion to an organisation is boosted by market orientation due to the fact that businesses that are market oriented are well situated to anticipate consumer desires and to deliver products and service to fulfill those desires (Slater & Narver, 1994).

Innovation consequences embraces a business' innovative features; their capability to generate and advance new concepts , products and procedures (Hult & Ketchen Jr, 2001); and newly created product performance such as, the achievement of the new products in relations to market share, sales, return on investment, return on environment, productivity and profit gain (Im & Workman Jr, 2004). MO ought to improve a firm's inventiveness and novel product performance for the reason that it ensures a constant and active outlook in the direction of meeting consumer needs as well as highlighting the better use of information.

Employee consequences, Kohli and Jaworski (1990) maintained that by imparting a sense of self-importance and comradeship amongst personnel, MO improves business commitments such as willingness to sacrifice for the business, personnel group sprit, employees motivated to satisfy consumer needs, and satisfied with the work. Additionally, MO can reduce role conflict defined by Siguaw, Brown, and Widing (1994) "as the incompatibility of communicated expectations that hampers employees' role on performance".

3.7 MO Measurement Scales

The basic and foremost scales for MO measurement are Narver and Slater (1990) market orientation measurement scale and Jaworski and Kohli (1993) market orientation scale of measurement. Grounded on their behavior description of the MO model, 32 items scale for MO was developed by Jaworski and Kohli as MARKOR. This 32-item scale was reviewed by Kohli, Jaworski, and Kumar (1993) and reduced to 21 items. The three behavioral dimensions were aimed to be measured by the items, i.e. organisation wide generation of intelligence, disseminating the intelligence and responsiveness to the market intelligence. Alternatively, 15 items were advanced by Narver and Slater (1990) as MKTOR which reflected on the three behavioral components of their cultural definition, i.e. interfunctional coordination, customer orientation, and competitor orientation.

Both assessment scales have yielded a considerable number of important findings in terms, not just of antecedents but also of consumer orientation implications in the literature (Kirca et al., 2005). The MARKOR scale according to numerous research examining the two, appears to offer superior explanatory power than the MKTOR scale with respects to the correlation among MO and business accomplishment (Cano et al., 2004; Deshpandé & Farley, 1998; Matsuno et al., 2005). Among the two fundamental and principal assessment scales, the one that tends to be closest to the concept of MO is the MARKOR scale, while the one that received extensive criticism is the MKTOR scale due to the fact that the cultural aspects emphasized in their definition is not fully addressed.

As well critique is the MARKOR scale, this is because it limited its market attention to consumer and opponents as well as incomplete items with regards to other uncontrolled elements such as suppliers, technology, government regulations and stakeholders that could possibly affect the assessment of the needs of consumers (Jaworski & Kohli, 1993; Matsuno et al., 2005). Additional concern with this measurement scale is that the three variables of the construct are not easy to differentiate and accordingly, the items may perhaps not replicate the theoretic construct and how exactly it will be desired (Jaworski & Kohli, 1993; Matsuno et al., 2005). With regards to MARKOR scale, further serious arguments have been made and that it failed to take into account features appropriate to the valuation of a business's MO, some of which are in the same manner appropriate with respect to MKTOR. There is another one question of quality of both, the recorded acknowledged market focused behavior and the information provided (Cadogan et al., 2008; Jaworski & Kohli, 1996). This concern is not well looked into in both scales, a constraint that could hinder practitioners' application of the MO measurement scales.

Accordingly, businesses could record a higher level of MO scores in-scale but with the possibility of decreased MO efficient outcomes in extraordinary business loss or costs due to a lack of clear industry knowledge.

Researchers have made a number of efforts to improve and advance new MO scales capturing all the important dimensions owing to these limitations of the measurement scales. Nevertheless, none have been effective with regards to creating a new and widely accepted assessment scale which most MO scholars follow. Literature still appear to be steered by the MARKOR and MKTOR scales.

3.8 Implementing Market Orientation

Market orientation is seen from literature as a functioning mode that changes with time and not to be fluctuated (Narver & Slater, 1990). Employees constantly endeavor to deliver exceptional services to in-house and external consumers as MO manifest itself through the culture of the firm. The greater the level of MO, the more employees become skilled in incorporating all processes and procedures to enable the maximisation of performance for the firm entirely (Laforet, 2008).

In order to install market orientation, there are a number of stages that must be engaged. The following therefore is a schedule plan grounded in theory. For the process of MO to be installed, a firm have to commence with systematic examination of the firm and its environs, the marketplace on which it functions, consumer demands and expectation, competitions as well as the contentment level of consumers and employees. This perspective was written by Kohli & Jaworski (1990).

A number of tools like PESTEL (i.e. political, economic, social, technological, environment and legal concerns) and SWOT (i.e. strength, weaknesses, opportunities and threats) have been made available by theoreticians in marketing for the purpose of analysis.

The following phase is to scientifically and uninterruptedly mediate the gained understanding and information to personnel holistically (Kotler et al., 2001). The above organisational learning activities will blend with the company culture and thereby generate behaviour consistent with market orientation that will have an affirmative consequence on personnel and consumers leading to enhanced overall performance. Learning continuously and adapting is the third stage. Organisations must establish a perfect and quantifiable aims and indicators, and along the way enhance it. An essential concern at this point is consumer response. Relative to the theory of MO and the stages, operationalisation should be incorporated with the plan and the processes of decision making in the organisation (Perry & Shao, 2002).

When introducing MO in their organisations, numerous entrepreneurs and top chief executives will in general put a spotlight on the Kohli & Jaworski (1990) behavioral or information dimension (Hafer & Gresham, 2008). That however is comprehensible since companies are more and more information focused and their choices, actions, consumer interactions, supplier interactions and in-house interacting are progressively information reliant. The conviction that being capable of modifying information attainment, propagation and responses to the information with regards to consumer, opponent and marketplace situations is anticipated to be quicker, inexpensive and not difficult, it would yield more instant consequences than attempting to modify organizational culture which influences the conclusion as to whether to select the behavioral or information perspective. Therefore, the related perspective of behavioral or information would deliver to a business the highest instantaneous yield for the minimum effort and may perhaps be the basic foundation of firm culture (Kohli & Jaworski, 1990).

3.9 Market Orientation and Firm Performance

With regards to the connection among MO and organisational performance, numerous empirical outcomes of MO studies have generated different and varied outcomes (Voss & Voss, 2000). By means of the concept that MO offers a business with an enhanced appreciation of its surroundings and consumers, a positive correlation among MO and firm performance was predicted by preceded studies (Narver & Slater, 1990).

An affirmative correlation among market orientation and perceptions of firm managers of general business performance were established by some empirical research (Jaworski & Kohli, 1993), perception of managers and financial performance (Pelham, 1997; Slater & Narver, 1994), as well as perception of managers and the performance of new products (Pelham, 1997; Slater & Narver, 1994). A direct affirmative correlation among performance and MO was however not supported by a number of research (Jaworski & Kohli, 1993; JK Han, N Kim, 1998)

A reasonable clarification for the absence of perfect correlation with MO is that it is a more multifaceted correlation than those verified in preceding research (Pelham, 1997). Whereas several academics have delivered plentiful confirmations in existing literature connecting the adoption of MO with business performance (Aaker et al., n.d.; Day, 1994; Jaworski & Kohli, 1993; Narver et al., 1990; Narver & Slater, 1990; Pelham, 1997; Ruekert, 1992; Slater & Narver, 1995), others on the other hand posited that organisation and ecological influences predominantly in emerging nations can additional tighten the MO employment (Diamantopoulos & Cadogan, 1996; Okoroafo & Russow, 1993; Sandri, & Williamson, 1989). These researches were kind of summarised to replicate the affirmative correlation present among MO, perceptions of consumers and environs as tactical tools for management and business performance. Late argument by Ogunsiji and Akanbi (2013) stressed the desire to continually search and comprehend the difficult responsibilities of effectively developing MO and strategy application in unindustrialised nations experiencing economic and marketplace reformation.

3.10 Firm Performance

Because of its complexity, the measurement and definition of organisational performance remains problematic to intellectuals (Santos & Brito, 2012). Business performance is said to be the gratification of stakeholders, according to Zammuto (1984). Conversely, he stated and suggested that to satisfy stakeholders holistically, may be challenging and for that reason the company may have to be optionalised according to their importance. Even though the model of business performance has a multiplicity of connotations, for example, organisational benefits or financial benefits, long or short tenure, it is largely observed from two viewpoints in the literature, i.e. subjective and objective accordingly (Protcko & Dornberger, 2014). Subjective method according to Pelham (1999) is mainly concerned with the performance of businesses with regards to their own anticipations or valuations or as stated by Golden, Johnson, and Smith (1995) “relative to the competition”. The subjective method which Agarwal et al., (2003) labelled as judgmental measure of performance is further said to involve consumer and personnel centred measures such as quality service, employee satisfaction and customer satisfaction. According to Banker et al. (2000), growing literature indicates that, non-financial performance indicators such as service quality, customer satisfaction, employee satisfaction etc. are greater predictors of long-term financial performance than financial performance measures such as return on assets, profit on investment, return on equity etc. and that they allow managers to concentrate on the long-term aspects of their activities. In the view of Ittner and Larcker (2003) nonfinancial metrics or judgmental metrics such as service quality, consumer experience and staff satisfaction has the ability to complete an image of the company's success.

The second technique which is grounded on unconditional measures of performance is the objective model. According to Protcko and Dornberger (2014), the objective measures is mainly related to economic measures, for example, return on equity (ROE), return on assets (ROA), profit on investment (ROI), growth in sales, profit growth and others.

The performance model as described by Olusola (2011) is the capacity to measure the stages of accomplishment of an organisation, i.e. big or small. Measures of performance according to Mohd Shariff, Peou, and Ali (2010) can be viewed from an objective viewpoint which is more about the economic valuation of business performance relative to growth on sales, yield on assets and yield on equity.

Some research works have natural tendency in using economic performance measures as a gauge to general firm performance (Murphy et al., 1996). Other research works on the other hand favor the subjective measure of performance. Analysis of the correlation among market orientation and both judgmental measure of performance and objective measure of performance by Jaworski and Kohli (1993) established that, MO is not related with objective measure of performance but then is positively linked to judgmental measure of performance. In addition, Slater and Narver (1994) suggested that accounting practice ranges from business to business and major performance consequences in the market hinder the use of objective performance metrics. Agarwal et al., (2003) postulated that MO is expectedly likely to cause the achievement of greater judgmental measure of performance which may at the end likely to lead to the attainment of higher objective measure of performance.

Gharakhani and Mousakhani (2012) regarded performance as the capability of a business to generate tolerable consequence and activities. Therefore, organisational performance is a significant subject in commercial undertakings that require sufficient preparation and assurance. Measuring performance is essential for all organisations as stated by Trkman and McCormack (2009) for the reason that it supports the firms to achieve the desired stage of accomplishment or disappointment and also function as a benchmark for realising substantial advancement in the whole business events.

3.11 Employee Satisfaction

Employees satisfaction according to Agarwal et al. (2003) is one of the elements of subjective or as they put it "judgmental measure of performance". Employee's happiness is a related objective, particularly in service organizations (Claxton & Sarti, 2014). Hoppock (1935) and Argyle (2013) described employee satisfaction as a mixture of psychological, physiological and environmental conditions that render an individual genuinely happy with the work. Employee happiness is of the highest significance for staff to be satisfied and to deliver at the greatest possible level (Ton, 2014). Herzberg (2017) posited that satisfied workers are those who are highly committed and adhere to their company even in the worst case situation. They don't work because of any compulsion, just because they dream of bringing their company to a different level (Herzberg, 2017; Ton, 2014).

Vroom (1964) argued that job satisfaction depends largely on the role of the employee in the workplace. Employee satisfaction was described as an overall attitude on the part of individuals towards the work positions they are currently occupying (Aziri, 2011). It is further suggested that employee satisfaction is the degree of which goals are compatible with actual awards (Faragher et al., 2013). Davis and Newstrom (1985) argued that employee satisfaction is closely related to the actions of the employee in the workplace. Employment frustration on the other hand decreases the efficiency of the job and causes the poor morale and job attrition intentions of the workers leading to a low performance of the organization (Nwobia & Aljohani, 2017).

According to Kohli and Jaworski (1990), a happy employee is committed to the company and has a strong spirit of body. Observation by Heskett et al. (1994) indicated that profitability and sales growth are the product of consumer engagement, which is generated when highly pleased workers offer superior customer satisfaction. Such employees especially in border positions, according to Agarwal et al. (2003), have better services as well as positive effect on the customer and in the long term, the company in particular. As a result, Sirota and Klein (2013) posited that companies pay careful attention to rising employee loyalty if they wish to maintain superior performance. Agarwal et al. (2003) further concluded that MO is likely to result in the achievement of a higher judgmental measure of performance including employee satisfaction that could eventually contribute to the achievement of a higher objective measure of performance.

3.12 Service Quality

Service quality has come to be seen as an important stimulus to economic growth (Park & Jeong, 2019). Service quality is the secret to pleasing consumers by fulfilling the needs of customers to develop customer loyalty (Afthanorhan et al., 2019). According to Prentice and Kadan (2019) Service quality is significantly related to repurchase and revisit intention especially in the service sector.

Parasuraman et al. (1985) defined service quality as the global assessment or attitude of overall quality improvement. Parasuraman et al. (1985) further concluded that the consistency of the service is the disparity or distance between the requirements of the consumer and the experience of the service. Service quality has been acknowledged as an important source of customer satisfaction and engagement in the airline industry, which can inevitably contribute to superior competitive results (Tiernan et al., 2008). This resulted in Parasuraman et al. (1985) creating a five-pronged component of tangibles known as the SERVQUAL scale such as efficiency, responsiveness, assurance, empathy used in the calculation of service quality.

Tian-Cole et al. (2002) further postulated that service quality was shown to have a significant effect on potential customer behavioral intentions. De Ruyter et al. (1997) updated the SERVQUAL scale and empirically evaluated the chiropractic health care program in an effort to evaluate the relationship between level of service and consumer satisfaction. The findings suggest that the standard of service should be viewed as an antecedent of customer loyalty and firm performance. Hence, the consideration of service quality as one of the elements of subjective or judgmental measure of performance as stated by Agarwal et al. (2003). Agarwal et al. (2003) further concluded that MO is likely to result in the achievement of a higher judgmental measure of performance which includes service quality that could eventually contribute to the achievement of a higher objective measure of performance. Hong et al. (2020) and Tiernan et al. (2008) also suggested that airport service quality is found to be significantly related to airport reuse and destination revisits leading to superior performance of airports and airlines.

3.13 Stakeholder Approach to Firm Performance

The important reasons for the formation of almost all businesses is turnover and progression, therefore it inclusion in an attempt to appraise performance of a firm is irrefutable (Santos & Brito, 2012). However, Santos and Brito (2012) suggested that Freeman's 1984 stakeholder theory can help answer the question: what else is relevant and should be considered as well in the measurement of firm performance. Measuring performance comprises the identification of the stakeholders and establishing the performance consequences that measures its fulfillment (Connolly, Conlon, & Deutsch,,1980;,Hitt,,1988; Santos & Brito, 2012;,Zammuto,,1984).

To the objectives of the organisation, a social characteristic is offered by the stakeholder theory and to some degree, not in agreement with the economic characteristic of maximizing value (Santos & Brito, 2012). Huge number of researchers likewise embraced the usage of stakeholder satisfaction as organisational performance (Agle et al., 1999; Clarkson, 1995; Jones et al., 2018; Robert & David, 1992; Venkatraman & Ramanujam, 1986; Wellens & Jegers, 2014). According to Santos and Brito (2012), the utilisation of this philosophy permits the resolution of the subject of distinguishing between previous outcomes of performance and experiences, along with proposing a means to select what performance is in a complete way. The contentment of at least one cluster of stakeholders is assessed with performance measures (Leipnitz, 2014). The subjective measures of performance are appropriate across diverse enterprises (Carneiro et al., 2007) and permits one to distinguish in-between low and high actors in the perceptiveness of individual stakeholders (Selvam et al., 2016).

Freeman (1984) describes a stakeholder as a cluster of people or individuals who can have an impact on a company or are impacted by the accomplishment of the company’s purposes. Accepted plainly, this description of a stakeholder can consist of an uncontrollable sum of zones (Santos & Brito, 2012).,Clarkson,(1995) recommended some significant clusters, for example, investors and representatives who ought to consistently be available in any evaluation, suppliers and clients whom he depicted as essential partners (primary stakeholders) since they have an immediate trade relationship with the company and auxiliary partners (secondary stakeholders) who have no direct relationship with the company, yet are plainly influenced by its activities.

Petersen et al. (2009) argued that even though all companies respect their customers and profitability, none of them find profitability as the main factor of what they do and according to Freeman et al. (2004), companies also see the import of principles and ties with partners as a vital part of their continues growth. In a time when companies rely on dedicated value-chain associates (e.g. staff and a whole variety of vendors across the supply chain) to provide excellent results and customer support, stakeholder philosophy appears to provide management with more tools to achieve success (Freeman et al., 2004)

According to Greenwood and Anderson (2009), the word 'stakeholder' has become ubiquitous and virtually, in all definitions, workers or employees are stakeholders in the business. Greenwood and Anderson (2009) argued that the act of labeling employees as stakeholders is more likely to represent the needs of the company than the interests of employees. Naqvi and Khan (2013) concluded that an enterprise with a significantly more professional and innovative staff could effectively escape unnecessary spending in improving the productivity and success of the organisation. Also in a corporation with an immense availability of financial and material resources, little can be achieved without employees as part of the stakeholders (Naqvi & Khan, 2013). Hence, the use of employees as the population in this study to measure relationship between MO and firm performance.

However, according to Marcoux (2003) opponents have criticized the stakeholder theory for failing to accept the peculiar moral position of owners that justifies the fiduciary obligations owed to them by managers. To this critique, the stakeholder theorists respond that there is nothing legally important about shareholders who would adhere to such fiduciary duties (Marcoux, 2003).

3.14 The Effect of Environmental Moderators

Largely, a company's ecological conditions are hypothesized to impact the general significance of MO (Kohli & Jaworski, 1990; Slater & Narver, 1994), just as to impact the comparative stability of competitor orientation, customer orientation and interfunctional coordination (Day & Wensley, 1988; Slater & Narver, 1994). The efficiency of MO is reliant on ecological conditions as indicated by Frambach et al. (2016). Additionally, a thorough comprehension of stimulus of organisational performance, entails the affirmation and sequence of the multifaceted nature of organisations and their environs (Frambach et al., 2016).

It is further suggested by marketing scholars that performance is diversely affected by MO, relative to the market conditions (Gatignon & Xuereb, 1997; Ketchen Jr et al., 2007). However, studies have essentially failed to discover an orderly correlation between ecological situations and MO (Kirca et al., 2005). The probable justification for these different outcomes could be that the multifaceted nature of inter-reliance among orientation and ecological situations hinders performance effects from materialising (Frambach et al., 2016). Further, Slater and Narver (1994) who moderated the relationship between MO and objective success with competitive environmental variables such as consumer volatility, technical disruption, competitive aggression, and business growth, proposed that caution must be taken to consider how output is determined by companies in their separate sectors and to monitor real environmental effects. While numerous investigations expectedly reported an enormous direct positive consequence of MO on performance (See: Anim et al., 2018; Cano et al., 2004; Kirca et al., 2005; Mahmoud et al., 2017), others uncover non-huge and even negative correlation (Agarwal et al., 2003; Akyol & Akehurst, 2003; Cadogan et al., 2002). Unexamined moderators may be the reason for this disparity (Dong et al., 2016).

3.15 Market Orientation in the Airline Industry

Firms were sluggish at embracing marketing theories as stated by Kotler (1994) and was also not embrace as a business model, but simply as a model of publicity and deal advancement. Baker and Sinkula (1999) discovered that an indistinct deficiency of a marketing methodology was apparent at the stage of company-wide beliefs and on the practical level which comprises preparation and application of marketing apparatuses.

Currently, airlines are seeking after proactive arrangement in the marketplace, bringing modern marketing assignments on to their plan and have become progressively market focus (Street, 1994). Thus, the dimensions of MO and various concerns identified with its conceptualisation, evaluation, execution, previous circumstances and outcomes, have become conspicuous subjects in the airline industry (Johnstone et al., 2009; Moschis et al., 1997; Vellas, 2016).

Furthermore, Fu (2013) attempted to check whether MO and performance relationship is approved in the air carrier business setting and their discoveries conformed with past examination discoveries about the nature and impacts of MO. Furthermore, Martín-Consuegra and Esteban (2007) investigated the expected impacts of MO on attainment in the air carrier industry and the outcomes uphold a positive connection between the independent and the dependent factors.

3.16 Empirical Literature

This study, Hinson and Mahmoud (2011) tried to evaluate the causal connections between MO and organisational performance with the attention on the Ghanaian SMEs. They embraced Jaworski and Kohli (1993) as well as Narver and Slater (1990) dimensions as the scale measures for the study. The poll was separated into five unique segments. In accordance with Narver and Slater (1990), the MO scale was allotted 15 item and each was estimated utilising a 7-point Likert type scale. Also, from Narver and Slater, 4 performance factors were embraced and were estimated with the guide of a 5-point Likert type scale. The antecedent factors from Jaworski and Kohli (19934) had 50 things and 17 things were allotted to the moderator elements. A 5-point grading scale was utilised in estimating both the precursor and moderator elements. To guarantee the toughness of the business performance model, three things such as turnover with regards to sales, size and age were incorporated as control factors so as to limit feature predisposition. A convenience sample of business administrators and entrepreneurs in the SMEs area inside Accra and Tema was utilised for the investigation. The sample has been limited to these two urban communities taking into account the way that organisations in the country Ghana are sited inside the two urban communities. The sample framework from which the number of populations in SMEs were drawn was acquired from an information base held by the National Board for Small Industry (NBSSI) and the Association of Ghana Industries (AGI). These SMEs were working in the service sectors and the assembling sectors in Ghana. The last pool of SMEs to whom survey was sent added up to 600. In the end, just 191 comprising 31 percent reacted rate was serviceable surveys which were returned by the respondents sampled. This examination agreed with past researcher’s assertions about the correlation among MO and organisational performance with an emphasis on the SMEs segment in Ghana. Along this line, it is sensible to infer that MO and business performance are emphatically related positively. The study was limited to SMEs in Ghana.

Mahmoud et al. (2016) explored the relationship between business orientation, learning orientation and innovation using the Ghanaian banking category as the backdrop. In addition, they examined the role of innovation, market orientation and learning orientation in the business success of businesses in a developing world. Five study propositions were evaluated using multiple linear regression analysis via a nationwide survey amongst senior executives of 28 banks in Ghana. The findings suggest that business orientation is correlated with innovation, while learning orientation has a substantial effect on innovation. Innovation also mediates the relationship between market orientation and company efficiency. The study was limited to Ghanaian banks and mediated with innovation.

In their study, Hinson et al. (2017) explored three hypotheses about the relationship between market orientation and hotel efficiency, positioning and hotel efficiency, and the combined effects of market orientation and positioning on hotel performance. With one hundred and five responses, the researchers used a survey of star-rated hotels in the capital city of Ghana. In order to evaluate the three hypotheses, descriptive statistics, exploratory factor analysis and hierarchical regression were used by the researchers. The three assumptions were all accepted. The study was limited to luxury hotels in Ghana.

Utilising a sample from hamburger makers in Illinois by Micheels and Gow (2011), an aggregate of 1,568 establish the populace, while, 347 were used as the survey sample. The finding demonstrated that trust and duty positively impact MO, while, MO and hierarchical learning are discovered to be critical supporters of business outcome.

Au and Tse (1995) used supervisors as respondents with hotels utilised as test sample. The outcomes showed no significant correlation among MO and hotel performance. Ketikidis et al. (2006), utilised structural equation modeling for interpretation when they led an examination on MOs' effect on SMEs performance with 141 SMEs working in the textile industry in Turkey. They found no relationship between MO and firm performance. However, the main relationship proven was between MO and business performance with total quality management as a moderator.

This study, Ghani and Mahmood (2011) evaluated the elements affecting performance of Pakistan's microfinance companies utilising multiple regression and a quantitative assessment for information evaluation. The outcomes of the examination showed that MO was negatively associated with smaller accounting companies. The investigation of De luca, Verona, and Vicara (2010) evaluated MO and innovative work viability in high innovation companies. The outcomes from the examination announced a blended effect. The study was limited to Pakistan's microfinance companies. Furthermore, table 3.1 below highlights some other empirical literature on market orientation and firm performance.

Table 3.1: Empirical Literature

Authors	Concept	Findings	Gap
Mahmoud and Yusif (2012)	Market orientation, learning orientation, and the performance of nonprofit organisations (NPOs).	It was found that while the association between market orientation and NPO success is relevant (both economic and non-economic indicators), learning orientation is the best account of improved performance. In addition, the relation between learning orientation and economic performance is mediated by non-economic performance.	The study was limited to nonprofit organisations in Ghana. It was also mediated by non-economic performance
Haryanto and Haryono (2015)	The influence of market orientation on innovation type and enterprise performance	Proactive market orientation has a positive influence on innovation. Responsive market orientation impact on organization and marketing innovation	Study was limited to Indonesian Firms. Competitive strategy not studied
Shamsudeen (2016)	Market orientation and organizational performance in the private health sector of Ghana	There is a positive relationship between Market orientation and organizational performance	Study was limited to the private health sector of Ghana
Muumob (2016)	Market orientation practices and customer satisfaction in the Ghanaian banking sector	The results showed positive relationship between market orientation and customer satisfaction	Study was limited to the Ghanaian banking sector
Abubakar,	The effect of Market	There is a significant	Study was limited

Mokhtar, and Abdullateef (2013)	orientation and international experience on performance with regard to mediating role of global marketing strategy	relationship between market orientation and company performance	to Iranian Firm.
Ogbonna and Ogwo (2013)	Market Orientation and cooperate performance of insurance firms in Nigeria	There is a Positive relationship between market orientation and corporate performance Age of the firm and market information systems weakly moderate the relationship	Study limited to Nigeria and was limited to insurance firms. Competitive orientation not studied

3.17 Research Hypotheses and Conceptualisation

A taxonomical review of literature formulation of four hypotheses and the conceptual framework.

3.17.1 The Relationships between Customer Orientation and Firm Performance

These empirical literature, (Kohli & Jaworski, 1990; Njeru & Kibera, 2014) has opine that consumer emphasis is a serious factor in decisive MO which leads to positive organisational performance. Moreover, meta-analysis of empirical research on MO grounded positive influence of an organisation general customer orientation on that organisation's output (Baker & Sinkula, 2005; Cano et,al., 2004;.Kirca et,al., 2005; Langerak, 2003). Extant literature analysis established numerous research that gave a consistent positive effect on customer orientation and organisational performance (Kiessling et al., 2016; Presenza et al., 2017). This comes from the opinion that focusing on the establishment of consumer value allows a company to advance consumer fulfillment, allegiance, improvement and ensuing performance and achievement (Frambach et al., 2016).

The above opinion is buttressed by a variety of research that long-established the presence of a substantial positive correlation among customer orientation and firm accomplishment (Asikhia, 2010; Dauda & Akingbade, 2010; Dev et al., 2009; Kirca et al., 2005; Neneh, 2016; Pongwiritthon & Awirothananon, 2014; Smirnova et al., 2018). The reason that the consumer is the central topic in the tactics of a consumer focused company increases the company's probabilities of adopting performance as better handling of clients can lead to firm progression (Neneh, 2018). This is for the reason that consumer focused business places their clients at the middle of their activities, frame operation strategies centred on marketplace intellect as contrary to oral consumer sentiments only and make sure that they present products that meet their desires (Asikhia, 2010). Considering Ghana in context, not long ago, research conducted by Mahmoud (2010; 2016) and Anim, Agbemabiese, Acheampong, Adams, and Boakye (2018) similarly found a significant and positive connections among consumer orientation and business performance. However, it appeared that no systematic consideration has been given to the evaluation of the correlation among customer orientation and firm performance in the airline sector in Ghana. Hence, we hypothesized that:

- **H_1** - *There is a positive relationship between customer orientation and firm performance*

3.17.2 The Relationship between Competitor Orientation and Firm Performance

The outcome of a study conducted by Eibe Sørensen (2009) established that a competitor orientation of an organisation has significant positive effects on the firm's performance. Furthermore, Chin et,al. (2013) discovered that competitor orientation had a positive connection with business performance. Importantly, Zhou, Brown, and Dev (2009) indicated the significance of competitor orientation in producing reasonable advantage and accomplishment. However, these empirical scholars (eg. Eibe Sørensen, 2009; Jaworski, Macinnis, & Kohli, 2002) revealed that there are few academic studies on how companies competently create contender intelligence and information. Intuitively, little experimental understanding is accessible about these possibly important driver of market orientation, as far as clarifying organisational performance (Eibe Sørensen, 2009). This clearly shows that despite its importance, competitor orientation has been ignored in market orientation literature theoretically and empirically and much attention has also not given to it in context, that is, the airline sector in Ghana. Hence it is hypothesized that:

- **H_2** - *There is a positive relationship between competitor orientation and firm performance*

3.17.3 The Relationship between Interfunctional Coordination and Firm Performance

Earlier studies have grounded that conceptualisation of internal marketing identified interfunctional coordination as part of the key factors of business performance (Rafiq & Ahmed, 2000). Other scholars view the concept of interfunctional coordination as a crucial system of in-house social resources and further posit that it has the capability of merging diverse operational zones to accept unrelated opinions and toil all over conflicting viewpoints and intellectual concepts or models to enhance organisational performance and growth (Auh & Menguc, 2005). But the concept of interfunctional coordination has evolved in recent times and empirical literature by Farzad et al. (2008) revealed that interfunctional coordination allows for speedy and synchronised drift of information and enables the acceptance among structures and strategies. Also, these empirical literature, Bouranta, Mavridoglou, and Kyriazopoulos (2005) revealed existence of a significant correlation among interfunctional coordination and organisational performance in a contextual setting. This provides us with some evidence that interfunctional coordination should be contextualised. Therefore, it is rational to derive the concepts of interfunctional coordination equally from in-house marketing and market orientation rims.

Furthermore, several studies have linked interfunctional coordination with firm performance According to Mahmoud et,al. (2017) interfunctional orientation positively affects MO, and market orientation is identified with business performance positively. The findings of Farzad et al. (2008) indicates that executives regard interfunctional coordination and amalgamation to have the utmost important effect on organisational commitment. They opined that firms that look for compelling interfunctional orientation do as such from the understanding that cooperative energy among organisation individuals is required and esteem for clients is developed (Alhakimi & Baharun, 2009). This is an indication that there should be holistic approach to every department and or then again, some other authoritative unit and it must be very much characterised and perceived, and that all workers must perceive their job in helping the firm accomplish a continuous positive performance. In view of the above, interfunctional coordination may assist firms with creating better client worth and unrivaled firm execution. Hence it is hypothesized that:

- **H_3** – *There is a positive relationship between interfunctional orientation and firm performance*

3.17.4 Safety and Security Measures as a Moderator

Safety and security is one of the basic physiological desires of human (Maslow, 1943). Various air carrier safety and security strategies are painstakingly intended for some reasons pointing particularly at human's safety and security and these procedures should therefore satisfy passengers (Seriwatana, 2018). According to Shahrabani and Regev (2019) passengers attaching high importance to safety and security are prepared to remunerate extra more for safety and security of travelling by air. Notwithstanding, Burdett and Grant (2010) detailed that most people are not comfortable with safety and security procedures (See also: Corbett & McLean, 2010).

From aboard flight surveillance, it was discovered that some travelers feel irritated and disappointed when they are educated to follow safety and security procedures and therefore could affect their satisfaction (Seriwatana, 2018). A study by Chang and Liao, (2008; 2009) found that an increase in passenger's aircraft cabin safety and security awareness and an inspirational mentality concerning cabin safety and security positively affect airline passenger conduct. Alards-Tomalin et al. (2014) posited that safety and security has an influence on enplanement intention of travelers notwithstanding the airlines' strategic marketing intentions. Hence, we hypothesized that:

- **H_4** – *Passenger knowledge of safety and security has an effect on the relationship between market orientation and firm performance*

3.17.5 Conceptualisation

The concept's outlined in figure 3.1 employed and displays the correlation between MO elements and the moderator, thus: accordingly: interfunctional coordination, competitor and customer orientation and safety and security measures as well as its effect on firm performance (employee satisfaction and service quality). This concept outline is crafted from the reviewed theoretical and empirical literature. The MO dimensions were adopted from Narver, Jacobson, and Slater (1993). Firm performance dimensions are as well adopted from scholars such as Agarwal et al. (2003), Day and Wensley (1988) and it is guided by the stakeholder theory propounded by Edward Freeman in 1984.

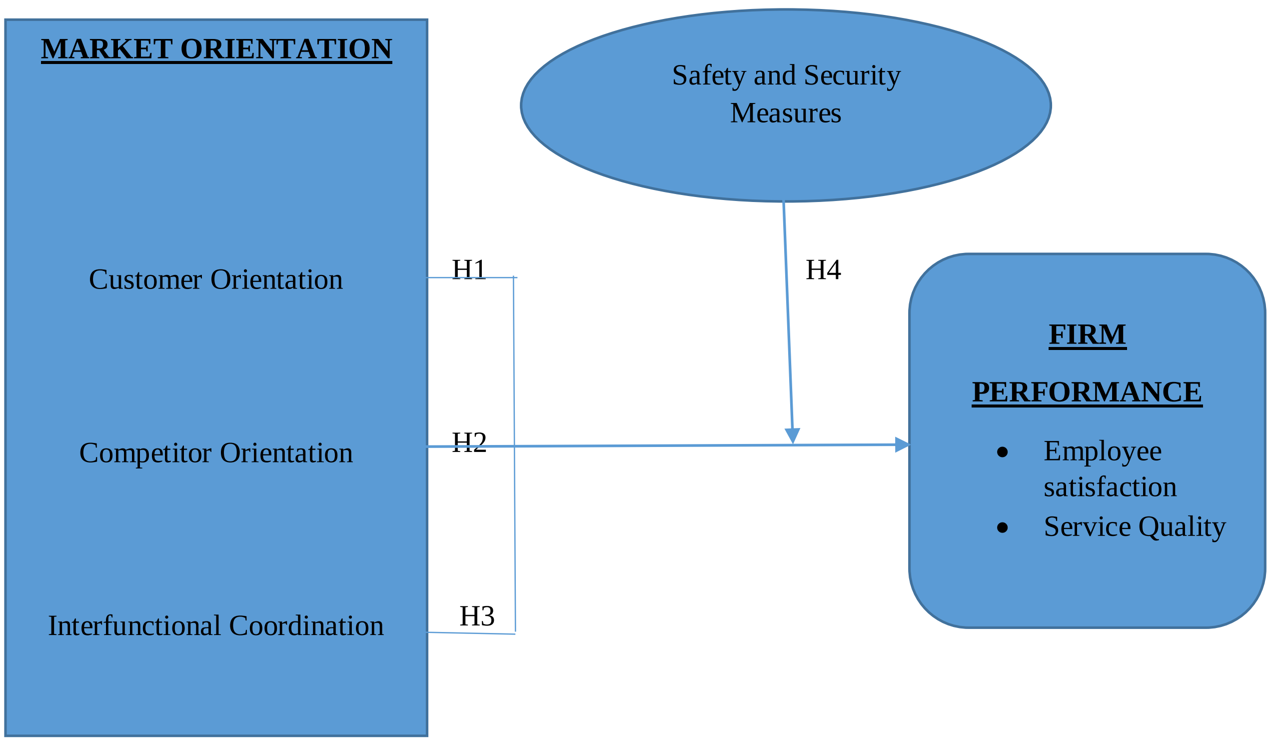


Figure 3.1. Conceptual framework

3.23 Summary

This segment contains the study and review of related literature in the Market Orientation region in order to better appreciate the subject by readers or perusers. The theoretical and methodological literature was well discussed in this section of the thesis. The guiding theory to this study was as well reviewed. Finally, this segment evaluated and formulated the conceptual structure of the survey along with the framed hypotheses.

CHAPTER FOUR

RESEARCH DESIGN AND METHODOLOGY

4.0 Introduction

This part gives a depiction of the strategy utilised in the investigation and examines how the investigation itself was led in accomplishing the objectives set in section one of the study. It further presents the methodological structure established to handle the exploration hypothesis in this study. It incorporates; the general population, sampling and sample size, data assortment and analysis, data assortment mechanisms and moral contemplation. To collect and analyse statistical data, each research work is mostly dependent on the numerous approaches engaged.

4.1 Research Philosophy (Worldview)

Scientists must have the option to comprehend and explain convictions about the idea of the real world, what can be thought about it and how to approach accomplishing this information and these are components of exploration paradigms (Rehman & Alharthi, 2016). Jonker and Pennink (2010) characterised the idea of research worldview as convictions and suspicions regarding how individuals see the world, for which it is established as the hypothetical system that guides analysts. Further, the research worldview was also clarified as the principles that people or analysts use to evaluate the qualities, standards, terms of reference, speculations, fantasies, decisions, points of view and affirmed measures that control the method of acting and thinking of the individuals (Myers & Avison, 2002). It is important to indicate that the philosophical worldview permits the scholar to characterise the procedure, cycles, and approach that will be utilised in the investigation. Along these lines, it shows why and how the examination will be done (Easterby-Smith et al., 2012). The originator additionally demonstrated that the exploration worldview has been characterised into three fundamental classes which are: it enables the analyst to distinguish and make research plans for unrevised, experienced ventures, it streamlines and assists with understanding the structure researcher will be fitting, and it fills in as a manual that unmistakably characterise the foundation of the parts and general techniques to be utilised.

There are three research philosophical paradigms such as (1) positivism, (2) interpretivism and (3) critical theory and these are basic since research consumers need to dig further into claims made by analysts who stick to various exploration ideal models and better comprehend the meaning and pertinence of the investigation.

Positivism: The term positivism alludes to a part of theory that rose to unmistakable quality during the mid-nineteenth century due to the work of a French thinker, Auguste Comte (Richards, 2003) Positivism accept that reality exists freely of people. Positivists endeavor to comprehend the social world like the characteristic world. Nature, according to positivism there is a reason impact connection among wonders, and once settled, they can be anticipated with assurance later on (Gall & Gall, 2003). Positivists accept that there are laws overseeing social wonders, and by applying logical techniques, it is conceivable to figure these laws and present them through verifiable statements (Rehman & Alharthi, 2016). Positivist strategy depends vigorously on experimentation. Speculations are advanced in propositional or question structure about the causal connection between problems. Experimental proof is assembled; the mass of exact proof is then broken down and detailed as a hypothesis that clarifies the impact of the autonomous variable on the reliant variable. The utilisation of evaluation to symbolise to and dissect highlights of social genuineness is consistent with positivist paradigms (Rehman & Alharthi, 2016).

However, researchers like Richards (2003) have condemned the positivist methodology. He stated that the positivist presumption that applying logical strategies to social problems will prompt revelation of laws that oversee them has been regarded immature. Criticism of the positivist worldview led to the development of post-positivism, which drives both the positivist and interpretivist paradigms (Grix, 2004). Post-positivism is therefore an endeavor to address the shortcomings of the positivist worldview.

Interpretivism: Interpretivism dismisses the idea that a solitary, irrefutable reality exists autonomous of our faculties and it is a reaction to the over-predominance of positivism (Grix, 2004). Interpretivists have faith in socially developed different real factors and that facts and the truth are made, not found. Interpretive is abstract and outer reality can't be legitimately open to onlookers without being defiled by their perspectives, concepts, backgrounds and so forth. Discernment is seen not as an inactive responsive cycle of portrayal yet as a functioning helpful cycle of creation (Grix, 2004). Interpretivist affirmation that various analysts carry alternate points of view to a similar issue. The objective of interpretive examination isn't to find widespread, setting and worth free information and truth, however, to attempt to comprehend the translations of people about the social problems they associate with (Grix, 2004). Interpretive strategy necessitates that social issue be perceived through the eyes of the members as opposed to the scientist (Cohen, 2007).

Interpretivists gather generally subjective information from members over an all-inclusive timeframe, as in ethnography and case analyses and the way to deal with breaking down information is inductive. For example, an analyst attempts to find designs in the information which are fell under expansive subjects to comprehend a problem and produce hypothesis is the perfect inverse of the deductive methodology, where scientists start off by distinguishing examples and topics before beginning the information assortment measure; when information is gathered, specialists would look through the information for words, proclamations and occasions which are cases of the pre-recognised examples and subjects (Cohen, 2007). Interpretivists utilise the inductive methodology rather than the deductive methodology since they will in general consider hypothesis to be getting from information assortment and not as the main impetus of examination (Grix, 2004). Interpretive worldview as per Grix (2004) has been scrutinised for, in addition to other things, as being soft, unequipped for yielding speculations that could be summed up to bigger populations and the inclusion of the specialist with members which prompts absence of objectivity.

Critical Theory: The situation of critical theorist is that of historical realism (Rehman & Alharthi, 2016). It is accepted that a reality exists, yet it has been molded by social, political, ethnic, sexual orientation and strict components which cooperate with one another to make a social framework (Rehman & Alharthi, 2016). The point of critical theorist is not simply to clarify or get society, however to transform it (Patton, 2002). It condemns both interpretive and positivist ways to deal with research since they are respected to be enmeshed in predominant belief system, neither has an enthusiasm for changing the world, and neither has an emancipatory objective (Scott & Usher, 2000). Critical theory approach is dialogic and persuasive (Guba & Lincoln, 1994); it requires the examiner to draw in the subjects in discourse with the point of achieving an adjustment in their attitude toward social frameworks that keep them denied of scholarly and social needs. To forestall the chance of the members being minimized, scientists utilise a synergistic approach and connect with the subjects in defining questions, information assortment and investigation and so forth. The philosophy critiques uncovered that the qualities and practices are meant to keep individuals oppressed (Richards, 2003).

4.1.1 Choice of Positivist Paradigm

Accordingly, the researcher of this study picked the positivist philosophical worldview. This was because of the way it permitted the researcher to quantitatively gauge the truth behind the effect of MO on firm performance. More so, it permitted the researcher to decide the extent at which safety and security stimulated the connection between the MO elements and firm performance. Significantly, the positivist worldview upgrades unbiased outcome, isolating the researcher from the examination (Punch, 2013). That is, positivists accept that because of the solid and outer nature of the world, investigation must be founded on realities that are watched and recorded with direct information or data (Easterby-Smith et al., 2012). Furthermore, positivist technique is used in this study because it relies overwhelmingly upon experimentation. Hypotheses are progressed in propositional or question structure about the causal association between issues. Trial evidence is collected; the mass of careful confirmation is then stalled and itemised as a speculation that explains the effect of the independent variable on the dependent variable. The use of assessment to represent and analyse features of social validity is predictable with positivist ideal models (Rehman & Alharthi, 2016).

4.2 Research Approach

Research approaches are said to be plans and systems for research that range the stages from comprehensive suppositions to definite techniques for information assortment, investigation, and translation (Creswell, 2009). Quantitative, qualitative and mixed method are the three existing divergent approaches to research (Bryman, 2007; Buchholtz, 2019; Kaur et al., 2019; Schoonenboom & Johnson, 2017).

Mixed Method: The mixed method research approach according to Creswell (2009) is a way to deal with request including gathering both quantitative and qualitative information, coordinating the two types of information, and utilizing unmistakable plans that may include philosophical suppositions and hypothetical structures. The center suspicion of this type of request is that the blend of qualitative and quantitative methodologies gives a more complete comprehension of an examination issue than either approach alone (Creswell, 2009).

Qualitative Approach: The qualitative examination is a methodology for investigating and understanding the significance people or gatherings attribute to a social or human issue (Creswell, 2009). Creswell (2009) further postulated that, the cycle of investigation includes rising inquiries and strategies, information regularly gathered in the participant's setting, information investigation inductively working from specifics to general subjects, and the researcher making understanding of the importance of the information and that, the end report composed has an adaptable structure. The individuals who participate in this type of request uphold a perspective that honors an inductive style, an emphasis on singular significance, and the significance of delivering the multifaceted nature of a circumstance (Creswell, 2009).

Quantitative Approach: According to Creswell (2009) the quantitative exploration is a methodology for testing target hypotheses by inspecting the relationship among factors. These factors, thusly, can be estimated, commonly on instruments, so that numbered information can be investigated utilising measurable systems. The final composed report has a set structure comprising of presentation, writing and hypothesis, strategies, results, and discussions (Creswell, 2009). Like subjective analysts, the individuals who are involved in this type of request have presumptions about testing theories deductively, working to shield against partiality (Naresh Malhotra & Birks, 2007), controlling for substitute clarifications, and having the option to sum up and duplicate the discoveries (Creswell, 2009).

The quantitative investigation approach is embraced in this research study utilising structured questionnaire with predetermined responses in the gathering of data and analysis. The adopted approach is similar to previous studies addressing similar research objectives (Kaliappen, Hilman, & Abubakar, 2017; Muumob, 2016). The quantitative approach was chosen because of its reliability and objectivity. Furthermore, it was chosen so as to suit the study because the quantitative approach takes a glance at connections among factors and can set up circumstances and logical results in exceptionally controlled conditions (Malhotra & Birks, 2007). According to Malhotra and Birks (2007) to a large extent, research bias is also reduced when quantitative approach is used and it is equally good for testing hypothesis or theories.

4.3 Research Design

Design of a research refers to a detailed outline of how a research is conducted. Fundamentally, it entails, how data is collected, data collection instruments, how data are analysed and interpreted (Malhotra, 2008). According to Robson (2002) Explanatory, descriptive and exploratory are the key reasons of carrying out a study. He further adds that, descriptive research is described by giving exact profiles of individuals, occasions or circumstances. Whereas the explanatory approach then again targets increasing a comprehension into explicit circumstances or issues and explaining the said phenomenon whiles exploratory research entails looking for new bits of knowledge, glancing around and posing inquiries or putting research marvel into suitable outlook.

This study basically utilised the descriptive research structure. The descriptive exploration configuration improves the translation of what existed and how it is existing (Payne, 2004). The consideration of the descriptive survey technique is on the impact of identified population which is in accordance with the examination factors comprised of competitor orientation, interfunctional coordination, customer orientation, safety and security measures and firm performance.

The descriptive survey structure is imperative to this examination, since it fit the exploration plan, which is utilised to look at the impact of market orientation and firm performance, moderated by safety and security measures. So as to get more data about MO elements and firm performance and how safety and security measures influence the connection between the two constructs, the descriptive survey design was considered foundationally suitable (Neuman & Kreuger, 2003). Likewise, the design was valuable since it fortified a more depiction of MO and firm performance. Added to this, the descriptive survey design was viewed as significant on the grounds that different researchers (Almeyda-Ibáñez & George, 2017; Bianchi et al., 2014; Ko et al., 2009) applied it in their examinations which makes it important. Moreover, the engaging plan comprises of pre-decided inquiries which were set up as an instrument regulated to the examination members. This permitted the analyst to gather information in bigger amounts at a particular time or a similar time with the organised survey.

The nature of this study is quantitative, hence, the adoption of the survey method in the data collection with a structured questionnaire. According to Malhotra and Birks (2007), survey is a methods for data about the qualities, activities, or assessments of a huge gathering of individuals, alluded to as a population. Survey strategy is found to be appropriate for this investigation because data was cross-sectional sorted from different airlines at a particular point in time. Additionally, cross-sectional studies is said to usually employ the survey strategy (Robson, 2002). This is consistent with other examinations found in literature (e.g. Bianchi et al., 2014; Chung et al., 2018). It further permitted the researcher to comprehend the impact of market orientation on firm performance and the moderating impact of safety and security on the association among MO and firm execution.

The type of survey instrument utilised in this study was questionnaire. A questionnaire is an exploration instrument comprising of a progression of inquiries and different prompts to assemble data from respondents (Kabir, 2016). Questionnaire as a sort of survey are frequently intended for measurable examination of reactions and have favorable circumstances over some different kinds of surveys in that they are modest, do not need as much exertion from the examiner as verbal or phone studies, and regularly have normalised answers that make it easy to incorporate information (Kabir, 2016). Questionnaires have been used in similar studies (Han, & Kim, 1998; Mahmoud et al., 2019; Singh & Ranchhod, 2004).

The pilot study involved interactions with ten (10) employees of airlines at KIA in the Greater Accra Region. The pilot study helped in identifying questions to ask for the quantitative analysis. Furthermore, the study used the pilot study to explore the perceptions, experiences and understanding of employees of airlines with regards to MO and finally, considered the link MO has with organisational performance.

4.4 Target Population

Population of interest for a study is the whole established elements for which the study data are to be utilised for conclusions. Consequently, the objective population characterises those elements for which the discoveries of the study are intended to sum up (Cox, 2008). The target population for this study was the employees of various airlines. In an attempt to have an enhanced comprehension of the antecedent variables of airline's MO quantitatively, employees of various airlines were selected for the research work. However, with regards to this research work context, only employees of airlines operating within Greater Accra Region were given priority for the purposes of collecting data.

4.5 Sampling Technique and Sample Size

Sampling is described by Zikmund et al. (2003) as the way toward utilising few populaces to make assumptions about the whole population. By and large, researchers are unable to sample the totality of the population under investigation, rather, they accumulate information from a little part of the population which they use to make deductions (Zikmund et al., 2003). According to Robson (2002), sampling is linked with the external validity or generality of research findings considered high in probability samples which allows results to be generalised from the sample to the population. The respondents were drawn using accidental sampling technique. Accidental sampling refers to nonrandom or non-probability sampling where individuals from the objective population that meet certain functional models, for example, simple openness, topographical closeness, accessibility at a given time, or the ability to take an interest are incorporated for the purpose of the investigation (Etikan, Musa, & Alkassim, 2016). This is further supported by Neumann (2007) who indicated that investigation respondents must be independent from the analyst's very own desires. Reference to an enquiry made by the researcher at Ghana Airports Company Limited, the quantity of Airport Identification Cards expected to be issued to employees at the airports in the year 2020 is 13,000. The investigation utilised this projection to decide the sample size using Taro Yamane's equation for sample size grounded on Baridam (2001) attestation. Baridam (2001) advocated that a sample size can be resolved from the populace by utilising Yamane's equation formula. This is seen below;

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

Definition of the formula

Where: N= Targeted population Size

e=Level of significance $(0.05)^2$

n=the desired sample size

N=5000000

$$n = \frac{13000}{1+13000\,(0.05)^2} \qquad n = 388$$

The sample for this study therefore comprises of 388 employees of airlines operating to and from Kotoka International Airport in the Greater Accra region. Convenient sampling technique was utilised to give the survey to the participants. This is a non-probability technique in which respondents were picked depending on accessibility and closeness. Patton (2002) expressed that convenience is simply the assortment of accessible respondents and the self-determination of individuals who are eager to take an interest in an investigation. That is, it is utilised to decide the connection between various variables. In light of the qualities and features of the respondents, the convenience procedure was utilised to convey surveys among them virtually. The absolute number of surveys recovered or the number of respondents that co-operated was 260. This reaction rate might be due to the reason that majority of the questionnaires were forwarded to the employees by their colleagues who were the researcher's contact at the airport and the fact that it was administered virtually.

4.6 Source of data and Data Collection Techniques

According to Malhotra and Birks (2007) sources of data collection are two and there are: primary and secondary sources.

4.7 Sources of Data Collection

Researchers invent primary data for the motive of addressing the phenomenon in retrospect. As stated by Malhotra and Birks (2007) questionnaires, interviews and other forms could be utilised in the collection of primary data. On the other hand, an information collected for a reason other than a present study is known as secondary data (Malhotra & Birks, 2007). In the context of this thesis, secondary data sources which included the websites of GCAA, GACL, Airlines, news blogs, media reports as well as other published materials relevant to the study area was reviewed and the collection of the primary data done through self-administered structured survey questionnaire.

4.8 Questionnaire Design

Self-administered structured survey questionnaire was used and the questions for this thesis was based on review of theoretical literature and interactions with experts from academia and the aviation sector. Besides, the demographic questions for respondents, other questions were asked with regards to the various Narver and Slater (1990) MO constructs, Agarwal et al. (2003) judgmental measure of performance for firm performance and the moderator using a five-point Likert scale. The questions covered constructs including; competitor orientation, interfunctional coordination and customer orientation, employee satisfaction, service quality and finally, questions on the moderating factor. This enabled respondent who had not seen the measurement scale of market orientation under study make a quick reference before or whiles answering the questionnaire.

The study made use of a structured survey questionnaire which was in three parts. The first part of the questionnaire sought to ask for respondents' demographic information and firm information. The second part of the questionnaire pertains to interfunctional coordination, customer orientation, competitor orientation and organisational performance (employee satisfaction, and service quality). The third part of the questionnaire sought to look at how the moderating factor (safety and security measures) influence the correlation among MO and firm performance in the airline industry.

In the second part of the questionnaire, there were a total of 28 items. These include 6 relating to customer orientation (e.g., "Customers' satisfaction is our major objective"), 4 pertaining to competitor orientation (e.g., "Top managers discuss competitor strategy"), 7 to interfunctional coordination (e.g., "Top managers repeatedly create the awareness of employees that the firm's existence depend on effective and efficient departmental co-ordination"), 5 relating to employee satisfaction (e.g., "Considering everything, I am satisfied with my job"), 5 for service quality (e.g., Customer interest is taken at heart and attention is given to their specific needs by staff) and finally, respondents rated the influence of MO components on organisational performance on a six-point Likert-type scale (Excellent, Very Good, Average, Poor and Very Poor).

The third part of the questionnaire had 7 items for the moderating variable, safety and security measure (e.g., "Customers will not fly with an airline that compromises safety and security not withstanding their market orientation strategies").

4.10 Selection of Respondents and Questionnaire Dissemination Format

Supported by researchers like William (2006), Faleiros et al. (2016), and Ko et al. (2009), both qualitative and quantitative primary data can be collected electronically or virtually. William (2006) however, indicated that electronic data collection is not without problems such as technical snags in the likes of power fluctuations, network instability, respondent's inability to use electronic gadgets and others.

In light of the identified challenges confronting electronic data collection, some scholars (Berrens et al., 2003; Schillewaert & Meulemeester, 2005; Sethuraman et al., 2005) have carried out comparison between manual and electronic formats, scrutinising research instruments' subjects of validity and reliability. They discovered that test and retest reliability for both designs to be nearly equal, suggesting that they can all generate in the same way dependable data if only the respondents are supportive and candid and with valid questions. They further established that internal reliability, analytical validity, and enrollment tendencies to be similar among the two methods. This in essence, according to William (2006) the style of data collection, i.e. manual and electronic does not seem to considerably modify the type of instrument and respondents employed or the quality of data given by the participants. They further point out that any merit or demerit presented by a specific question layout will not be changed by technology and that technology may rather present extra better issues.

William (2006) and Faleiros et al. (2016) argued that virtual data collection becomes necessary especially due to geographical boundaries, distance, inaccessibility and many more. In consideration of the above, therefore, in this study the primary data was collected electronically in the format of Google Doc. This was as a result of the COVID-19 Pandemic which rapidly overwhelmed the entire world and led to the closure of all Ghanaian borders including the airports which was supposed to be the centre of data collection for the purpose of this study and subsequent lockdown of the whole country.

Grounded in literature (Faleiros et al., 2016), data can be collected virtually when especially the researchers and the respondents know each other, hence, as a result of the fact that the researcher obviously found it difficult to go to the airport and physically select the respondents and administer the questionnaire manually due to the lockdown, the self-administered questionnaire in the Google Doc format was sent to the researcher's contacts persons at Kotoka International Airport who were employees of various airlines and requested that they disseminate it to their colleague airline staff and it was generously complied.

4.11 Data Analysis

To some extent, the quantitative nature of this research required a mathematically measurable apparatus to be utilise for the data accumulated from the field. In this regard, the Statistical

Package for Social Science (SPSS) software was utilised for the analysis of the data collected from respondents. Applying the SPSS software, linear regression and correlation analysis was utilised to analyse the effect and the relationship between the independent and the dependent variables. It was further used for Cronbach's Alpha test to assure the reliability of the items. The study adapted and used structured equation analysis because the researcher was in need of knowing the level at which a variable is able to foretell a particular outcome and which variable is the best predictor when the effect of another variable is stimulated or manipulated. Hence, by the utilisation of MO constructs such as competitor orientation, interfunctional coordination and customer orientation as well as employee satisfaction and service quality as independent and dependent variables respectively, multiple regression analysis was carried out for the identification of which of the independent variables had an impact on employee satisfaction and service quality. Tables and other analytical tools as provided by the SPSS software were used to graphically represent the results of the data analysis.

After data has been collected, it is crucial that a codebook is prepared to assist in the smooth entry and analysis of data especially when the researcher is using the SPSS software in the data analysis. Malhotra and Birks (2007) referred to coding as breaking down quantitative data into groups or chunks and attaching references such as numbers to those groups of data. Pallant (2011) also defines a codebook as the summation of the instructions to be utilised in converting data obtained from each subject into a format that can be understood by the analytical tool. This helps in the easy retrieval, organisation and interpretation of data.

In this regard, the received data from respondents was thus coded to make the entry and analysis of the data easy. Furthermore, to help make the analysis easy, the answered questionnaires were numbered chronologically from 1 to 260 which was the number of responses received for entry into the software. This was to help reduce the number of errors and easy retrieval of a particular questionnaire from which a wrong entry was made from for quick and easy corrections.

4.11.1 The Application of SEM and Factor Analysis

In order to improve the statistical level of trust in the quantitative analysis, it is important to assess the reliability of answers to the hypotheses formulated. It is postulated and have been shown that Cronbach's alpha of the reliability of the variables can surpass the minimum required amount of 0.70 (Hair et,al., 2010; Nunnally and Bernstein, 1994)). Factor loadings and composite reliability values offer proof of converging validity (Bagozzi & Yi, 1988). In addition, if the average variance derived (AVE) of the variables is greater than 0.5, then, the revelation of convergent validity (Fornell & Larcker, 1981).

According to Fornell and Larcker (1981), to satisfy the criterion for unequal validity, the square root of the AVE variables should be greater than that of the inter-factor correlation. In order to suggest that there is no presence of multicollinearity within the data set, according to Hair et al. (2010), the values of the correlation or association need not be greater than 0.80. Normality data distribution is one of the main ideas for the efficient use of statistical procedures (Hair et al., 2010; Saunders, 2009). According to writers such as Mallery (2010) and Trochim and Donnelly (2006), the data set is assumed to be naturally distributed when skewness and kurtosis drop between -2 and +2 with the majority of constructs having higher means. The utilisation of skewness and kurtosis in this study is supported by Saunders et al. (2009).

4.12 Ethical Consideration

The consents of the members who took part in the examination were requested before taking part in the investigation. The respondents were furnished with information with regards to the reason for the investigation, why and how they were chosen to partake in the investigation, and what was anticipated from them and that they could pull back from the investigation whenever. All the more in this way, respondents were guaranteed of privacy of the data acquired from them over the span of the investigation by not utilising individual identities and the information evaluation in total. They were not to compose their names on the poll so as to expand the privacy of the data they gave. The poll additionally clarified that the explanation behind examination was distinctly for scholastic reason.

4.13 Summary

This section provides an overview of the technique used in the investigation and discusses how the investigation itself contributed to the achievement of the goals laid out in section one of the study. It also introduces the conceptual framework developed to answer the exploration hypothesis in this report. It includes; general population, sampling and sample size, data assortment and analysis, data assortment processes and moral considerations. The chapter as well introduced, discussed and linked the research paradigm of this study.

CHAPTER FIVE

DATA ANALYSIS RESULTS AND THE DISCUSSION OF FINDINGS

5.0 Introduction

This chapter of the study is made up of the results from analysis of data collected from respondents (employees) sampled through the use of self-administered survey questionnaire with predetermined responses in a Google Doc format and disseminated electronically to the participants.

5.1 Demographic Characteristics

The demographic characteristics of employees who were sampled and responded is shown in table 5.1 below. It included age, gender, departments of the respondents, years at post, academic qualification, respondent's department, etc. A total of 388 questionnaires were administered through online in Google Doc format but 260 employees responded representing a response rate of 67%.

Table 5.1. Employees Demographics

Gender	**Frequency**	**Percent (%)**
Male	130	50.0
Female	130	50.0
Total	**260**	**100.0**
Age		
18-25	26	10.0
26-35	86	33.1
36-45	148	56.9
Total	**260**	**100.0**
Academic Qualification		
JHS	16	6.2
SHS	38	14.6
Certificate	42	16.2
Diploma	152	58.5
HND	12	4.6
Total	**260**	**100.0**
Department		
1	36	13.8
2	22	8.5
4	8	3.1
5	60	23.1
6	8	3.1
7	86	33.1
8	22	8.5
9	2	.8
10	16	6.2
Total	**260**	**100.0**
No. of Years Working		
1-5	128	49.2
6-10	20	7.7
11-15	90	34.6
16-20	22	8.5
Total	**260**	**100.0**
Number of Fleets		
1-15	36	13.8
16-35	188	72.3
36-45	36	13.8
Total	**260**	**100.0**
No. of Staff		
1-15	14	5.4
16-35	10	3.8

36-45	236	90.8
Total	**260**	**100.0**
No. of Years Airline Operating		
6-10	40	15.4
11-15	150	57.7
16-20	70	26.9
Total	**260**	**100.0**
No of Customers Served in a day		
31-60	2	.8
61 and above	258	99.2
Total	**260**	**100.0**
No. of Departments in the Firm		
2	2	.8
4 and above	258	99.2
Total	**260**	**100.0**

Source: Field Survey, June, 2020

5.2 Factor Analysis, Reliability and Validity Test

The Cronbach's alpha technique was utilised in testing the reliability of the instruments. To enhance the statistical level of confidence in quantitative study, reliability testing for answering of the formulated hypotheses is necessary. Nunnally and Bernstein (1994) revealed that Cronbach's alpha of reliability of the factors should exceed the minimum required level of 0.70 and this can be found in table 5.2 below.

Additionally, the factor loadings and composite reliability values provide evidence of convergent validity (Bagozzi & Yi, 1988). Further, if average variance extracted (AVE) of the factors is greater than 0.5 then, thus, the revelation of convergent validity (Fornell & Larcker, 1981). Hence, this applied analysis shows the presence of convergent validity and reliability which can be found in table 5.2.

Table 5.2. Factor Loadings, AVE, and CR

Constructs	Items	Loadings	AVE	CR
Customer Orientation	**CO**		**0.57**	**0.95**
	CO1	.728		
	CO2	.749		
	CO3	.754		
	CO4	.778		
	CO5	.614		
	CO6	.580		
Competitor Orientation	**COMO**		**0.57**	**0.99**
	COMO1	.795		
	COMO2	.752		
	COMO3	.701		
	COMO4	.762		
Inter-functional Orientation	**IO**		**0.55**	**0.96**
	IO1	.773		
	IO2	.767		
	IO3	.617		
	IO4	.788		
	IO5	.714		
	IO6	.765		
	IO7	.695		
Employee Satisfaction	**ES**		**0.60**	**0.97**
	ES1	.757		
	ES2	.761		
	ES3	.822		
	ES4	.767		
	ES5	.761		
	ES6	.732		
	ES7	.655		
Service Quality	**SQ**		**0.55**	**0.99**
	SQ1	.782		
	SQ2	.739		
	SQ3	.751		
	SQ4	.701		
	SQ5	.619		
Safety and Security	**SS**		**0.63**	**0.97**
	SnS1	.761		
	SnS2	.716		
	SnS3	.851		
	SnS4	.846		
	SnS5	.811		

	SnS6	.817
	SnS7	.622

Source: Field Survey, June, 2020

Table 5.3. Cronbach's Alpha

Constructs	Items	Reliability
Customer Orientation	**CO**	
	CO1	.96
	CO2	.95
	CO3	.95
	CO4	.95
	CO5	.95
	CO6	.95
Competitor Orientation	**COMO**	
	COMO1	.95
	COMO2	.95
	COMO3	.95
	COMO4	.95
Inter-functional Orientation	**IO**	
	IO1	.95
	IO2	.95
	IO3	.95
	IO4	.95
	IO5	.95
	IO6	.95
	IO7	.95
Employee Satisfaction	**ES**	
	ES1	.95
	ES2	.95
	ES3	.95
	ES4	.95
	ES5	.95
	ES6	.95
	ES7	.95
Service Quality	**SQ**	
	SQ1	.95
	SQ2	.95
	SQ3	.95
	SQ4	.95
	SQ5	.95
Safety and Security	**SS**	
	SnS1	.96
	SnS2	.96
	SnS3	.96
	SnS4	.96
	SnS5	.95

	SnS6	.95
	SnS7	.95

Source: Field Survey, June, 2020

Inferable from table 5.2 and 5.3 is the reliability of the Cronbach's alpha of the instruments and factor loadings. The values range from 0.95-0.96 indicating internal consistency within the data set. Also, this shows that every variable has met the minimum threshold point of 0.70. and above (Hair et al., 2010). Furthermore, table 5.2 and 5.3 revealed that the loadings of the AVE were above the threshold 0.5, which fell between 0.614-0.851. That is an indication of convergent validity (Fornell & Larcker, 1981). In addition, the factors recorded a composite reliability of 0.95 to 0.99 which surpassed the minimum threshold of 0.70 (Hair et,al., 2010).

5.3 Discriminant Validity

To fulfil the requirement of discriminant validity, the square root of the factors of AVE should be greater than that of inter-factor correlation (Fornell & Larcker, 1981). The result in table 5.4 below shows that the outcome of the square root of AVE was more than the correlation numbers. Hence, discriminant validity is evidential within the constructs of the study which shows that the factors are distinct from each other. Again, the values of the correlation were not above 0.80, indicating no multicollinearity within the data set (Hair et al., 2010).

Table 5.4. Discriminant Validity

Constructs	AVE	CO	COMO	IO	SS	CS	SQ
CO	**0.57**	**0.755**					
COMO	**0.57**	.667**	**0.755**				
IO	**0.55**	.682**	.625**	**0.742**			
SS	**0.60**	.677**	.614**	.582**	**0.775**		
CS	**0.55**	.637**	.673**	.601**	.327**	**0.755**	
SQ	**0.63**	.437**	.395**	.609**	.392**	.519**	**0.794**

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

5.4 Normality Test

Normality data distribution is one of the central ideas for the successful usage of statistical procedures (Hair et al., 2010; Saunders, 2009). Consequently, the data set in this current research was evaluated using skewness and kurtosis to measure the normality distribution of the data set (Saunders et al., 2009). According to these authors (George & Mallery, 2010; Trochim & Donnelly, 2006) data set is considered to be normally distributed when skewness and kurtosis fall between -2 and +2 with majority of the constructs having higher means. In this current research, the result of the normality test revealed that the data was normally distributed as indicated in table 5.5 below.

Table 5.5. Normality Test

Constructs	Mean	Std. Deviation	Skewness	Kurtosis
CO	4.447	.531	-1.096	2.348
COMO	4.348	.698	-1.536	2.343
IO	4.400	.526	-1.190	1.049
CS	4.221	.763	-1.474	2.047
SQ	4.877	.379	-1.666	1.975
SS	4.131	.440	-1.013	1.352

Source: Field Survey, June, 2020

5.5 Hypotheses

Table 5.6 below provides a summary of the hypotheses path of the model. The results revealed that CO has a significantly negative effects on FP ($\beta = 0.261, p > 0.05$) hence, H_1 is rejected, COMO negatively affect FP ($\beta = 0.228, p > 0.05$) therefore, does not support H_2, INTO has a significant positive effect on FP ($\beta = 1.444, p < 0.05$) and for that reason, H_3 is supported. The moderator consequence of safety and security measures on the relationship between market orientation and SS is statistically significant ($\beta = 0.037, p < 0.05$) hence, confirmed H_4. The model reported a coefficient of determinations (R^2) value of 68.0% and 78.0% as shown respectively in the table below.

Table 5.6. Hypothesized Paths

Hypotheses Path	**Beta**	**t-values**	**p-value**	**Support**	**R^2**
CO → FP	0.261	1.420	0.156	No	**0.680**
COMO → FP	0.228	1.750	0.081	No	
INTO → FP	1.444***	8.160	0.000	Yes	
Moderation					
MO*SS	**0.037**	**6.060**	**0.000**	**Yes**	**0.780**

GOF	**Measurement Model**	**Threshold**
RMSEA	0.003	**< 0.07**
CFI	0.96	**> 0.95**
TLI	0.98	**> 0.95**
Chi-square	0.05	**< 3.00**

*****P<0.001, **P<0.01, *P<0.05**

5.6 Assessing Model Fit

The confirmatory factor analysis was utilised in measuring the Goodness-of-fit (GOF) indices, grounded by the acceptance level (Steigner, 2007) which include "Chi-square < 3.00, RAMSEA ≤ 0.07, CFI ≥ 0.95, TLI ≥ 0.95, SRMSR ≤ 0.05". The structural model was given as "χ^2 =

279.34, CFI = 0.97, TLI = 0.97, SRMSR = 0.005, RAMSEA = 0.002". Furthermore, the structural model was estimated and has been captured in table 5.6 above. This clearly posit that the GOF of the model met the stated cut-off points. That is, the factors of the independent variables fit for predictions on the dependent variables.

5.3 Discussion of Findings

In view of the significance of market orientation and firm performance, the focus of the present study was to investigate the components of market orientation (customer orientation, competitor orientation and interfunctional coordination) and firm performance of the airlines operating in Ghana moderated by safety and security measures. Grounded on empirical review of literature and conceptual framework, the study made use of two objectives which are; to examine the effect of MO dimensions on firm performance in the airline industry in Ghana, considering the role of safety and security measures and to examine the influence of safety and security measures on the relationship between MO and firm performance. Out of the objectives, four (4) hypothesis were generated and viewed from employees' perspective.

In this thesis, the first objective was achieved as it has been established that there is a relationship between market orientation and firm performance in the airline industry in Ghana but with a varied correlation of the three components propounded by Narver and Slater (1990) on the performance of airlines operating in Ghana. This confirmed the fact that past research had shown some key differences between smaller and larger organisations (Acs & Audretsch, 1993; Coviello et.al., 2000) and therefore, the distinction of the role of market orientation from one context to the other and one issue to the other. The second objective was as well achieved as the study further found a new moderating role of safety and security measures on market orientation and firm performance in the aviation industry with a significant impact. Below is the discussion of the findings.

5.3.1 Customer Orientation and Firm Performance

The first hypothesis (H_1) was rejected indicating that there is no positive relationship between customer orientation and firm performance. This is contrary with previous studies (Appiah-Adu & Singh, 1998; Eibe Sørensen, 2009; Slater & Narver, 1994) but consistent with Chin, Lo, and Ramayah (2013) who did not find positive impact of customer orientation on performance of businesses. The findings further correspond with previous research (Au & Tse, 1995; Chin et al., 2013) that found negative relationship between customer orientation and firm performance. This outcomes further affirmed the assertion that orientations have diverse influence on performance, depending on the market environs (Gatignon & Xuereb, 1997; Ketchen Jr et al., 2007).

5.3.2 Competitor Orientation and Firm Performance

From the findings, the second hypothesis was rejected, meaning that there is no positive relationship between competitor orientation and firm performance. This findings opposes earlier research (Chin et,al., 2013; Dev et,al., 2009; Eibe Sørensen, 2009) that found positive relationship between competitor orientation and firm performance. This is one of the interesting findings of this study as it is distinct and does not indorse what is already known in empirical literature. This is because it was expected that the findings would be in alignment with past research (Eibe Sørensen, 2009; Mahmoud Abdulai Mahmoud et al., 2017; Slater & Narver, 1994). The findings seem to establihe that competitor orientation is not a factor influencing performance of airlines operating within the Ghanaian context, confirming the ambiguities as to the exact influence of market orientation on firm performance (Charles et,al., 2012; Gudlaugsson & Schalk, 2009).

5.3.3 Interfunctional Coordination and Firm Performance

The third hypothesis was "there is a positive relationship between interfunctional coordination and firm performance". The result of the analysis upheld the hypothesis, signifying that there is a positive and significant relationship between interfunctional coordination and firm performance. The findings corresponds with past research (Auh & Menguc, 2005; Rafiq & Ahmed, 2000) which grounded that conceptualisation of internal marketing identified interfunctional coordination as part of the key factors of firm performance. It is further intandem with previous authors (Bouranta et al., 2005; Mahmoud Abdulai Mahmoud et al., 2017) who found positive and significant relationship between interfunctional coordination and firm performance.

5.3.4 Safety and Security Measures as a Moderator

Safety and security measures was found to significantly and positively moderate the relationship between MO and firm performance within context. The outcome supports the assertion of scholars (e.g., Chauhan, 2015) that safety and security measures can negatively or positively affect customer satisfaction. This is because according to Seriwatana (2018), from onboard the flight observation, it was found that some air travelers feel uncomfortable and disgruntled when they are informed to follow safety and security measures on and off flights. The finding also appeared to support on the other hand, the view that airline passengers regard safety and security as the most important criterion when choosing an airline to travel with notwithstanding the marketing strategies they apply and are willing to pay more for it (Atalık & Özel, 2007; Gilbert & Wong, 2003).

It additionally support the assertion by Chang and Liao, (2008; 2009) that an increase in passenger's aircraft cabin safety and security knowledge and a positive attitude towards aircraft cabin safety and security positively affect airline passenger behavior. Furthermore, the finding also strengthens the claim by Nieto (2020) who stated that "safety and security of air transport is the pillar on which customer trust is built and that it is what makes planes the chosen method for both personal and business journeys". This finding is however, an additional novelty of this study because moderating market orientation and firm performance with safety and security measures has shown to be a significant concept within developing countries like Ghana but has not been done or scantly researched within literature and context.

5.4 Summary

In summary, the chapter above is made up of the results from analysis of data collected from respondents (employees). The findings of the study is further discussed in this chapter. The first objective was achieved as it has been established that there is a relationship between market orientation and firm performance in the airline industry in Ghana but with varied correlation of the three components propounded by Narver and Slater (1990) on the performance of airlines operating in Ghana. The findings also indicated that the second objective was as well achieved as the study further found a new moderating role of safety and security measures on market orientation and firm performance in the aviation industry with a significant impact.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

Summary of key findings of the thesis is presented in this chapter. It further draws conclusions and recommendations arrived at for practice and policies. Suggestions for future study is also made in this chapter. The following are the analysis and comments on the descriptive information provided by the employees sampled for the purposes of this study.

6.1 Overview of the Study

The study investigated the effect of market orientation dimensions on firm performance in the aviation industry in Ghana and scrutinised it with the moderating role of safety and security measures between market orientation and firm performance within the context of Ghana. Grounded on the study's objectives, the investigation operationalised and conceptualised market orientation and firm performance construct in a conceptual framework. This conceptual framework captured three independent constructs which were customer orientation, competitor orientation and interfunctional coordination. It further captured one dependent variables with two dimensions such as employee satisfaction and service quality as well as one moderator, safety and security measures. All these constructs were examined within the aviation industry in Ghana.

The study employed a quantitative research approach which served as a guide to the collection and analysing of the data. This research was cross-sectional for the reason that it was concentrated on a precise problem at a specific era in time as opposed to longitudinal research which centers on the phenomenon of continuous time interval. The cross-sectional outlook of the study made it possible to sample 388 respondents adopting and using the survey approach. Self-administered structured questionnaire with predetermined responses were used for the study and were administered to the respondents through online Google Doc. Data were analysed using reliability test, factor analysis, descriptive statistics, normality test, and structural equation model (SEM).

6.2 Summary of Findings

In summary, out of a total of 388 questionnaires administered to the respondents, 260 responded indicating a response rate of 67%. More so, the demographic data of the sampled respondents suggest that 130 males representing 50% and 130 females representing 50% took part in the study. The findings also showed that majority of the sampled participants were between the age brackets of 26-35 years representing 84%. The result further indicated that most of the participants in the study were diploma holders (58.5%).

The statistical findings of the study established that there is a relationship between market orientation and firm performance in the Ghanaian context, however, with a varied relationship between the three components and firm performance. The first hypothesis (H_1) was rejected from respondent's data analysed. This means that in context, customer orientation is perceived as haven no effect on firm performance. On the other hand, the second hypothesis (H_2) was also rejected from respondents' data analysed indicating a nonexistence of positive relationship between competitor orientation and firm performance. This means that in the Ghanaian aviation industry context, competitor orientation is perceived to have no positive influence on firm performance. This might be as a result of the homogeneous nature of the aviation industry. However, this is an interesting outcome of the study as it is distinct and does not indorse what is already known in empirical literature (Chin et,al., 2013; Eibe Sørensen, 2009; Zhou et,al., 2009).

Similarly, the third hypothesis (H_3) was upheld suggesting that there is a positive and significant relationship among interfunctional coordination and firm performance. This means that interfunctional coordination is perceived as haven a positive and significant influence on firm performance in context. Again, it appeared that the findings of the fourth hypothesis (H_4) established that safety and security measures had a positive and significant effect on the relationship between market orientation and firm performance. This is an additional novelty which means that safety and security measure is a significant concept within context.

6.3 Conclusions

The following deductions were drawn grounded on the findings of the study. It concluded that there is a correlation between market orientation and firm performance in the Ghanaian context, however, with a varied relationship between the three elements of market orientation and firm performance relative to the sampled respondents. There are as follows:

- There exists no positive relationship between customer orientation and firm performance in context.

- There exists no positive influence among competitor orientation and firm performance in the context of Ghana.
- There exists positively and significantly, a relationship between interfunctional coordination and firm performance in context.
- Safety and security measures significantly moderate the relationship between market orientation and firm performance, therefore, a significant concept within context.

6.4 Recommendations

In view of the above conclusions relative to the elements of market orientation advanced in this study, the following are recommendations made for marketing managers of airlines, stakeholders in the aviation industry, and policy makers to help enhance their market orientation strategies and performance of the airline firms operating in Ghana.

First and foremost, the findings of this study would contribute to the body of knowledge and offer a foundation for future additional improvement of theory and research, predominantly in the area of market orientation and performance in the aviation industry in the emerging world context.

Even though there were variations on the effects of market orientation constructs used in this studies and firm performance, generally, the study established that there is a correlation between market orientation and firm performance. For this reason, marketing managers of Airlines, stakeholders in the aviation industry and policy makers should intensify market orientation activities and tactics for the achievement of continuous positive firm performance in the form of customer satisfaction, employee satisfaction and quality service. However, more attention and resources should be geared towards interfunctional coordination as it is the only MO construct perceived to have positive and significant influence on firm performance. Paying more attention to the three elements of MO, especially interfunctional coordination will substantially help marketing managers, stakeholders, and policy makers eliminate most areas of weakness through corrective actions.

Importantly, to attain competitive advantage and increase firm performance, marketing managers must and should be market oriented. They ought to make sure that resolutions made for the business must be comprehensively followed in order to provide continuous superior quality service to customers. Marketing managers should ensure the observation of business level functions that contribute to or hamper the development of MO in the organisation so as to develop irrefutable strategies and procedures for all functional units within the firm to help intensify the awareness level of MO in the company. Again, adequate training and development of staff on MO constructs ought to be ensured.

Furthermore, result of this study appeared to suggest that direct positive and significant effect of the moderator, safety and security measures is one of the important environmental factors for achievement of positive firm performance in the aviation industry. It is hence, recommended that the fundamentals of safety and security measures in the aviation industry should be considered in the marketing plans and approaches of airline marketing managers and policy makers. This can be done by intensifying quality safety and security training given to staff. Customer knowledge and level of safety and security awareness should be a topmost priority to management. Lastly, for the reason that it was significant and considered as the most essential element in the selection of an airline with which to travel with, policy makers should ensure that stakeholders and agencies within the aviation industry come together to improve on safety and security for the reason of positively increasing the performance of the airlines operating within context.

6.5 Recommendations for Future Studies

It is suggested that prospective studies should be focused on validating the finding of this study within context and developing countries. For example, within Ghana more studies could be conducted targeting individual airlines, whether domestically or internationally operated. Again, more representative sample size can be used to conduct similar studies within the aviation industry. Future research could consider the use of other aviation related environmental factors as moderators or mediators in measuring the effect and strength of the correlation between MO and firm performance within context.

Additionally, the outcomes of this thesis can be utilised as a benchmark for comparative and longitudinal study of the effect of MO and firm performance moderated by safety and security measures or any other aviation related environmental factors. The moderating role of safety and security measures can also be measured individually on each MO construct on firm performance. Future studies can also use other dimensions of MO other than those (customer orientation, competitor orientation, and interfunctional coordination) used in this study.

6.6 Summary

The chapter extensively interpreted the presented data analysis relative to market orientation constructs (CO, COMO and INTO), safety and security measures, and business performance of the airline segment in Ghana and further contain detailed discussions of the results with regards to the thesis objectives and the hypotheses generated. The main conclusions of this study were summarised and discussed in the chapter above. In addition, the chapter draws conclusions and guidelines for practice and policy. Suggestions for future research have also been made in this chapter.

REFERENCES

Aaker, D. A., Kumar, V., & George, S. (n.d.). Day (1998). Marketing Research, *6*. *Scholar Google.com. Retrieved on November, 17*, 2019.

Abeyratne, R. I. R. (2018). Law and Regulation of Air Cargo. Springer. *Scholar Google.com. Retrieved on November, 17, 2019*

Abubakar, M. M., Mokhtar, S. S. M., & Abdullateef, A. O. (2013). The moderating effect of long-term orientation culture on the relationship between trust, personalization and customer satisfaction and loyalty: A proposed framework. *International Journal of Academic Research in Business and Social Sciences*, *3*(9), 117.

Acs, Z. J., & Audretsch, D. B. (1993). *Small firms and entrepreneurship: an East-West perspective*. Cambridge University Press.

Adu, C. H., Ahlijah, B. K., Otoo, S., Gakpey, V. S., Mensah Omane, M., & Otu, I. (2018). Rescue and firefighting services: How can you plan for a better service and run an emergency exercise that really tests contingencies? *Journal of Airport Management*, *12*(3), 291–302.

Afthanorhan, A., Awang, Z., Rashid, N., Foziah, H., & Ghazali, P. (2019). Assessing the effects of service quality on customer satisfaction. *Management Science Letters*, *9*(1), 13–24.

Agarwal, S., Krishna Erramilli, M., & Dev, C. S. (2003). Market orientation and performance in service firms: role of innovation. *Journal of Services Marketing*, *17*(1), 68–82.

Agbleze, S. E. L. O. R. M. (2013). Investigating Stakeholder Perception and Response to Corporate Social Responsibility of Firms in Ghana. In *(Doctoral dissertation, University of Ghana)*.

Agle, B. R., Mitchell, R. K., & Sonnenfeld, J. A. (1999). Who matters to Ceos? An investigation of stakeholder attributes and salience, corpate performance, and Ceo values. *Academy of Management Journal*, *42*(5), 507–525.

Ahmed Zebal, M., & M. Saber, H. (2014). Market orientation in Islamic banks–a qualitative approach. *Marketing Intelligence & Planning*, *32*(4), 495–527.

Air, P. (2018). *No Tit*.

Airline, A. W. (2018). *No Titl*.

Akyol, A., & Akehurst, G. (2003). An investigation of export performance variations related to corporate export market orientation. *European Business Review*, *15*(1), 5–19.

Alards-Tomalin, D., Ansons, T. L., Reich, T. C., Sakamoto, Y., Davie, R., Leboe-McGowan, J. P., & Leboe-McGowan, L. C. (2014). Airport security measures and their influence on enplanement intentions: Responses from leisure travelers attending a Canadian University. *Journal of Air Transport Management*, *37*, 60–68.

Alhakimi, W., & Baharun, R. (2009). A synthesis model of market orientation constructs toward building customer value: A theoretical perspective. *African Journal of Marketing*

Management, *1*(2), 43–49.

Almeyda-Ibáñez, M., & George, B. P. (2017). The evolution of destination branding: A review of branding literature in tourism. *Journal of Tourism, Heritage & Services Marketing*, *3*(1), 9–17.

Alnawas, I., & Hemsley-Brown, J. (2019). Market orientation and hotel performance: investigating the role of high-order marketing capabilities. *International Journal of Contemporary Hospitality Management*.

Alonso, G., Benito, A., Lonza, L., & Kousoulidou, M. (2014). Investigations on the distribution of air transport traffic and CO2 emissions within the European Union. *Journal of Air Transport Management*, *36*, 85–93.

Anderson, B. S., & Eshima, Y. (2013). The influence of firm age and intangible resources on the relationship between entrepreneurial orientation and firm growth among Japanese SMEs. *Journal of Business Venturing*, *28*(3), 413–429.

Anim, P. A., Agbemabiese, G. C., Acheampong, G., Adams, M., & Boakye, E. (2018). Market Orientation, Innovation and Business Performance: Insight from Womenpreneurs in the Fashion Industry in Ghana. *Innovation*, *4*.

Apasieva, T. J. (2018). Inter-functional coordination: importance of employee communication in marketing activities of entrepreneurial companies in a developing economy. *Balkan Social Science Review*, *11*(11), 149–163.

Appiah-Adu, K., & Singh, S. (1998). Market orientation and performance: An empirical study of British SMEs. *The Journal of Entrepreneurship*, *7*(1), 27–47.

Argyle, M. (2013). *The psychology of happiness*. Routledge.

ASAMOAH, P. A. (2015). *SERVICE RECOVERY STRATEGIES IN THE GHANAIAN AIRLINE INDUSTRY (MPhil Dissertation, University of Ghana)*.

Ashwin, M., & Hirst, A. (2015). Scoping the market orientation literature from 2009 to 2013: a review of the concept and the discussions found across a range of academic disciplines. *Journal of Strategic Marketing*, *23*(4), 353–363.

Asikhia, O. (2010). Customer orientation and firm performance among Nigerian small and medium scale businesses. *International Journal of Marketing Studies*, *2*(1), 197.

Atalık, Ö., & Özel, E. (2007). PASSENGER EXPECTATIONS AND FACTORS AFFECTING THEIR CHOICE OF LOW COST CARRIERS: PEGASUS AIRLINES. *Proceedings of the Northeast Business & Economics Association*.

Au, A. K. M., & Tse, A. C. B. (1995). The effect of marketing orientation on company performance in the service sector: A comparitive study of the hotel industry in Hong Kong and New Zealand. *Journal of International Consumer Marketing*, *8*(2), 77–87.

Auh, S., & Menguc, B. (2005). Top management team diversity and innovativeness: The moderating role of interfunctional coordination. *Industrial Marketing Management*, *34*(3), 249–261.

AYEH-PAYE, S. (2018). *REPORT OF THE COMMITTEE ON ROADS AND TRANSPORT ON THE ANNUAL BUDGET ESTIMATES OF THE MINISTRY OF AVIATION FOR THE 2019 FINANCIAL YEAR*.

Aziri, B. (2011). Job satisfaction: a literature review. *Management Research & Practice*, *3*(4).

Baker, W. E., & Sinkula, J. M. (1999). The synergistic effect of market orientation and learning orientation on organizational performance. *Journal of the Academy of Marketing Science*, *27*(4), 411–427.

Baker, W. E., & Sinkula, J. M. (2005). Market orientation and the new product paradox. *Journal of Product Innovation Management*, *22*(6), 483–502.

Banker, R. D., Potter, G., & Srinivasan, D. (2000). An empirical investigation of an incentive plan that includes nonfinancial performance measures. *The Accounting Review*, *75*(1), 65–92.

Barbero, J. L., Casillas, J. C., & Feldman, H. D. (2011). Managerial capabilities and paths to growth as determinants of high-growth small and medium-sized enterprises. *International Small Business Journal*, *29*(6), 671–694.

Baridam, D. M. (2001). Research methods in administrative sciences. *Port Harcourt: Sherbrooke Associates*.

Bartošek, V., & Tomášková, E. (2013). Interfunctional coordination from company functions point of view. *Acta Academica Karviniensis*, *13*(3).

Bernstein, J. C. N. & I. H. (1994). *Psychological Theory*. McGraw-Hill.

Berrens, R. P., Bohara, A. K., Jenkins-Smith, H., Silva, C., & Weimer, D. L. (2003). The advent of Internet surveys for political research: A comparison of telephone and Internet samples. *Political Analysis*, 1–22.

Bianchi, C., Pike, S., & Lings, I. (2014). Investigating attitudes towards three South American destinations in an emerging long haul market using a model of consumer-based brand equity (CBBE). *Tourism Management*, *42*, 215–223.

Blois, K. (2000). The Oxford textbook of marketing. *Journal of Marketing Management*, *17*, 455–456.

Boso, N., Cadogan, J. W., & Story, V. M. (2012). Complementary effect of entrepreneurial and market orientations on export new product success under differing levels of competitive intensity and financial capital. *International Business Review*, *21*(4), 667–681.

Boso, N., Story, V. M., & Cadogan, J. W. (2013). Entrepreneurial orientation, market orientation, network ties, and performance: Study of entrepreneurial firms in a developing economy. *Journal of Business Venturing*, *28*(6), 708–727.

Bouranta, N., Mavridoglou, G., & Kyriazopoulos, P. (2005). The impact of internal marketing to market orientation concept and their effects to bank performance. *Operational Research*, *5*(2), 349–362.

Brandy, M. K and Conin, J. J. (2001). Effect on customer service perceptions and outcome behaviours. *Journal of Services Research*, *3*(241), 51.

Bryman, A. (2007). Barriers to integrating quantitative and qualitative research. *Journal of Mixed Methods Research*, *1*(1), 8–22.

Buchholtz, N. (2019). Planning and Conducting Mixed Methods Studies in Mathematics Educational Research. In *Compendium for Early Career Researchers in Mathematics Education* (pp. 131–152). Springer.

Burdett, H. M., and Grant, R. L. (2010). Passenger understanding of hand baggage retrieval during emergency evacuation. *The Sixth International Fire & Cabin Safety Research Conference*.

Button, K. (2010). *Transport economics*. Edward Elgar Publishing.

Cadogan, J. W. (2012). International marketing, strategic orientations and business success: reflections on the path ahead. *International Marketing Review*, *29*(4), 340–348.

Cadogan, J. W., Souchon, A. L., & Procter, D. B. (2008). The quality of market-oriented behaviors: Formative index construction. *Journal of Business Research*, *61*(12), 1263–1277.

Cadogan, J. W., Sundqvist, S., Salminen, R. T., & Puumalainen, K. (2002). Market-oriented behavior: Comparing service with product exporters. *European Journal of Marketing*, *36*(9/10), 1076–1102.

Cadogan∗¶, J. W., & Diamantopoulos, A. (1995). Narver and Slater, Kohli and Jaworski and the market orientation construct: integration and internationalization. *Journal of Strategic Marketing*, *3*(1), 41–60.

Cano, C. R., Carrillat, F. A., & Jaramillo, F. (2004). A meta-analysis of the relationship between market orientation and business performance: evidence from five continents. *International Journal of Research in Marketing*, *21*(2), 179–200.

Carneiro, J. M. T., Silva, J. F. da, Rocha, A. da, & Dib, L. A. da R. (2007). Building a better measure of business performance. *RAC-Eletrônica*, *1*(2), 114–135.

Chang, Y.-H., & Liao, M.-Y. (n.d.). Air passenger perceptions on exit row seating and flight safety education. *Safety Science*, *46(10)*, 1459-1468.

Charles, L., Joel, C., & Samwel, K. C. (2012). Market orientation and firm performance in the manufacturing sector in Kenya. *European Journal of Business and Management*, *4*(10), 20–27.

Chauhan, A. (2019). *5 Innovative Marketing Strategies Used by Airlines*.

Chi, T. (2013). *Market orientation, firm strategy, and business performance: an empirical study of Chinese apparel industry*.

Chin, C.-H., Lo, M.-C., & Ramayah, T. (2013). Market orientation and organizational performance: The moderating role of service quality. *Sage Open*, *3*(4), 2158244013512664.

Chung, N., Lee, H., Kim, J.-Y., & Koo, C. (2018). The role of augmented reality for experience-influenced environments: The case of cultural heritage tourism in Korea. *Journal of Travel*

Research, *57*(5), 627–643.

Clarkson, M. E. (1995). A stakeholder framework for analyzing and evaluating corporate social performance. *Academy of Management Review, 20*(1), 92–117.

Claxton, J., & Sarti, D. (2014). Leadership styles to engage employees: evidence from human service organizations in Italy. *Journal of Workplace Learning*.

Cohen, D. (2007). *Methods in cultural psychology*.

Connolly, T., Conlon, E. J., & Deutsch, S. J. (1980). Organizational effectiveness: A multiple-constituency approach. *Academy of Management Review*, *5*(2), 211–218.

Corbett, C. L., and McLean, G. A. (2010). Passenger Safety Awarenes: U.S. Airways Flight 1549. *The Sixth Triennial International Fire & Cabin Safety Research*.

Cottrill, M. T. (1990). Corporate social responsibility and the marketplace. *Journal of Business Ethics*, *9*(9), 723–729.

Coviello, N. E., Brodie, R. J., & Munro, H. J. (2000). An investigation of marketing practice by firm size. *Journal of Business Venturing*, *15*(5–6), 523–545.

Cox, B. G. (2008). Target population. *Encyclopedia of Survey Research Methods*, 876–877.

Dauda, Y. A., & Akingbade, W. A. (2010). Employee's market orientation and business performance in Nigeria: analysis of small business enterprises in Lagos State. *International Journal of Marketing Studies*, *2*(2), 134.

Davis, K., & Newstrom, J. W. (1985). Behavior in Organizations. *Jakarta. Erlangga*.

Day, G. S. (1994). The capabilities of market-driven organizations. *Journal of Marketing*, *58*(4), 37–52.

Day, G. S., & Wensley, R. (1988). Assessing advantage: a framework for diagnosing competitive superiority. *Journal of Marketing*, *52*(2), 1–20.

De luca, LM, Verona, G., and Vicara, S. (2010). Market orientation and Research and Development effectiveness in the Biotechnology Industry. *Journal of Production Innovation Management*, *27*, 299–320.

de Oliveira Cabral, J. E. (2016). Market-related Key Influences on the Early and Rapid Internationalization in the Airline Industry: The easyJet Case. *GAI International Academic Conferences Proceedings*, 33.

De Ruyter, K., Bloemer, J., & Peeters, P. (1997). Merging service quality and service satisfaction. An empirical test of an integrative model. *Journal of Economic Psychology*, *18*(4), 387–406.

Deepa M. V., J. K. (2017). Scale measurement for airline service quality to secure passenger confidence in air travel. *International Journal of Productivity and Quality Management*, *24*(3), 31–50.

Department of States. (2000). *US Department of States Archives*. www.state.gov › u-s-department-of-state-archive-websites

Deshpandé, R., & Farley, J. U. (1998). Measuring market orientation: generalization and synthesis. *Journal of Market-Focused Management*, *2*(3), 213–232.

Deshpandé, R., Farley, J. U., & Webster Jr, F. E. (1993). Corporate culture, customer orientation, and innovativeness in Japanese firms: a quadrad analysis. *Journal of Marketing*, *57*(1), 23–37.

Dev, C., Zhou, K. Z., Brown, J., & Agarwal, S. (2009). Customer orientation or competitor orientation: Which marketing strategy has a higher payoff for hotel brands? *Cornell Hospitality Quarterly*, *50*(1), 19–28.

Diamantopoulos, A., & Cadogan, J. W. (1996). Internationalizing the market orientation construct: an in-depth interview approach. *Journal of Strategic Marketing*, *4*(1), 23–52.

Diamantopoulos, A., & Hart, S. (1993). Linking market orientation and company performance: preliminary evidence on Kohli and Jaworski's framework. *Journal of Strategic Marketing*, *1*(2), 93–121.

Doganis, R. (2013). *Flying off course: The economics of international airlines*. Routledge.

Dong, X. D., Zhang, Z., Hinsch, C. A., & Zou, S. (2016). Reconceptualizing the elements of market orientation: A process-based view. *Industrial Marketing Management*, *56*, 130–142.

Drakos, K. (2004). Terrorism-induced structural shifts in financial risk: airline stocks in the aftermath of the September 11th terror attacks. *European Journal of Political Economy*, *20*(2), 435–446.

Dunlap, K. (2011). IATA Media Briefing Security. *In IATA, 67th Annual General Meeting*.

Easterby-Smith, M., Thorpe, R., & Jackson, P. R. (2012). *Management research*. Sage.

Eibe Sørensen, H. (2009). Why competitors matter for market orientation. *European Journal of Marketing*, *43*(5/6), 735–761.

Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. *American Journal of Theoretical and Applied Statistics*, *5*(1), 1–4.

Faleiros, F., Käppler, C., Pontes, F. A. R., Silva, S. S. da C., Goes, F. dos S. N. de, & Cucick, C. D. (2016). Use of virtual questionnaire and dissemination as a data collection strategy in scientific studies. *Texto & Contexto-Enfermagem*, *25*(4).

Faragher, E. B., Cass, M., & Cooper, C. L. (2013). The relationship between job satisfaction and health: a meta-analysis. *From Stress to Wellbeing Volume 1*, 254–271.

Farzad, A., Nahavandi, N., & Caruana, A. (2008). *The effect of internal marketing on organizational commitment in Iranian banks*.

Foreman, S. K., & Money, A. H. (1995). Internal marketing: concepts, measurement and application. *Journal of Marketing Management*, *11*(8), 755–768.

Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of Marketing Research*, 382–388.

Frambach, R. T., Fiss, P. C., & Ingenbleek, P. T. M. (2016). How important is customer orientation for firm performance? A fuzzy set analysis of orientations, strategies, and environments. *Journal of Business Research*, *69*(4), 1428–1436.

Freeman, R. E. (1984). Stakeholder management: framework and philosophy. *Pitman, Mansfield, MA*.

Freeman, R. E., Wicks, A. C., & Parmar, B. (2004). Stakeholder theory and "the corporate objective revisited." *Organization Science*, *15*(3), 364–369.

Fu, Y.-K. (2013). The influence of internal marketing by airlines on customer-oriented behavior: A test of the mediating effect of emotional labor. *Journal of Air Transport Management*, *32*, 49–57.

Gainer, B., & Padanyi, P. (2001). The application of the marketing concept to cultural organisations: An empirical study of ideology and practice. *Proceedings AIMAC 2001, 6th International Conference on Arts and Cultural Management*, 78–79.

Gall, J. P., & Gall, M. D. (2003). *Instructor's manual to accompany Educational research: An introduction, by Gall, Borg, and Gall*. Pearson Education.

Gatignon, H., & Xuereb, J.-M. (1997). Strategic orientation of the firm and new product performance. *Journal of Marketing Research*, *34*(1), 77–90.

Gellynck, X., Banterle, A., Kühne, B., Carraresi, L., & Stranieri, S. (2012). Market orientation and marketing management of traditional food producers in the EU. *British Food Journal*, *114*(4), 481–499.

Ghana Airports Company Ltd. (2016). *About us*. http://www.gacl.com.gh/extweb/index.php/about-us

Ghana Airports Company Ltd. (2017). *Business statistics*. http://www.gacl.com.gh/statistics_2.html

Ghana Airports Company Ltd. (2018). *Aircraft movements, passengers and freight tonnage statistics (2007 – 2013) - Accessed 20th October, 2014*. http://www.gacl.com.gh/statistics_2.html

Ghana Airports Company Ltd. (2019). *Business Statistics*. http://www.gacl.com.gh/statistics_2.html

Ghana Civil Aviation Authority. (2014). *About us*. http://www.gcaa.com.gh/extweb/index.php/about-us

Ghani, U., & Mahmood, Z. (2011). FACTORS INFLUENCING PERFORMANCE OF MICROFINANCE FIRMS IN PAKISTAN: FOCUS ON MARKET ORIENTATION. *International Journal of Academic Research*, *3*(5).

Gharakhani, D., & Mousakhani, M. (2012). Knowledge management capabilities and SMEs' organizational performance. *Journal of Chinese Entrepreneurship*, *4*(1), 35–49.

Gilbert, D., & Wong, R. K. (2003). Passenger expectations and airline services: a Hong Kong based study. *Tourism Management*, *24*(5), 519–532.

Gkritza, K., Niemeier, D., & Mannering, F. (2006). Airport security screening and changing passenger satisfaction: An exploratory assessment. *Journal of Air Transport Management*, *12*(5), 213–219.

Golden, P. A., Johnson, D. M., & Smith, J. R. (1995). Strategic orientation and marketing strategies in transition economies: a study of Russian firms. *Journal of Strategic Marketing*, *3*(1), 1–22.

Grawe, S. J., Chen, H., & Daugherty, P. J. (2009). The relationship between strategic orientation, service innovation, and performance. *International Journal of Physical Distribution & Logistics Management*, *39*(4), 282–300.

Greenwood, M., & Anderson, E. (2009). 'I used to be an employee but now I am a stakeholder': Implications of labelling employees as stakeholders. *Asia Pacific Journal of Human Resources*, *47*(2), 186–200.

Gregori, G. L., Pascucci, F., & Bartoloni, S. (2015). *ATINER's Conference Paper Series MKT2015-1705*.

Grix, J. (2004). *The building blocks of research*. London: Palgrave Macmillan.

Gruber-Muecke, T., & Hofer, K. M. (2015). Market orientation, entrepreneurial orientation and performance in emerging markets. *International Journal of Emerging Markets*, *10*(3), 560–571.

Guba, E. G., & Lincoln, Y. S. (1994). Competing paradigms in qualitative research. *Handbook of Qualitative Research*, *2*(163–194), 105.

Gudlaugsson, T., & Schalk, A. P. (2009). Effects of Market Orientation on Business Performance: Empirical Evidence from Iceland. *The European Institute of Retailing and Service Studies,(6)*, 1–17.

Gunasekaran, A., Patel, C., & McGaughey, R. E. (2004). A framework for supply chain performance measurement. *International Journal of Production Economics*, *87*(3), 333–347.

Ha, S. T., Lo, M. C., & Ramayah, T. (2016). Decomposing market orientation and its relationship to innovativeness of SMEs in Malaysia: the moderating effects of market turbulence. *Journal for International Business and Entrepreneurship Development*, *9*(3), 273–290.

Hafer, J., & Gresham, G. G. (2008). Organizational Climate Antecedents to the Market Orientation of Cross-Functional New Product Development Teams. *Journal of Behavioral & Applied Management*, *9*(2).

Harrison, P. J., & Shaw, R. N. (2004). Intra-organisational marketing culture and market orientation: a case study of the implementation of the marketing concept in a public library. *Library Management*, *25*(8/9), 391–398.

Haryanto, A. T., & Haryono, T. (2015). The influence of market orientation on innovation type and enterprise performance. *Polish Journal of Management Studies*, *11*.

Herington, C., & Weaven, S. (2009). Implementing the marketing concept in travel organizations: The important moderating influence of perceived organizational support. *Journal of Hospitality Marketing & Management*, *18*(7), 692–717.

Herzberg, F. (2017). *Motivation to work*. Routledge.

Heskett, J. L., Jones, T. O., Loveman, G. W., Sasser, W. E., & Schlesinger, L. A. (1994). Putting the service-profit chain to work. *Harvard Business Review*, *72*(2), 164–174.

Hilman, H., & Kaliappen, N. (2014). Market orientation practices and effects on organizational performance: Empirical insight from Malaysian hotel industry. *Sage Open*, *4*(4), 2158244014553590.

Hinson, R. E., Abdul-Hamid, I. K., & Osabutey, E. L. C. (2017). Investigating market orientation and positioning in star-rated hotels in Ghana. *International Journal of Contemporary Hospitality Management*.

Hinson, R. E., & Mahmoud, M. A. (2011). Qualitative insights into market orientation in small Ghanaian businesses. *International Journal of Marketing Studies*, *3*(1), 35.

Hitt, M. A. (1988). The measuring of organizational effectiveness: Multiple domains and constituencies. *Management International Review*, 28–40.

Hong, S.-J., Choi, D., & Chae, J. (2020). Exploring different airport users' service quality satisfaction between service providers and air travelers. *Journal of Retailing and Consumer Services*, *52*, 101917.

Hoppock, R. (1935). *Job satisfaction.*

Howell, R. D., Breivik, E., & Wilcox, J. B. (2007). Reconsidering formative measurement. *Psychological Methods*, *12*(2), 205.

Hübnerová, Z., Tomášková, E., & Bednář, J. (2020). Identification of Interfunctional Coordination Items Important for Business Performance of SMEs. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, *68*(1), 169–179.

Hult, G. T. M., Ketchen Jr, D. J., & Slater, S. F. (2005). Market orientation and performance: an integration of disparate approaches. *Strategic Management Journal*, *26*(12), 1173–1181.

Hult, G. T. M., & Ketchen Jr, D. J. (2001). Does market orientation matter?: A test of the relationship between positional advantage and performance. *Strategic Management Journal*, *22*(9), 899–906.

Hunt, S. D., & Lambe, C. J. (2000). Marketing's contribution to business strategy: market orientation, relationship marketing and resource-advantage theory. *International Journal of Management Reviews*, *2*(1), 17–43.

ICAO. (2015). *About ICAO*. www.icao.int

ICAO, A. (2009). *Manual for the ATN using IPS Standards and Protocols(Doc 9896)*.

Iftikhar, Z. (2011). *The Impact of Strategic Marketing Management in the Airline Industry – Case Study of BA and Easyjet*.

Im, S., & Workman Jr, J. P. (2004). Market orientation, creativity, and new product performance in high-technology firms. *Journal of Marketing*, *68*(2), 114–132.

Imbeah, N. (2017). TOURISTS'PERCEPTION OF THE ROLE OF SAFETY IN TOURISM AT A SELECTED TOURIST DESTINATION IN CENTRAL REGION OF GHANA. *Acta Carolus Robertus*, *7*(1064-2017–3073), 89–102.

international Air Travel Association. (2015). *IATA Home*. www.iata.org

Ittner, C. D., & Larcker, D. F. (2003). Coming up short on nonfinancial performance measurement. *Harvard Business Review, 81*(11), 88–95.

J. F. Hair, W. C. Black, B, J. B. and R. E. A. (2010). *Multivariate Data Analysis: A Global Perspective* (7th ed.). Pearson Education Inc.

Jagtap, S. S. (2019). Evaluation of blended Fischer-Tropsch jet fuel feedstocks for minimizing human and environmental health impacts of aviation. *AIAA Propulsion and Energy 2019 Forum*, 4412.

James H, S. (2007). Understanding the limitations of global fit assessment in structural equation modeling. *Personality and Individual Differences*, *42*, 893–898.

Jaworski, B. J., & Kohli, A. K. (1993). Market orientation: antecedents and consequences. *The Journal of Marketing*, 53–70.

Jaworski, B. J., & Kohli, A. K. (1996). Market orientation: review, refinement, and roadmap. *Journal of Market-Focused Management*, *1*(2), 119–135.

Jaworski, B. J., Macinnis, D. J., & Kohli, A. K. (2002). Generating competitive intelligence in organizations. *Journal of Market-Focused Management*, *5*(4), 279–307.

JK Han, N Kim, R. S. (1998). Market orientation and organizational performance: is innovation a missing link? *Journal of Marketing*, *62*(4), 30–45.

Johnstone, S., Dainty, A., & Wilkinson, A. (2009). Integrating products and services through life: an aerospace experience. *International Journal of Operations & Production Management*, *29*(5), 520–538.

Jones, T. M., Harrison, J. S., & Felps, W. (2018). How applying instrumental stakeholder theory can provide sustainable competitive advantage. *Academy of Management Review*, *43*(3), 371–391.

Jonker, J., & Pennink, B. (2010). *The essence of research methodology: A concise guide for master and PhD students in management science*. Springer Science & Business Media.

Julian, C. C., Mohamad, O., Ahmed, Z. U., & Sefnedi, S. (2014). The market orientation–performance relationship: The empirical link in export ventures. *Thunderbird International Business Review*, *56*(1), 97–110.

Jung Hoon Lee, Chihyung "Michael" OK, Seung-Hoon Lee, C.-K. L. (2018). Relationship between emotional labor and customer orientation among airline service employees: Mediating role of depersonalization. *Journal of Travel Research*, *57*(3), 324–341.

Kabir, S. M. S. (2016). Basic guidelines for research: An introductory approach for all disciplines. *Book Zone Publication, Chittagong*.

Kafe, A. M. Y. (2013). *Preventing International Terrorism in Ghana: Realities and Challenges*. University of Ghana.

Kaliappen, N., & Hilman, H. (2013). Enhancing organizational performance through strategic alignment of cost leadership strategy and competitor orientation. *Middle-East Journal of Scientific Research*, *18*(10), 1411–1416.

Kaliappen, N., Hilman, H., & Abubakar, A. (2017). Market orientation and performance: The mediating effect of service quality and moderating effect of star rating system. *Journal of Business and Retail Management Research*, *11*(3).

Kanovska, L., & Tomaskova, E. (2016). Interfunctional coordination of service offering provided by manufacturers. *Engineering Economics*, *27*(5), 519–526.

Kaňovská, L., & Tomášková, E. (2015). Trends in customer services and interfunctional coordination by manufacturers. *Procedia-Social and Behavioral Sciences*, *213*, 677–682.

Kaur, N., Vedel, I., El Sherif, R., & Pluye, P. (2019). Practical mixed methods strategies used to integrate qualitative and quantitative methods in community-based primary health care research. *Family Practice*, *36*(5), 666–671.

Ketchen Jr, D. J., Hult, G. T. M., & Slater, S. F. (2007). Toward greater understanding of market orientation and the resource-based view. *Strategic Management Journal*, *28*(9), 961–964.

Ketikidis, P. H., Koh, S. C. L., Gunasekaran, A., Demirbag, M., Tatoglu, E., Tekinkus, M., & Zaim, S. (2006). An analysis of the relationship between TQM implementation and organizational performance. *Journal of Manufacturing Technology Management*.

Ki-moon, B. (2010). *The United Nations global compact: Achievements, trends and challenges*. Cambridge University Press.

Kiboi, J. W., Katuse, P., & Mosoti, Z. (2017). Macroeconomic determinants of demand for air passenger transport among selected airlines. *Journal of Business and Strategic Management*, *2*(3), 101–118.

Kiessling, T., Isaksson, L., & Yasar, B. (2016). Market orientation and CSR: Performance implications. *Journal of Business Ethics*, *137*(2), 269–284.

Kiganda, A. (2016). *New Terminal to be Constructed for Kumasi Airport in Ghana*. Construction Review Online.Com. constructionreviewonline.com

Kirca, A. H., Jayachandran, S., & Bearden, W. O. (2005). Market orientation: A meta-analytic review and assessment of its antecedents and impact on performance. *Journal of Marketing*, *69*(2), 24–41.

Kleymann, B., & Seristö, H. (2001). Levels of airline alliance membership: balancing risks and benefits. *Journal of Air Transport Management*, *7*(5), 303–310.

Ko, E., Kim, E. Y., & Lee, E. K. (2009). Modeling consumer adoption of mobile shopping for fashion products in Korea. *Psychology & Marketing*, *26*(7), 669–687.

Kohli, A. K., & Jaworski, B. J. (1990). Market orientation: the construct, research propositions, and managerial implications. *Journal of Marketing*, *54*(2), 1–18.

Korschun, D., Bhattacharya, C. B., & Swain, S. D. (2014). Corporate social responsibility, customer orientation, and the job performance of frontline employees. *Journal of Marketing*, *78*(3), 20–37.

Kotler, P. (1994). *Marketing management, analysis, planning, implementation, and control, Philip Kotler*. London: Prentice-Hall International.

Kotler, P., Armstrong, G., Saunders, J., & Wong, V. (2001). Principles of marketing: Third European edition. *Prentice Hall, Harlow. Надійшла До Редакції*, *12*, 13.

Laforet, S. (2008). Size, strategic, and market orientation affects on innovation. *Journal of Business Research*, *61*(7), 753–764.

Langerak, F. (2003). The effect of market orientation on positional advantage and organizational performance. *Journal of Strategic Marketing*, *11*(2), 93–115.

Laukkanen, T., Tuominen, S., Reijonen, H., & Hirvonen, S. (2016). Does market orientation pay off without brand orientation? A study of small business entrepreneurs. *Journal of Marketing Management*, *32*(7–8), 673–694.

Lee, S., Seo, K., & Sharma, A. (2013). Corporate social responsibility and firm performance in the airline industry: The moderating role of oil prices. *Tourism Management*, *38*, 20–30.

Leipnitz, S. (2014). Stakeholder performance measurement in nonprofit organizations: Case study of a donor satisfaction barometer. *Nonprofit Management and Leadership*, *25*(2), 165–181.

Li, J. J., & Zhou, K. Z. (2010). How foreign firms achieve competitive advantage in the Chinese emerging economy: Managerial ties and market orientation. *Journal of Business Research*, *63*(8), 856–862.

Liao, Z. (2018). Market orientation and FIRMS'environmental innovation: The moderating role of environmental attitude. *Business Strategy and the Environment*, *27*(1), 117–127.

Lings, I. (1999). Balancing internal and external market orientations. *Journal of Marketing Management*, *15*(4), 239–263.

Liu, S. (2013). The role of service innovativeness in the relationship between market orientation and innovative performance: moderator or mediator? *The Service Industries Journal*, *33*(1), 51–71.

Lonial, S. C., & Carter, R. E. (2015). The impact of organizational orientations on medium and small firm performance: A resource-based perspective. *Journal of Small Business Management*, *53*(1), 94–113.

Lopez, S. P., Peón, J. M. M., & Ordás, C. J. V. (2005). Organizational learning as a determining factor in business performance. *The Learning Organization*.

Ma, Z. (2009). The status of contemporary business ethics research: Present and future. *Journal of Business Ethics*, *90*(3), 255–265.

Mahmoud, Mahmoud Abdulai. (2016). Sustainable market orientation: a competitive strategic tool in an emerging economy context. *Journal of Strategic Marketing*, *24*(7), 635–654.

Mahmoud, Mahmoud Abdulai, Blankson, C., & Hinson, R. E. (2017). Market orientation and corporate social responsibility: Towards an integrated conceptual framework. *International Journal of Corporate Social Responsibility*, *2*(1), 9.

Mahmoud, Mahmoud Abdulai, Blankson, C., Owusu-Frimpong, N., Nwankwo, S., & Trang, T. P. (2016). Market orientation, learning orientation and business performance. *International Journal of Bank Marketing*.

Mahmoud, Mahmoud Abdulai, Hinson, R. E., & Duut, D. M. (2019). Market orientation and customer satisfaction: the role of service quality and innovation. *International Journal of Business and Emerging Markets*, *11*(2), 144–167.

Mahmoud, Mohammed Abdulai, & Yusif, B. (2012). Market orientation, learning orientation, and the performance of nonprofit organisations (NPOs). *International Journal of Productivity and Performance Management*.

Malhotra, Naresh, & Birks, D. (2007). *Marketing Research: an applied approach: 3rd European Edition*. Pearson education.

Malhotra, Neil. (2008). Completion time and response order effects in web surveys. *Public Opinion Quarterly*, *72*(5), 914–934.

Mallery, D. G. and P. (2010). *SPSS for Windows step by step. A simple study guide and reference*. Pearson Education Inc.

Marcoux, A. M. (2003). A fiduciary argument against stakeholder theory. *Business Ethics Quarterly*, 1–24.

Marjanova, J. T. (2013). *Market orientation, Marketing strategy and Plan–Basic Business Steps for Successful Competitive Positioning of the SMEs on the Market*. Doctoral Dissertation (working paper). Faculty of Economics. University "St ….

Mark Saunders, P. L. & A. T. (2009). *Research Methods for Business Stidents*. Prentice Hall.

Martín-Consuegra, D., & Esteban, Á. (2007). Market orientation and business performance: An empirical investigation in the airline industry. *Journal of Air Transport Management*, *13*(6), 383–386.

Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, *50*(4), 370.

Matsuno, K., Mentzer, J. T., & Rentz, J. O. (2005). A conceptual and empirical comparison of three market orientation scales. *Journal of Business Research*, *58*(1), 1–8.

Micheels, E. T., & Gow, H. R. (2011). The moderating effects of trust and commitment on market orientation, value discipline clarity, and firm performance. *Agribusiness*, *27*(3), 360–378.

Mohd Shariff, M. N., Peou, C., & Ali, J. (2010). Moderating effect of government policy on entrepreneurship and growth performance of small-medium enterprises in Cambodia. *International Journal of Business and Management Science*, *3*(1), 57.

MoKHTAR, San. San. M. (2020). The impact of market orientation on business performance: Evidence from a developing country. *Malaysian Management Journal*, *11*(1–2), 11–26.

Mokoena, B. A. (2018). EXPLORING THE APPLICABILITY OF THE MKTOR SCALE IN PREDICTING UNIVERSITY PERFORMANCE: A FOCUS ON UNIVERSITIES OF TECHNOLOGY IN SOUTH AFRICA. *International Journal of Social Sciences and Humanity Studies*, *10*(1), 1–16.

Moschis, G. P., Lee, E., & Mathur, A. (1997). Targeting the mature market: opportunities and challenges. *Journal of Consumer Marketing*, *14*(4), 282–293.

Murphy, G. B., Trailer, J. W., & Hill, R. C. (1996). Measuring performance in entrepreneurship research. *Journal of Business Research*, *36*(1), 15–23.

Murray, J. Y., Gao, G. Y., & Kotabe, M. (2011). Market orientation and performance of export ventures: the process through marketing capabilities and competitive advantages. *Journal of the Academy of Marketing Science*, *39*(2), 252–269.

Muumob, D. D. (2016). *Market Orientation Practices and Customer Satisfaction in the Ghananian Banking Sector*. University of Ghana.

Myers, M. D., & Avison, D. (2002). *Qualitative research in information systems: a reader*. Sage.

Najib, M. F., Kartini, D., Suryana, Y., & Sari, D. (2017). Market orientation, buyer-supplier relationship and firm performance with dynamic capabilities as an intervening variable: a research model. *International Journal of Business and Globalisation*, *19*(4), 567–582.

Nana Addo Danquah Akuffo-Addo. (2019). *KIA is the best in West Africa.* www.myjoyonline.com › business › kia-is-the-best-in-west-africa

Naqvi, S. M. H., & Khan, M. A. (2013). Employees training and organizational performance: Mediation by employees performance. *Institute of Interdisciplinary Business Research*, *5*(4), 490–503.

Narver, J. C., Jacobson, R., & Slater, S. F. (1993). Market orientation and business performance: An analysis of panel data. *REPORT-MARKETING SCIENCE INSTITUTE CAMBRIDGE MASSACHUSETTS*.

Narver, J. C., Park, S. Y., & Slater, S. F. (1990). Relative emphasis in a market orientation and its effect on business profitability. *AMA Summer Educators Conference Proceedings*, 158–159.

Narver, J. C., & Slater, S. F. (1990). The effect of a market orientation on business profitability. *The Journal of Marketing*, 20–35.

Neneh, B. N. (2016). Market orientation and performance: the contingency role of external environment. *Environmental Economics*, *7*(2), 1–14.

Neneh, B. N. (2018). Customer orientation and SME performance: the role of networking ties. *African Journal of Economic and Management Studies*, *9*(2), 178–196.

Neuman, W. L., & Kreuger, L. (2003). *Social work research methods: Qualitative and quantitative approaches*. Allyn and Bacon.

Nieto, J. L. (2020). *Emphasising the importance of safe and secure aviation industry. International Airport Review.* 1.

Njeru, W. G., & Kibera, F. N. (2014). The perceived effects of the three components of market orientation on the performance of tour firms in Kenya. *European Scientific Journal*, *10*(25).

Nwobia, I. E., & Aljohani, M. S. (2017). The effect of job dissatisfaction and workplace bullying on turnover intention: Organization climate and group cohesion as moderators. *International Journal of Marketing Studies*, *9*(3), 136–143.

Ogbonna, B. U., & Ogwo, O. E. (2013). Market orientation and corporate performance of insurance firms in Nigeria. *International Journal of Marketing Studies*, *5*(3), 104.

Ogunsiji, A. S., & Akanbi, P. A. (2013). Strategic impact of knowledge management and organizational learning on the perceived performance of selected banks in Oyo State of Nigeria. *Journal of Economics and Sustainable Development*, *4*(12), 45–53.

Okoroafo, S., & Russow, L. C. (1993). Impact of marketing strategy on performance: Empirical evidence from a liberalized developing country. *International Marketing Review*, *10*(1).

Olson, E. M., Slater, S. F., & Hult, G. T. M. (2005). The performance implications of fit among business strategy, marketing organization structure, and strategic behavior. *Journal of Marketing*, *69*(3), 49–65.

Olusola, O. (2011). INTINSIC MOTIVATION, JOB SATISFACTION AND SELF-EFFICACY AS PREDICTORS OF JOB PERFORMANCE OF INDUSTRIAL WORKERS IN IJEBU ZONE OF OGUN STATE. *Journal of International Social Research*, *4*(17).

Ozkaya, H. E., Droge, C., Hult, G. T. M., Calantone, R., & Ozkaya, E. (2015). Market orientation, knowledge competence, and innovation. *International Journal of Research in Marketing*, *32*(3), 309–318.

Page, S. (2005). *Transport and tourism: Global perspectives*. Pearson education.

Pallant, J. (2011). SPSS survival manual 4th edition. *Everbest Printing*.

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing*, *49*(4), 41–50.

Park, J., & Jeong, E. (2019). Service quality in tourism: A systematic literature review and keyword network analysis. *Sustainability*, *11*(13), 3665.

Patton, M. Q. (2002). Two decades of developments in qualitative inquiry: A personal, experiential perspective. *Qualitative Social Work*, *1*(3), 261–283.

Payne, E. C. (2004). *A descriptive survey of the perceived use of instructional technology at a two-year college*. University of Houston.

Pelham, A. M. (1997). Market orientation and performance: the moderating effects of product and customer differentiation. *Journal of Business & Industrial Marketing*, *12*(5), 276–296.

Pelham, A. M. (1999). Influence of environment, strategy, and market orientation on performance in small manufacturing firms. *Journal of Business Research*, *45*(1), 33–46.

Peng, C., & George, R. T. (2011). The effect of inter-functional coordination on organizational commitment in the hotel industry (Scholarworks). *Available from Umass. Edu.*

Perry, M. L., & Shao, A. T. (2002). Market orientation and incumbent performance in dynamic market. *European Journal of Marketing*, *36*(9/10), 1140–1153.

Petersen, J. A., McAlister, L., Reibstein, D. J., Winer, R. S., Kumar, V., & Atkinson, G. (2009). Choosing the right metrics to maximize profitability and shareholder value. *Journal of Retailing*, *85*(1), 95–111.

Piercy, N. F., Harris, L. C., & Lane, N. (2002). Market orientation and retail operatives' expectations. *Journal of Business Research*, *55*(4), 261–273.

Pongwiritthon, R., & Awirothananon, T. (2014). Customer orientation and firm performance among Thai SMEs. *International Journal of Advanced Biomedical Engineering Research*, *12*(3), 867–883.

Porter, M. (1980). E.(1980). *Competitive Strategy*, 61–78.

Prentice, C., & Kadan, M. (2019). The role of airport service quality in airport and destination choice. *Journal of Retailing and Consumer Services*, *47*, 40–48.

Presenza, A., Abbate, T., Meleddu, M., & Cesaroni, F. (2017). Small-and medium-scale Italian winemaking companies facing the open innovation challenge. *International Small Business Journal*, *35*(3), 327–348.

Protcko, E., & Dornberger, U. (2014). The impact of market orientation on business performance–the case of Tatarstan knowledge-intensive companies (Russia). *Problems and Perspectives in Management*, *12*(4), 225–231.

Punch, K. F. (2013). *Introduction to social research: Quantitative and qualitative approaches*. sage.

Rafiq, M., & Ahmed, P. K. (2000). Advances in the internal marketing concept: definition, synthesis and extension. *Journal of Services Marketing*, *14*(6), 449–462.

Ramanathan, U., Gunasekaran, A., & Subramanian, N. (2011). Supply chain collaboration performance metrics: a conceptual framework. *Benchmarking: An International Journal*, *18*(6), 856–872.

Rehman, A. A., & Alharthi, K. (2016). An introduction to research paradigms. *International Journal of Educational Investigations*, *3*(8), 51–59.

Renko, M., Carsrud, A., & Brännback, M. (2009). The effect of a market orientation, entrepreneurial orientation, and technological capability on innovativeness: A study of young biotechnology ventures in the United States and in Scandinavia. *Journal of Small Business Management*, *47*(3), 331–369.

Richards, K. (2003). *Qualitative inquiry in TESOL*. Springer.

Ringle, C. M., Sarstedt, M., & Zimmermann, L. (2011). Customer satisfaction with commercial airlines: The role of perceived safety and purpose of travel. *Journal of Marketing Theory and Practice*, *19*(4), 459–472.

Robert, K., & David, N. (1992). BSC: measures that drives performance. *Harvard Business Review*.

Robson, C. (2002). *Real world research: A resource for social scientists and practitioner-researchers* (Vol. 2). Blackwell Oxford.

Rodrigue, T. N. and J.-P. (2007). Re-Assessing port-hinterland relationships in the context of global commodity chains. In *Inserting Port-Cities in Global Supply Chains*.

Ruekert, R. W. (1992). Developing a market orientation: an organizational strategy perspective. *International Journal of Research in Marketing*, *9*(3), 225–245.

Sandler, T. (2014). The analytical study of terrorism: Taking stock. *Journal of Peace Research*, *51*(2), 257–271.

Sandri, S. & Williamson, C. (1989). Management and industrial relations strategies of multinational corporations in developing countries. *Journal of Business Research*, *18*(3 (5)), 179–193.

Santos, J. B., & Brito, L. A. L. (2012). Toward a subjective measurement model for firm performance. *BAR-Brazilian Administration Review*, *9*(SPE), 95–117.

Sarfo, O. Y. (2018). *The Influence of Personality Traits and Organisational Culture on Proactive Behaviour among Aviation Security Personnel at the Kotoka International Airport, Accra, Ghana*. University of Ghana.

Schillewaert, N., & Meulemeester, P. (2005). Comparing response distributions of offline and online. *International Journal of Market Research*, *47*(2), 163–178.

Schoonenboom, J., & Johnson, R. B. (2017). How to construct a mixed methods research design. *KZfSS Kölner Zeitschrift Für Soziologie Und Sozialpsychologie*, *69*(2), 107–131.

Scott, D., & Usher, R. (2000). Qualitative research design, case study and theory-building’. *Researching Education: Data, Methods and Theory in Educational Enquiry*, 84–98.

Seilov, G. A. (2015). Does the adoption of customer and competitor orientations make small hospitality businesses more entrepreneurial? Evidence from Kazakhstan. *International Journal of Contemporary Hospitality Management*, *27*(1), 71–86.

Selvam, M., Gayathri, J., Vasanth, V., Lingaraja, K., & Marxiaoli, S. (2016). Determinants of firm performance: A Subjective Model. *Int’l J. Soc. Sci. Stud.*, *4*, 90.

Sen, B. (2006). Defining market orientation for libraries. *Library Management*, *27*(4/5), 201–217.

Seriwatana, P. (2018). Effect Of Passenger Perception Of In-Flight Safety And Security Procedures On Their Satisfaction: The Moderating Role Of Safety Knowledge. *ABAC Journal*, *38*(1).

Service, G. S. (2014). *2010 population and housing census report*. Ghana Statistical Service.

Sethuraman, R., Kerin, R. A., & Cron, W. L. (2005). A field study comparing online and offline data collection methods for identifying product attribute preferences using conjoint analysis.

Journal of Business Research, *58*(5), 602–610.

SHAMSUDEEN, S. M. (2016). *Market Orientation and Organizational Performance in the Private Health Sector of Ghana*. University of Ghana.

Shin, S. (2012). Decomposed approach of market orientation and marketing mix capability: Research on their relationships with firm performance in the Korean context. *International Business Research*, *5*(1), 22.

Shosh Shahrabani, S. T. R. (2019). Willingness to pay for airline security. *International Journal of Culture, Tourism and Hospitality Research*.

Siguaw, J. A., Brown, G., & Widing, R. E. (1994). The influence of the market orientation of the firm on sales force behavior and attitudes. *Journal of Marketing Research*, *31*(1), 106–116.

SIMON, A. (2013a). *Customer retention strategies in the airline industry in Ghana*. University of Ghana.

SIMON, A. (2013b). *Customer retention strategies in the airline industry in Ghana (MPhil Dissertation, University of Ghana Business School)*.

Singh, S., & Ranchhod, A. (2004). Market orientation and customer satisfaction: Evidence from British machine tool industry. *Industrial Marketing Management*, *33*(2), 135–144.

Sirota, D., & Klein, D. (2013). *The enthusiastic employee: How companies profit by giving workers what they want*. FT Press.

Slater, S. F., & Narver, J. C. (1994). Does competitive environment moderate the market orientation-performance relationship? *Journal of Marketing*, *58*(1), 46–55.

Slater, S. F., & Narver, J. C. (1995). Market orientation and the learning organization. *Journal of Marketing*, *59*(3), 63–74.

Slater, S. F., Olson, E. M., & Hult, G. T. M. (2006). The moderating influence of strategic orientation on the strategy formation capability–performance relationship. *Strategic Management Journal*, *27*(12), 1221–1231.

Smirnova, M. M., Rebiazina, V. A., & Frösén, J. (2018). Customer orientation as a multidimensional construct: Evidence from the Russian markets. *Journal of Business Research*, *86*, 457–467.

Song, J., Wang, R., & Cavusgil, S. T. (2015). State ownership and market orientation in China's public firms: An agency theory perspective. *International Business Review*, *24*(4), 690–699.

Street, M. (1994). Training people to deliver service excellence in British Airways. *Managing Service Quality: An International Journal*, *4*(4), 13–16.

Tay, J. Y. W., & Tay, L. (2007). Market orientation and the property development business in Singapore. *International Journal of Strategic Property Management*, *11*(1), 1–16.

Tian-Cole, S., Crompton, J. L., & Willson, V. L. (2002). An empirical investigation of the relationships between service quality, satisfaction and behavioral intentions among visitors to a wildlife refuge. *Journal of Leisure Research*, *34*(1), 1–24.

Tiernan, S., Rhoades, D. L., & Waguespack, B. (2008). Airline service quality. *Managing Service Quality: An International Journal*.

Tomášková, E., Kaňovská, L., & Bednář, J. (2018). Synergy of interfunctional cooperation and services in companies producing electrical equipment and electronic components in the Czech Republic: pilot study. *Oeconomia Copernicana*, *9*(3), 441–459.

Ton, Z. (2014). *The good jobs strategy: How the smartest companies invest in employees to lower costs and boost profits*. Houghton Mifflin Harcourt.

Trkman, P., & McCormack, K. (2009). Supply chain risk in turbulent environments—A conceptual model for managing supply chain network risk. *International Journal of Production Economics*, *119*(2), 247–258.

Trochim, W., & Donnelly, J. P. (2006). The research methods knowledge. *Retrieved on November*, *17*, 2019.

Tsaur, S.-H., Chang, T.-Y., & Yen, C.-H. (2002). The evaluation of airline service quality by fuzzy MCDM. *Tourism Management*, *23*(2), 107–115.

Tsiotsou, R. H., & Vlachopoulou, M. (2011). Understanding the effects of market orientation and e-marketing on service performance. *Marketing Intelligence & Planning*, *29*(2), 141–155.

Turner, B. (2010). International Air Transport Association (IATA). In *The Statesman's Yearbook* (pp. 45–46). Springer.

Unity Air. (2019). *No Title*. *Retrieved on November*, *17*, 2019.

Vellas, F. (2016). *The international marketing of travel and tourism: A strategic approach*. Macmillan International Higher Education.

Venkatraman, N., & Ramanujam, V. (1986). Measurement of business performance in strategy research: A comparison of approaches. *Academy of Management Review*, *11*(4), 801–814.

Viscusi, W. K. (1985). A Bayesian perspective on biases in risk perception. In *Economics Letters* (Vol. 17, Issues 1–2).

Voss, G. B., & Voss, Z. G. (2000). Strategic orientation and firm performance in an artistic environment. *Journal of Marketing*, *64*(1), 67–83.

Vroom, V. H. (1964). *Work and motivation*. *Retrieved on November*, *17*, 2019.

w Creswell, J. (2009). *Research design: Qualitative, quantitative, and mixed methods approaches*. SAGE Publications, Incorporated.

Wei, Y. S., & Atuahene-Gima, K. (2009). The moderating role of reward systems in the relationship between market orientation and new product performance in China. *International Journal of Research in Marketing*, *26*(2), 89–96.

Wellens, L., & Jegers, M. (2014). Effective governance in nonprofit organizations: A literature based multiple stakeholder approach. *European Management Journal*, *32*(2), 223–243.

William, J. (2006). Internet–Based Data collection: Promises and Realities. *Journals of Research Practice*, *2*.

William Trochim, J. D. (2006). *The research methods knowledge*.

Wood, V. R., Bhuian, S., & Kiecker, P. (2000). Market orientation and organizational performance in not-for-profit hospitals. *Journal of Business Research*, *48*(3), 213–226.

Yavas, U., & Babakus, E. (2010). Relationships between organizational support, customer orientation, and work outcomes: A study of frontline bank employees. *International Journal of Bank Marketing*, *28*(3), 222–238.

Yi, R. P. B. & Y. (1988). On the Evaluation of Structural Equation Models. *Journal of the Academy of Marketing Science*, *16*(1), 74–94.

Zammuto, R. F. (1984). A comparison of multiple constituency models of organizational effectiveness. *Academy of Management Review*, *9*(4), 606–616.

Zhou, K. Z., Brown, J. R., & Dev, C. S. (2009). Market orientation, competitive advantage, and performance: A demand-based perspective. *Journal of Business Research*, *62*(11), 1063–1070.

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2003). Research methods. *Health Economics Research Method*, *2*.

APPENDEX 1

QUESTIONNAIRE

UNIVERSITY OF GHANA BUSINESS SCHOOL

DEPARTMENT OF MARKETING AND ENTREPRENEURSHIP

Dear Respondent (Employee),

I am a second year MPhil student with the Department of Marketing and Entrepreneurship at the University of Ghana Business School currently conducting a study on the topic **"Effect of Market Orientation on Firm Performance: The Case of Airlines Operating in Ghana"**. The outcome of this study would be used for only academic purposes, specifically in partial fulfillment for the award of MPhil degree in Marketing. Be rest assured that the information collected through this medium shall be treated as confidential and solely for the purpose for which it has been collected.

Please tick the most appropriate option.

1. Please indicate your gender. Male [ ] Female [ ]

2. Please indicate your age. 18-25 [ ] 26- 35 [ ] 36-45 [ ] 46-55 [ ] more than 56 [ ]

3. Highest academic qualification. JHS [ ] SHS [ ] Certificate [ ] Diploma [ ] HND [ ] Degree [ ] Post-graduate /Masters [ ] Doctorate [ ]

4. Department. Customer service [ ] Operations [ ] Finance [ ] others please indicate …………

5. No. of years working. 1-5 [ ] 6-10 [ ] 11-15 [ ] 16 and above [ ]

6. No. of fleets 1-15 [ ] 16-30 36-45 [ ] 46 and above [ ]

7. No. of staff 1-15 [ ] 16-30 36-45 [ ] 46 and above [ ]

8. No. of years airline operating 1-5 [ ] 6-10 [ ] 11-15 [ ] 16 and above [ ]

9. No of customers served in a day 10- 30 [ ] 31- 60 [ ] 61 and above [ ]

10. No. of departments in the firm 1 [ ] 2 [ ] 3 [ ] 4 and above [ ]

Please choose your level of agreement or disagreement with the following statements.

Key: Strongly Agree = SA Agree = A Neutral = N Disagree = D Strongly Disagree = SD

NO	Customer Orientation	SA	A	N	D	SD
1.	We show commitment to customers					
2.	We create service that offer value to the customers					
3.	Customers' needs are well understood					
4.	Customers' satisfaction is our major objective					
5.	Customers' satisfaction is measured regularly					
6.	We provide follow-up services					
	Competitor Orientation	**SA**	**A**	**N**	**D**	**SD**
1.	Top managers discuss competitor strategy					
2.	People in charge of various services discuss competitor information					
3.	People in charge of various service units respond rapidly to competitor action					
4.	Top managers target opportunities for competitor action					
	Interfunctional Coordination	**SA**	**A**	**N**	**D**	**SD**
1.	Top managers repeatedly create the awareness of employees that the firm's existence depends on effective and efficient departmental co-ordination					
2.	The firm's organisational structure helps in the dissemination of information to target audience					
3.	Inter-functional coordination by departments in the firm improves customer satisfaction					
4.	By the firm's policy customer satisfaction is the top most priority					
5.	The firm demonstrate employee personal involvement in order to make sure customers are satisfied					
6.	Employees are genuinely concerned about the need to measure and improve customer					

	satisfaction					
7.	All business functions in the firm are integrated to provide quality service to customers					
Employee Satisfaction		**AS**	**A**	**N**	**D**	**SD**
1.	I am involved in decision making that affects my work					
2.	My work is always recognized					
3.	I have opportunities to recommend new ideas and solutions					
4.	I have all the resources I need to do my job successfully					
5.	Considering everything, I am satisfied with my job					
Service Quality		**AS**	**A**	**N**	**D**	**SD**
1.	Office equipment is always functioning and we are able to deliver the promised service					
2.	Staff are prompt and always willing to help customers					
3.	Staff are knowledgeable and skilled to perform the service and customers feel safe and secure on board our flights					
4.	Customer interest is taken at heart and attention is given to their specific needs by staff					
5.	The interior of our aircrafts looks good with clean and comfortable seats					

How would you rate {rank} the effect of the following market orientation components on firm performance?

Components of MO	**Excellent**	**Very good**	**Good**	**Average**	**Poor**	**Very poor**
Customer focus						
Competitor focus						
Inter-functional coordination						

Please choose your level of agreement or disagreement with the following statements.

Key: Strongly Agree = SA Agree = A Neutral = N Disagree = D Strongly Disagree = SD

Safety and Security Measure		**SA**	**A**	**N**	**D**	**SD**
1.	Airline safety and security measures are nuisance to customers					

2.	Knowledge of airline safety and security measures influence customers choice of airline					
3.	Safety and security measures eases customers concerns about safety and security during air travel					
4.	Safety and security measures are necessary because any unexpected situations can happen during air travel					
5.	Safety and security measures help people to prepare for any unexpected situations during air travel					
6.	safety and security measures must not be compromised					
7.	Customers will not fly with an airline that compromises safety and security not withstanding their market orientation strategies					