UNIVERSITY OF GHANA

MARKET ORIENTATION, NEW PRODUCT DEVELOPMENT, AND ORGANIZATIONAL PERFORMANCE: INSIGHT FROM THE FASHION INDUSTRY IN GHANA.

BY

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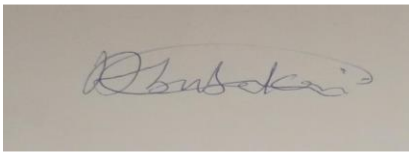
THIS THESIS IS SUBMITTED TO THE UNIVERSITY OF GHANA, LEGON IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF PHILOSOPHY (MPHIL) DEGREE IN MARKETING.

AUGUST 2022

DECLARATION

I certify that this thesis, is entirely my own work and has never been presented by anyone for an academic award in this or any other university. All references used in the work have been fully acknowledged.



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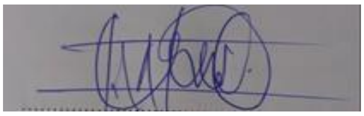
CERTIFICATION

We hereby certify that this thesis was supervised in accordance with laid down procedure by the University of Ghana, Legon.



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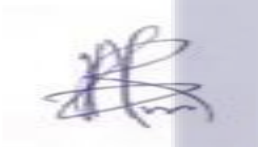

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DEDICATION

I dedicate this work to the almighty God for his abundant blessings, favour, grace, and good health given me throughout my academic journey. I also dedicate the work to my good mother, Christiana Ansah for her sacrifices in support of my academic journey, may God richly bless her for me.

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ABSTRACT

The purpose of this research is to examine the relationship between market orientation and performance in the fashion industry and further examine whether new product development has a mediation effect on the relationship between market orientation and firm performance. The research employed an explanatory research design to explain the cause and effective relationship among market orientation and firm performance. Self-administered questionnaires were employed in collecting the data. The target population for the study was footwear producers in Asafo, which is within Kumasi metropolis. After three-month period of data collection, two hundred questionnaires were valid for statistical analysis. The partial Least Square (PLS) method was used to test the hypothesis. The study revealed that market orientation variables of customer orientation, competitor orientation and inter-functional orientation impacted positively on performance. Competitor orientation and inter-functional impacted positively on new product development. Customer orientation as market orientation variable however impacted negatively on new product development and new product development impacted positively on firm performance. New product development fully mediates between competitor orientation as well as inter-functional orientation and firm performance. New product development has no mediation between customer orientation and firm performance. The study recommended that, the fashion industry should embark on market orientation practices and new product development activities to maximize performance.

TABLE OF CONTENT

LIST OF FIGURES

LIST OF TABLES

LIST OF ABREVIATIONS

AVE	Average Variance Extracted
CA	Cronbach Alpha
CR	Composite Reliability
DC	Dynamic Capability
E.G.	Example
FP	Firm performance
H	Hypothesis
HTMT	Heterotrait-Monotrait
IDSA	Industrial Designers Society of America
KMA	Kumasi Metropolitan Assembly
MO	Market Orientation
NPD	New product development
OA	Organisational Assessment
PDA	Preliminary Data Analysis
PLS	Partial Least Square
RBV	Resource Base View
R&D	Research and Development
SBUs	Strategic Business Units

SMEs	Small and medium Enterprises
SEM	Structural Equation Modelling
SPSS	Statistical Package For Social Sciences
US	United States
VIF	Variance Inflation Factor

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Chapter one of this thesis is an introductory to the research and consists of the study background, research problem which forms the basis for the research to be conducted. The objectives of the research are also stated, followed by the questions for the research, the significance of the research, the study scope, and lastly the composition of the study.

1.1 Study Background

Marketing has recently grown in significance in all public aspects, including economic, social, cultural, political, legal, technological, and competitive elements, as well as many private ones and it is the primary engine of dynamic development, either directly or indirectly (Bellei, Cabalin, & Orellana 2018). The emergence of technological advancement coupled with information overload, regional and local reforms has made the marketing process more complicated (Mahmoud, et al., 2016; Bamfo & Kraa, 2019). Similarly, the changing attitudes of people and organisations have further augmented the complexities.

It is nearly a truism that the needs and wants of the consumer are the critical issues today in creating new products and services and developing the accompanying plans to merchandise them at a profit. The need to understand and anticipate future customers is bound to become even more essential than in the past, because the end users of almost all company's products are shifting in makeup, location, and number at an ever-increasing rate and this also contribute to the complexity of the market. Accordingly, Jaworski and Kohli (1993) asserted that market orientation is the degree to which organisations are inclined to carry out marketing concepts. Through market orientation, the complexities associated with today's business environment can be minimized.

Homburg and Pflesser, (2000) and Gheysari et al., (2012) explained market orientation from the behavioural and cultural perspective in their submissions on the theory of market orientation. In terms of the behavioural approach, market orientation is defined as the assemblage of activities in areas such as broad market intelligence generation, information dissemination across functional areas, and the organisations' broad response to intelligence acquired (Narver & Slater, 1990; Kohli & Jaworski, 1990; Yaprak et al., 2015). Organisations are being encouraged to know their customers' needs and demands, as well as to critically analyze external factors that influence customers' demands and preferences by way of coordinating and reacting appropriately to the demands of customers based on the information gathered. Bamfo and Kraa (2019) in explaining the cultural aspect of market orientation opined that the firm is considered as the appropriate medium for creating the relevant behavior that generates superior customer value and performance. Additionally, Bamfo and Kraa (2019) indicated that competitor's orientation, customers' orientation, and inter-functional orientation emanates from the cultural perspective of market orientation, and these are strategic ways of recognizing and meeting clients' needs and wants better than competitors.

When it comes to delighting customers through the production of value, the marketing concept is important. The marketing concept is based on gaining awareness of consumers' needs and providing consumers with more value than competitors (Kotler, et al., 2019). It is worth noting that companies who attempted to implement the marketing concept successfully and efficiently are more likely to outperform their industry competitors (Jaworski & Kohli, 1993; Narver &

Slater, 1990). Apart from the obvious benefits to organisations that are market-oriented, the fashion industry's owners and executives are opposed to the concept (Blankson & Stokes, 2002). Many studies in the field of market orientation have shown the feasibility and opportunities that companies may obtain by using it in the manufacturing, export, and pharmaceutical industries (Hinson, Ofori, Kastner, & Mohammed, 2007; Kuada & Buatsi, 2005; Mahmoud, 2011). If the fashion sector (footwear manufacturing), particularly in developing nations like Ghana, wants to remain competitive and attain organisational performance, it must embrace the market orientation and its application in their respective businesses. The marketplaces difficult circumstances on marketers and producers, and bargaining power now favours market forces, forcing production and marketing elements to work harder to enhance marketing performance to meet individual wants and desires and satisfy customers (Tilekar, 2020; Mizoram, 2018). In satisfying customers, organizations are striving hard to survive in today’s competitive environment and one of their means is the introduction of new product that appeal to customers and shift their demand from competing products.

New product development is often critical to a company's long-term viability and capacity to retain or improve its market position. New product development in business, according to Hsu, and Fang, (2009) and Liu, and Atuahene-Gima, (2018), has an important influence on how effectively a firm competes in a competitive business environment. Introducing new products into an organization's operations in some form or another may be considered a type of innovation aimed at improving performance (Najafi-Tavani, Naudé, Oghazi, & Zeynaloo, 2018; Nakata, & Im, 2010). When a company successfully and efficiently develops new products, it benefits the company much in terms of profit, business growth, market share, and rise in receivables, among other benefits (Agarwal et al., 2003; Lee & Tsai, 2005; Calantone, Cavusgil, & Zhao, 2002; Keskin, 2006). Most companies start developing new products in response to external pressures such as increased consumer needs, competition from competitors, industry deregulation, resource scarcity, or a desire to enhance customer service. Whatever drives firms to produce new products, the goal is to ensure adaptive behaviour, which will improve long-term performance or better serve existing and prospective consumers (Damanpour, Walker, & Avellaneda, 2009). Some of the studies conducted in Ghanaian context have focused on the fashion industry's (footwear production) survival because of the significant role it plays in terms of job development, poverty reduction, income generation, and serving as an engine of development for many countries. The fashion industry (footwear production) should be strategically positioned in terms of a new strategic direction to remain competitive and financially strong in the next years. Kayanula and Quartey, (2000) and Niinimäki, Peters, Dahlbo, Perry, Rissanen, & Gwilt, (2020) have discovered that key policymakers are concerned about how the fashion sector might help low-income nations speed development.

The fashion industry is regarded as one of the engines for the realisation and long-term sustainability of the Ghanaian economy, as shown by the many efforts made to encourage its growth (Danso, 2018; Akuoko, 2008). Eventually, the fashion industry will benefit from adopting and executing good market orientation methods. Even though the fashion industry, particularly footwear production, which is classified as SMEs in Ghana, does not fully engage in traditional marketing activities when compared to large corporate entities, the fundamental principles of being market-oriented are required for the attainment of improved performance (Blankson & Stokes, 2002; Blankson & Ming-Sung Cheng, 2005; Verhees & Meulenberg, 2004). As a result, it is critical for the fashion industry in Ghana, particularly in Kumasi, to be market-oriented by incorporating market orientation techniques into their operations. Market orientation will assist the fashion industry in gaining consumer insight, gaining some degree of competition knowledge, and using some inter-functional coordination to enhance their level of performance.

1.2 Research problem

In the existing literature, it has been shown that market orientation is a foundational principle in the field of marketing (Crick, 2021; Kotler 2000; Gebhardt et al. 2006). Several scholars through their research activities have looked at the relationship between the concept of market orientation and firm performance (Narver & Slater 1990; Slater & Narver 1994; Ngo, 2021; Oluwatoyin et al. 2018; Subramanian Gopalakrishna 2001; Murray 2010; Jaworski & Kohli 1993; Pelham 2000). These scholars (Ngo, 2021; Oluwatoyin et al (Buratti, Profumo, & Persico, 2021; Kurniawan, Budiastuti, Hamsal, & Kosasih, 2020; Kirca et al., 2005) have empirical supports the assertion that market orientation enhances organizational performance.

In Ghana, scholarly researchers have looked at the relationship between market orientation and organizational performance in diverse sectors. For example, Mahmoud (2011) focused on SMEs, Hinson et al. (2008) focused on the banking industry. Similarly, Akomea and Yeboah (2011) looked at the pharmaceutical industry. Likewise, Kuada and Buatsi (2005), Akomea (2001), Asomaning and Abdulai (2015), and Appiah-Adu (1998) all examined firms across multiple sectors.

Many studies have also proposed that organizational performance necessary does not depend on market orientation (e.g., Agarwal et al., 2003; Han et al., 1998), but through a variety of mechanisms, market orientation may enhance organizational performance (for example, Ledwith & O'Dwyer, 2009; Blankson & Omar, 2002; Verhees & Meulen-berg, 2004; Blankson, Motwanti, & Levenburg, 2006). Accordingly, one of the mechanisms that has been widely used to examine the relationship between market orientation and firm performance is innovation (Low, Chapman & Sloan, 2007). Notwithstanding, innovation has several dimensions that can affect market orientation and firm performance relationship.

Iddris (2016) postulated that, there are 233 dimensions of innovation and one of such dimensions is new product development (Grupp & Maital, 2001). New product development can be linked with a firm's market orientation to enhance superior performance (Langerak, Hultink & Henry, 2007; slater and Narver 1994). Although in extant literature, Market orientation promotes the development of new products through identification of customer needs and wants, having knowledge about competitors' strategies and integration this information into the inter-functions' of the firm which may lead to improved organizational performance (Langerak, Hultink & Robben, 2004; Appiah-Adu & Singh, 1998). Empirically, studies that attempt to join market orientation and new product development effects on organisational performance in the fashion industry is limited. Therefore, this study suggests and examine the effect of market orientation and new product development on organizational performance within the footwear production in Ghana.

Additionally, most of the research studies regarding market orientation, particularly in Ghana, have not considered new product development and market orientation in the footwear production within the fashion industry. The fashion industry is highly sophisticated, $2.5 trillion global industry and in the United States alone, consumers spent nearly $380 billion on apparel and footwear in 2017 (Bureau of Labor Statistics, 2018). The industry contributes to reducing unemployment rate as well as contributing to the GDP of an economy.

Due to globalisation and trade liberalization, there is intense competition within the fashion industry and players within the industry are finding mechanisms to serve their customers in other to gain competitive advantage (Anim, Agbemabiese, Acheampong, Adams, & Boakye, 2018). Market orientation can be a significant mechanism to the fashion industry (footwear production). Mahmoud et al., (2010) postulated that for organisations to survive in the competitive business environment whiles consumers taste, and preferences keeps changing, they should channel their activities on the market.

Currently, there is limited studies in the application of market orientation and new product development in enhancing the performance of locally produced footwears in Ghana, this study therefore fields that gap.

1.3 The study objectives

The main study objective is to examine the relationship between market orientation, new product development and firm performance in the fashion industry.

In furtherance to the main objective, the following specific objectives were considered:

1. To examine the relationship between market orientation and firm performance in the fashion industry.
2. To examine the relationship between new product development and market orientation in the fashion industry
3. To determine the mediating effect of new product development on market orientation and firm performance in the fashion industry.

1.4 Research question

1. What relationship exists between market orientation and firm performance in the fashion industry?
2. What relationship exists between market orientation and new product development in the fashion industry?
3. Does new product development mediate the relationship between market orientation and firm performance in the fashion industry?

1.5 Scope of the Study

The research was undertaken in the Ashanti region of Ghana, precisely Kumasi metropolis. The study focused on the footwear production in Kumasi metropolis as a sector in the fashion industry. The study also used the MAKTOR market orientation model by Naver and Slater, (1990) to measure the construct. New product development was measured from the process perspective, using predevelopment stage, development stage and commercialization.

1.6 Significance of the study

The significance of this study comes in two folds. Firstly, the study has implications for firms in the fashion industry, particularly, those in footwear production. Secondly, the study adds up to the literature on marketing.

This study will assist the fashion industry's management team in continuously scanning the business environment for emerging trends that the company could capitalise on, either by adapting existing products to meet the needs of new target markets or by designing new products for emerging customer demands. Furthermore, market orientation will aid early-stage companies in actively chasing opportunities, providing them with a competitive advantage. The research will also aid companies in continuously listening to the market to see what customers want, staying tuned into target markets, and attempting to bring new products or services to meet customer needs, allowing companies to gain greater market share with less marketing effort eventually.

This research may lead to further research, and it could inspire other academicians to look at market orientation and new product development in varying sectors of the economy. Thus, the contribution to the literature of marketing and strategic management. This study will also serve as a point of reference for further studies in the footwear manufacturing industry

1.7 Composition of the study

This study has been segmented into chapters. The first chapter presents the introduction of the study by highlighting the study's background, the problem statement, the research objectives, the significance of the study and the chapter disposition. Chapter two reviews related literature on the study such as the concept of market orientation, new product development, firm performance, conceptual framework, and hypothesis development as well as underpinning theory. Chapter three have details of the context of the study; specifically, the nature of the fashion industry, the nature of the footwear sector, the footwear market in Ghana, the perception of locally produced footwears in Ghana. The technique used in the study is discussed in Chapter four, which includes philosophical assumptions, paradigms, and research design. This chapter will also go over research sampling techniques in detail, including purposive sampling, sample size, data collection instruments, data processing procedures, and ethical considerations. The data analysis, findings, and discussions of the data collected are covered in Chapter Five, and the summary of the research findings, conclusions, and related recommendations are covered in Chapter six.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Chapter two reviewed scholarly studies on market orientation, new product development and its impact on firm performance depending on themes developed from objectives. The literature explored the meaning of Market orientation, models of market orientation, new product development as well as firm performance.

2.1 Theories underpinning the study

It was discovered by O'Cass et al. (2004) that management perceptions of the setting within which their organisations operate can influence the company's strategic adaptation and marketing tactics, resulting in improved firm performance. Kale et al. (2019) and O'Cass et al. (2004) found that managers' perceptions of the environment in which their organizations operate can influence the company's strategic adaptation and marketing tactics, resulting in improved firm performance. Organizational performance and market orientation are two ideas that support each other. The resource-based view by Wernerfelt (1984) and the dynamic capabilities of Teece et al., (1997) viewpoints are two theories that support each other. The Resource-Based View and the Dynamic Capabilities Approaches are concerned with internal organizational elements that have an impact on an organization's overall success. In this study, the resource-based view and its extension, the dynamic capability view, serve as the theoretical foundation. These views provide a more thorough explanation of market orientation, new product creation, and their impact on organizational performance.

2.1.1 Resource Base View theory (Wernerfelt, 1984).

According to the Resource-Based View theory by Wernerfelt, (1984), the firm's resource profile drives performance, whereas the source of better performance is inherent in the ownership and use of distinctive resources that are difficult to duplicate (Wernerfelt, 1984). With regards to the Resource-based view, companies may gain a long-term competitive edge if they have certain essential resources and successfully deploy them in their target markets (Barney, 1991). According to Clauss, Kraus, Kallinger, Bican, Brem, & Kailer, (2020) and O'cass et al., (2004), a firm's unique features may provide difficult-to-copy core resources that influence performance variance across competitors. The resource-based view goes on to say that the basic origins and drivers of a firm's competitive advantage and better performance are primarily linked with uncommon, valuable, difficult to duplicate, and non-substitutable resources and skills.

The company’s resource-based view argues that business performance is determined through resources and capabilities available to the organisation (Donnellan, & Rutledge, 2019; Baker and Sinkula, 2005). The main Resource-based view determinants, according to Grant (1991), are durability, transparency, transferability, and reliability. The firm’s key resources are Complementarity, scarcity, inimitableness, restricted substitutability, durability, and overlap with critical industry characteristics (Amit & Schoemaker, 1993). Intangible assets such as knowledge management, market orientation, and organisational learning enable companies to acquire skills that improve competitive advantage and market performance to (Day, 1994). The degrees of inimitability, durability, appropriate ability, substitutability, and competitive supremacy may be used to assess the worth of a resource (Collis & Montgomery, 1995). As defined by Morgan et al. (2004), the resource-based view of the firm includes internal resources like physical, financial, and experiential resources as well as human capital resources like management practice, judgment, intellect, training, and connections. Individual manager insight is also included in the resource-based view. These resources may create a competitive advantage, which will result in increased corporate performance.

Similarly, O'Cass and Weerawardena (2010) claim that the competitive advantage that a company enjoys is partly determined by its strategic resources. Accordingly, the resourcebased theory has been criticized for failing to explain how resources are produced and used to gain a competitive advantage, according to Priem and Butler (2001). It has also been chastised for failing to account for the impact of evolving market conditions (Lengnick-Hall & Wolff, 1999). Several recent developments in theory collectively referred to as "dynamic capabilities" theory have been made to address the limitations of conventional resource-based theory (Zott, 2003; Newbert, 2007).

2.1.2 Dynamic Capability theory

The dynamic capability view, which evolved from the resource-based approach, deals with an organisation's ability to build, integrate, and reconfigure external and internal competences to respond to the demands of the dynamic business environment. The theory was created from the resource-based view, according to Teece, Pisano and Shuen (1997). While a clear and full description of dynamic capacities theory has yet to be reached, there has been some progress (Schilke, Hu, & Helfat, 2018; Teece et al., 1997; Eisenhardt & Martin, 2000). In the words of Day (1994), capabilities are: Day (1994) defines capabilities as "complex bundles of skills and collective learning performed through organisational procedures that guarantee superior coordination of functional tasks and are firmly entrenched into the fabric of the organisation." As a result, companies who are better prepared to react to market demands and foresee changing circumstances will have a competitive edge and outperform their competitors in the long term. Dynamic capabilities are a group of resources that include technology, skills, and knowledge-based resources (Hou, 2008). Helfat and Peteraf (2009) add to this perspective by defining dynamic capabilities as a company's ability to develop, expand, or change its resource base on purpose.

There is a strong focus placed on an organisation's ability to develop new resources, renew, or adjust its resource mix because of the changing environment, which allows it to supply a consistent stream of creative goods and services to customers. A firm's resource base is made up of the physical, human, and intangible assets that it controls, owns, or has first access to, as well as its financial and operational resources. The dynamic capabilities theory acknowledges that a firm's top management belief plays an important role in the development of its dynamic capability. According to Ambrosini, Bowman, and Collier (2009), dynamic capability is made up of the following processes: reconfiguration, transformation, and the recombination of assets and resources.

Additionally, Eisenhardt and Martin (2000) opined that due to the dynamic nature of markets, a firm's capability influences the choice that are acquired and deployed. Similarly, Barreto (2010) asserted that dynamic capabilities describe the firm's ability to solve challenges emanating from its activities as well as the ability to recognize threats and opportunities, and to make market oriented timely decisions subject to its resources. According to these opinions, market orientation and new product development are internal factors that help businesses to execute their day-to-day activities more efficiently and effectively, leading to the overall performance of the firm.

2.2 The concept of market orientation

Market orientation as a concept was posited and promoted several years ago (Hamzah, Othman, & Hassan, 2020; Gebhardt, Carpenter, & Sherry Jr, 2006; Levitt, 1960). Since the development of the concept, several scholars and researchers have applied it to varying fields of business and contexts (Hamzah, Othman, & Hassan, 2020). Market orientation has a significant impact on a wide range of corporate activities, including asset return, how organizations learn about and respond quickly to environmental challenges, and the success and development of new goods and technologies (Al-Henzab, Tarh Ini, & Obeidat, 2018; Lukas & Ferrell, 2000; Narver & Slater, 1990). While market orientation and marketing orientation are both important, market orientation is distinct from marketing orientation in that market orientation considers the entire company in a broad sense, whereas marketing orientation explains the philosophy and activities that are specific to the marketing department (Kohli & Jaworski, 1990; Narver & Slater, 1990). A market-oriented organisation is one that successfully and efficiently incorporates marketing concepts across all its business lines (Sahi, Gupta, & Cheng, 2020).

Many writers have attempted to define and explain the concept of market orientation, but their efforts have fallen short. Shapiro (1988) described the concept as a process of organizational decision-making that begins with the gathering of information and ends with the execution of the decision. If managers make a firm commitment to sharing information and allowing workers to participate in decision-making at all levels of management, it is possible to attain these objectives. According to Kohli and Jaworski (1990), market orientation is defined as a firm's broad generation of market intelligence regarding existing and future requirements, information distribution across divisions, and a firm-wide response to the market data.

Bamfo and Kraa (2019) and Narver and Slater (1990) defined market orientation as a company's culture that is focused on providing higher value to customers through competitor orientation, customer orientation, and inter-functional coordination. Similarly, Deshpande, Farley, and Webster Jr (1993), in their contribution to the market orientation concept, defined market orientation as a set of principles that prioritize customers' interests by creating value while also taking into consideration other important stakeholders such as employees and managers to promote a profitable venture over the long term. According to Day (1992), market orientation can be defined as superior capabilities in understanding and pleasing customers, with a particular emphasis on market sensing and customer connecting capabilities, which drive market-led companies to adapt to market requirements through information anticipation and anticipation of market requirements. Those who believe market orientation is an intrinsic part of a company's culture and process, on the other hand, believe that internal variables can assist in achieving market orientation (Harris, 2000; Harris & Ogbonna, 2001).

For businesses to succeed in the face of heightened global competition and unpredictable demands of clients, its operations must be organised with intense emphasis on its market (Kurtinaitiene, 2005; Mahmoud et al., 2010). Superior value will be developed among industry players as a result of the improved product development and strategy implementation. Monitoring rapid changes will help evaluate the effect of customer happiness; enhancing product development and strategy execution will help industry players create better value

(Kotler, 2009). The idea that companies must collect information from the business environment and make choices based on that knowledge acquired is a recurring theme coming from academic study on the significance of market orientation.

So, market orientation can be characterized as the process of finding what consumers want through the acquisition of some degree of conceptual understanding and then putting that understanding into action to deliver value for customers while remaining competitive. Like the terms used by Narver and Slater (1990) and Kohli and Jaworski (1990) in their contributions to market orientation.

2.3 Dimensions of market orientation concept

Various models are propounded by varying authors to describe the concept of market orientation. The study, therefore, adopted MKTOR and MARKOR model to explain market orientation as it has been the model that is widely adopted in explaining market orientation. MKTOR model used three (3) components to explain market orientation that comprised competitor orientation, customer orientation, and inter-functional orientation (1990, Narver & Slater). To explain market orientation, the MARKOR model had three (3) components: gathering information, disseminating information, and implementing a planned response (Kohli & Jaworski, 1990). Below are explanations of the MKTOR and MARKOR models for understanding market orientation.

2.3.1 Customer orientation

Customer orientation refers to a company's culture of prioritising the interests of its customers, and it requires a comprehensive knowledge of customer requirements to develop superior goods or services (Lee, & Lee, 2020; Bamfo, & Kraa, 2019; Deshpande et al., 1993; Narver & Slater, 1990). Market-oriented businesses understand how to utilise a variety of methods to provide value and benefits to customers while lowering total acquisition costs and maximizing the utilization of their products to benefit customers, resulting in a long-term competitive advantage (Slater, & Mohr, 2006; Narver & Slater, 1990). Businesses are always assessing these options to ascertain how the prime impact may result in long-term improvements in value for existing and prospective consumers.

Also, to achieve the greatest degree of firm performance, and sustained long term mutual relationship with customers, market orientation should be at the core of the organization (Mubarak, 2019). Additionally, businesses must try to gather accurate and complete information about their customers to better serve their requirements and desires. Customer orientation is often seen as a strategic component of a company's capacity to offer consumers with desired value (Tajeddini, 2010; Zhou, Yim, & Tse, 2005). Customer orientation's main aim is to create a solid foundation for collecting information about current and potential customers so that strategic action may be taken based on the information provided by the customer, resulting in improved superior value for the customer base (Narver & Slater, 1990). According to Kohli and Jaworski (1990), customer orientation refers to the degree to which a business unit collects, integrates, and uses consumer information.

The importance of customer orientation is explicitly mentioned in management literature, and research performed in strategic management have consistently reinforced the idea that customer focus is the most significant rationale for company operation (Webster, 1988). Customers are the purpose for the company's existence, therefore information that will assist them to provide value must be at the top of management's priority list. As a result, customer orientation should not be overlooked, as it will aid in the delivery of value to consumers.

2.3.2 Competitor orientation

Businesses must understand their weaknesses and strengths, as well as their competitors' capabilities and activities, to remain competitive. The information collected about competitors aids the company in repositioning its product to ensure the institution's long-term existence (Deshpande et al., 1993; Narver & Slater, 1990). As part of market orientation, competitor orientation is seen as an organisational approach for companies to improve their product delivery to consumers. It is critical to understand that competitors will not sit idly by but will compete for the same consumer base. As a result, to enhance their product delivery, businesses must gather information about their competitors. Competitor orientation's goal is to provide a solid foundation of information about the present and prospective competitors so that strategic decisions may be made. The company's competitors are regarded as businesses that provide a similar offering to consumers (Kotler, 2009). Firms using unusual or non-typical production technology platforms are present and prospective competitors in the business. These have necessitated the necessity to acquire insight into competitors' actions to assist influence the firm's operations.

2.3.3 Inter-functional orientation

The inter-functional approach implies that all the company's departments must work well together in all aspects of operations. The inter-functional approach is defined as the coordinated utilisation of a company's resources to improve performance in the eyes of the customer (Narver & Slater, 1990). Market orientation, according to Shapiro (1988), is different from marketing orientation in the sense that it does not imply that just the marketing department in the organisation plays a significant role; rather, all departments play a significant role. Market orientation acknowledges that workers' attitudes toward internal and external customers are critical. Because they promote consumers' experience across departments, coordinated resource integration is inextricably linked to the customer and competitor (Narver & Slater, 1990). As a result, it is necessary to inter-coordinate the operations related to the day-to-day administration of the company to assist the firm in realising its potential and optimising its performance.

2.3.4 Gaining Information

Scholars have emphasised the crucial role of market information in achieving strategic objectives. The most powerful motivating factors for businesses to adopt market information are competitiveness, consumer expectations, and the need for clarity (Choe, 2003). The capacity of a company to gather and utilise market information is one of the most notable ways to deal with the dynamic nature of the business environment (Kohli & Jaworski, 1990). Employee participation is required for knowledge-based information since employees are in close touch with consumers regularly (Clark, 2000).

One of the most reliable ways to adapt in a company is to build a degree of intelligence to assist in keeping up with technological progress through formal and informal information systems (Tyler, 2001). Companies, as is to be anticipated, do not undertake conventional market research, but instead collect information to use in their operations (Brooksbank, Kirby, Tompson, & Taylor, 2003). It is worth noting that big Information technology companies have adequate information about consumer preferences and market trends. As a result, the footwear sector has been urged to collect information to aid in their development and progress.

2.3.5 Information Dissemination

The degree to which information is exchanged, disseminated, and conveyed across companies has a significant impact on company performance (Akgun, Lynn, & Reilly, 2002). Businesses that collect information, according to Slater and Narver (1995), may increase their speed and react to opportunities and dangers provided the information is disseminated effectively. Planning and implementing formal communication procedures encourage informal contact among members, which not only expands information resources but also improves data processing and information flow. When all members of an organization's units are in a reciprocal relationship with one another, the value of information dissemination is maximised. If intelligence is not distributed to the proper functional area for execution, it may be useless (Kohli & Jaworski, 1990). Workers may obstruct information distribution because they do not appreciate information conveyed because of inadequate information handling training. Owner managers are urged to share knowledge with their workers rather than retaining it for fear of losing control.

2.3.6 Planned response implementation

The realisation of information collected, as well as the development of value for stakeholders, is a key trend in the implementation of planned responses. Interdepartmental dynamics, organisational structures, and senior management attitude are all examples of antecedents in the workplace that may help or hinder the application of information collected (Kohli & Jaworski, 1990). Strategic managers' active, participatory, and creative character, along with effective and consistent communication about market orientation and the necessary resources, will improve company performance. However, excessive levels of formalisation and centralization, as well as a negative attitude among workers, obstruct market orientation success in one way or another. Employees who rely on customer-specific knowledge may have little motivation to share the information, which may stymie a company's market orientation efforts and make it more difficult to respond effectively (Kohli & Jaworski, 1990). As a result, businesses must strive to put information collected and distributed across functional areas of company operations into practice to remain competitive.

2.4 Firm performance

Casey-Campbell, and Martens, (2009) and Venkatraman and Ramanujam, (1986) state that no agreement has been reached on a specific explanation of the word "performance," and that the metrics used to measure firm performance are not recognized worldwide and defined. Authors and scholars have normally used a unique meaning to performance that was tailored to the study goals in the past (Langfield-Smith & Chenhall, 2007). Ukko (2009) defines performance as "the actual results or outputs of activities, as well as the manner in which they are carried out and their potential" Financial performance, business performance, and organisational effectiveness are the three areas in which performance is measured. Financial performance emphasises the use of basic outcome-based financial indicators, while business performance includes both financial and non-financial data (Venkatraman & Ramanujam, 1986).

Additionally, firm performance can be measured through performance models and frameworks that have been developed by scholarly researchers. Examples of such frameworks include the balance scorecard and the performance prism. Balanced Scorecard entails internal process, learning and growth, financial, customer (Kaplan & Norton, 1996). According to the balanced scorecard, business success should be seen as a multi-dimensional construct that combines financial, operational, and customer-related performance metrics. Also, the performance prism is another framework that is make up of stakeholder satisfaction, processes, capabilities, strategies, and stakeholder contribution (Bourne, Neely, Mills & Platts, 2003).

Scholars and researchers have various perspectives on performance evaluations. Environmental, organisational, and human variables are defined by Dornier and Selmi (2012) as three kinds of variables that influence company performance. Environmental variables include aspects of the industry in which a company works, such as the industry's yearly growth rate, concentration degree, capital intensity, advertising intensity, average profit, and technological development. Organizational variables that explain about 30% of business performance include organisational structure, company structure, company size, and corporate culture, among others. Human factors include the chairperson and management of the company, and they account for between 9% and 40% of overall performance.

According to Dornier and Selmi (2012), financial criteria, be it short or long term, comparative assessment, and qualitative criteria (Strategic, marketing, and social) are some of the methods used to evaluate a company's performance. Kara, Spillan and DeShields (2004) opined that the results obtained from performance measures varies by firm type and is mostly dependent on how the firm measures its success, sales growth and returns on investment. Similarly, the type of industry also influences the type of performance measure used. Performance measurement, according to Bourne et al., (2003), "is the process of measuring the efficiency and effectiveness of an activity. They believe that effectiveness is defined as the degree to which customer needs are fulfilled, while efficiency is defined as the cost-effectiveness with which the firm's resources are used to provide a certain level of customer satisfaction".

The organisational assessment (OA) framework was proposed by Lusthaus et al. (1999) as a technique for evaluating business performance. They argue that effectiveness, efficiency, relevance, and financial viability may all be used to assess performance. Effectiveness is defined as a company's ability to move toward its mission and goals; efficiency is defined as a company's ability to maximise the use of resources to achieve its goals; relevance is defined as the ability to change over time to meet stakeholder needs; and financial viability is defined as the ability to generate and manage resources to ensure ongoing exhibits.

Effectiveness, efficiency, and adaptability are the three aspects of business performance, according to Ruekert and Walker (1987). Success of processes, such as changes in sales growth rate and market, are examples of effectiveness. Efficiency, on the other hand, is concerned with the ratio of input to output, such as investment return and pre-tax profit.Likewise, adaptability considers how the firm is able to respond to opportunities emerging from the changing business environment. For instance, adaptability may include the new products introduced as a respond to seasonal activities.

Market triumphs whenever market positions are established and the basic changes occur through time, according to Rust, Ambler, Carpenter, Kumar, and Srivastava (2004). Economic and non-economic performance indicators have been studied thoroughly to assist marketers fully understand the impact of their efforts on performance (Matsuno & Mentzer, 2000). The economic company performance factors addressed in the market orientation literature include return on investment, return on assets, profit, sales volume, market share, revenues, product or service quality, and overall financial health. Customer loyalty, contentment, organisational dedication, business image, and societal acceptability are all examples of non-economic variables (Jaworski & Kohli, 1993; Narver & Slater, 1990). Performance is a multidimensional construct made up of several interconnected components (Chakravarthy, 1986).

Day and Wensley (1998) posited that even though financial metrics are mostly utilized to assess the performance of firms, they do not reflect real firm performance and should be augmented by other subjective indicators to obtain a complete picture of the overall firm performance. Additionally, objective performance measures include sales growth, profitability growth, and return on investment, are based on absolute indicators generated through the accounting process, whereas subjective performance measures include the firm's performance in comparison to its expectations or competitors (Pelham & Wilson, 1996).

The subjective assessment of top management's performance is strongly linked with objective measures of performance (Baker & Sinkula, 2005; Dess & Robinson, 1984). Customer consequences, innovation consequences, staff consequences, and organisational performance, according to Kirca et al., (2005) are the consequences of market orientation which is structured into four categories. Cost-based metrics like profit, as well as revenue-based indicators like sales and market share, make up organisational performance measures. The perceived quality of goods or services provided by a company to its customers is known as customer consequences (Jaworski & Kohli, 1993).

Because market-oriented companies are better able to anticipate consumer wants and offer goods and services that satisfy those requirements better than their competitors which makes customers happy and loyal (Slater & Narver, 1994b). The capacity of a company to develop and execute innovative ideas, products, and processes, as well as the performance of new products, are all variables that have an impact on innovation. Employee benefits include increased readiness to sacrifice for the company and staff team spirit, as well as employee desire to meet client demands and work happiness (Kirca et al., 2005). On the market orientation-performance connection, previous research has utilised subjective measures of performance (Kumar et al., 1998; Pelham, 1993).

Firm performance was assessed subjectively in the present research. Previous research has demonstrated that subjective and objective performance measurements have convergent validity, and subjective performance evaluations are less problematic than more objective financial indicators (Zhoul, Brown, Dev & Agarwal, 2007).

2.5 New product development (NPD)

The process of bringing a new product to market is referred to as new product development (Kotler, 2009). When a product is new to both the business and the market, it is classed as new (Booz-Allen & Hamilton 1982).

New product development is a key source of a company's competitive advantage since it may generate a competitive difference, raise entry barriers, open new markets, and boost sales and profits (Sheng, Zhou, & Lessassy, 2013; Ceccagnoli, 2009). Identifying requirements and converting them into technical specifications requires marketing and product development activities to be coordinated throughout the new product development process. Various methods such as the balanced scorecard, concurrent engineering, and quality function deployment may be used to efficiently coordinate organisational activities such as marketing, product design, development, production, and so on.

Ettie (1997) argues that the strategic environment of new product development is linked to organisational function competence (e.g., marketing, R&D, manufacturing etc.). A primary plan that leads the company's innovation activities and connects new product development to the corporate strategy is required for a new product development strategy (Cooper, 1987). Furthermore, to be successful, product development requires a combination of overlapping operations, limited costs, accelerated time to market, better quality, and greater flexibility (Driva et al., 2000). Brown and Eisenhardt (1995) propose that organisations create a communication web in which information is collected from various sources, analysed, interpreted, and acted upon to manage this mix of overlapping operations.

Developing new products is, without a doubt, the cornerstone of innovation (Hwang, 2004). Innovation, according to Thompson (1965), is the development, acceptance, and application of innovative ideas, methods, and products. Since innovativeness has a positive consistent impact on new product development (Kleinschmidt & Cooper, 1991), it is acknowledged as a driver of economic growth (Muller et al., 2005) and mentioned as an essential element in maintaining competitive advantage (Malewicki & Sivakumar, 2004). Product design is also an important part of innovation and the initial stages of new product development (Gomez et al., 2004). Product design is a set of actions that includes establishing consumer or market expectations, concentrating on design ideas, developing a product or service to fulfil a particular need, choosing materials, and evaluating the final product (Lamancusa et al., 2004). Product design is an essential element early in the development of new products, according to the Industrial

Designers Society of America (IDSA) (Veryzer, 2002). Simultaneously, Hsiao and Chou (2004) argue that the product design process influences both the product life cycle and the success or failure of new product development.

The length of time it takes to develop a new product has an impact on its performance. Product development cycle time is influenced by the following variables, according to Hartley et al. (1997): the firm's organisational structure and processes, the suppliers' organisational structure and processes, and the structure and processes of buyer-supplier interactions. Accelerating the development of new products is already a key goal for many businesses' executives (Swink, 2002). Indeed, Lynn et al. (1999) found that the length of a new product's production cycle known as speed to market or accelerated new products is a major predictor of its success. However, although timely new product development may help a company succeed, it can also come with dangers since the new product development cycle time is shortened (Crawford, 1992). As a result, "developing and releasing a new product within the appropriate period" (Lynn et al., 1996) is more essential than shortening the time it takes to develop a new product.

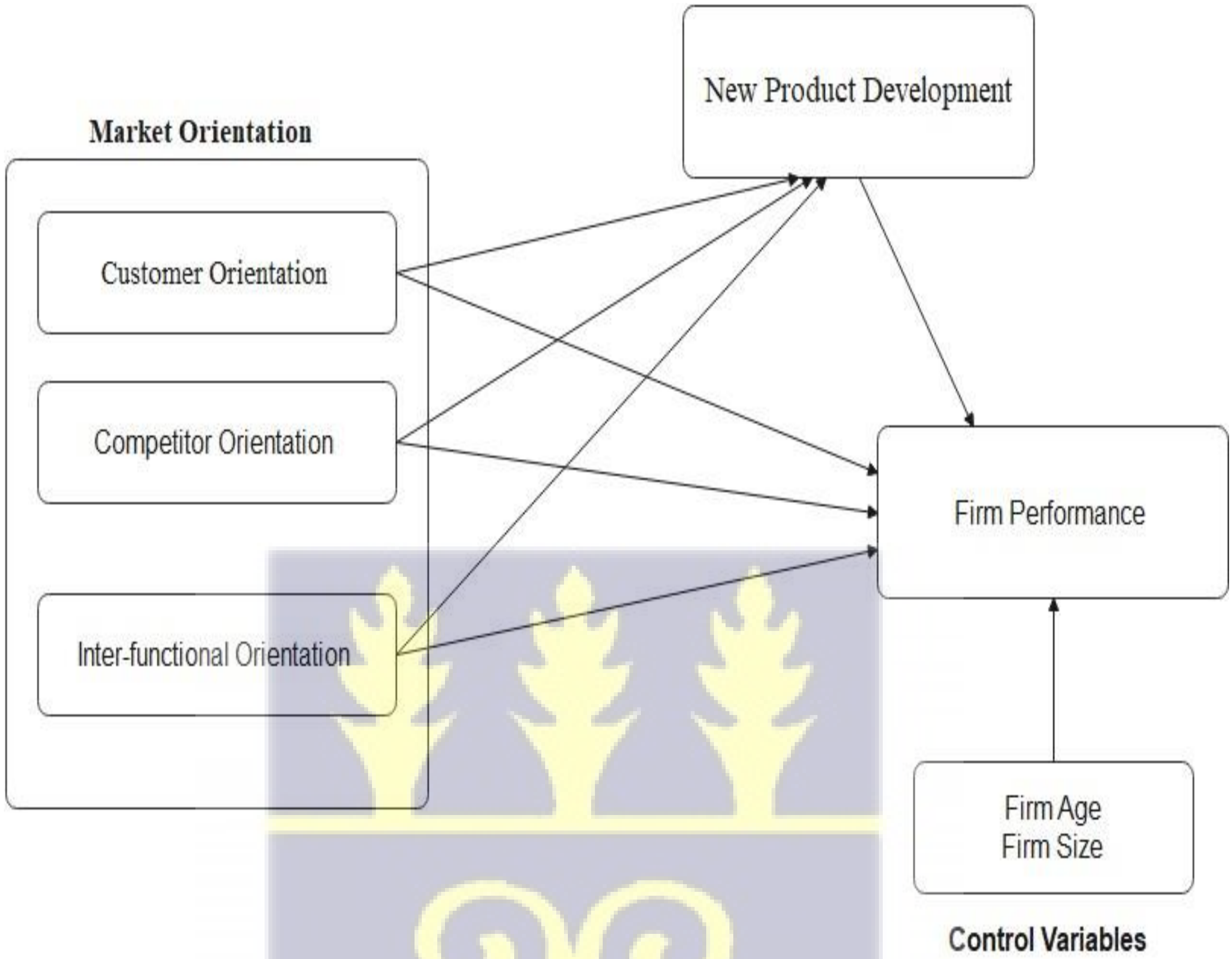
2.6 Firm Characteristics (Control variable)

Firm characteristics as defined by Zou and Stan (1998), “it is the firm's demographic and managerial factors, which are part of the internal environment of the organization”. The capabilities and limitations of a company’s specific context have a significant impact on the marketing strategy selected and the capacity to execute it (Aaker, 1988). The business characteristics is being measured by the number of peoples which constitute the firm and its classified as firm size, the number of years the business has been in existence, which is also kwon as the firm age, the organizational structure, the ownership of the firm and the location of the business (O'Sullivan, et al., 2009). These qualities may have an impact on how a company's management makes decisions and the type of marketing strategies to adopt. Ogbuei and Longfellow (1994) posit that, the managerial characteristics such as level of education, and job experience has greater influence on the performance of the firm. The study performance is being controlled with firm age and firm size, which is considered to affect the choice of market orientation and new product development that will influence the firm's performance.

2.7 Conceptual Framework and Hypothesis Development

Resource-based theory and dynamic capacity theory were used to construct the conceptual framework as illustrated in figure 2.1. The resource-based view theory posit that, firms that possess superior market orientation can outperform their competitors in the sense that they have a fair idea about their customers' needs and wants, their competitors strategies as well as the general environment of the business (Jaworski & Kohli, 1993; Hult & Ketchen, 2001). The dynamic capabilities theory, on the other hand, focuses on the external marketing environment that influence the firm's performance (Helfat & Peteraf, 2009). The framework establishes the relationship between market orientation and business performance, as well as the significance of new product development in mediating this relationship.

Figure 2.1: Conceptual Framework



Source: author's construct, 2022

2.8 Relationship between market orientation and firm performance

The effect of market orientation on firm performance has been widely examined in extant literature and it has become a popular research subject (Kirca, et al., 2005; Lada, 2009). The concept is regarded as one of the strong indicators that enhance firms' potentials in reacting to market demand and as a solid basis for a company's long-term competitive advantage (Hunt &

Morgan, 1996). Market orientation, according to Slater and Narver (1995), allows a company to continuously gather intelligence about its consumer requirements as well as rival skills, strengths, and plans, and then utilising that knowledge to generate better customer value.

Narver and Slater (1990) define market orientation as a one-dimensional construct comprised of three intricately connected behavioural components: customer orientation, competitor orientation, and inter-functional coordination, as well as two choice criteria: long-term focus and profitability. Customer orientation is focused on gaining a thorough knowledge of target customers to provide them with consistently better value. It necessitates that a vendor comprehends the complete value chain of a customer (Day & Wensley, 1988). Kohli and Jawoski (1990) argue that a customer-centric approach is crucial in defining market orientation.

Competitor orientation stresses knowing current and prospective competitors' strengths and weaknesses, as well as monitoring competitor activity, to satisfy the target customer's latent and potential requirements (Narver & Slater, 1990). According to Shin (2012), in the short term, a company can evaluate its situation, create suitable plans, and react swiftly to rivals' moves with exact actions. While also modifying marketing programmes overall if it has a better understanding of current and potential competitors. Because the goal of a competitor-oriented company is to keep up with or stay ahead of competitors, firms should adapt to market dynamics produced by competitors and better comprehend changing market requirements (Han, et al., 1998). Elevated levels of competitor orientation can support a firm's ability to offer superior product/service offerings, competitive pricing strategy, differentiated channel management, unique marketing communication, and continuous marketing research activities, all of which can lead to superior firm performance.

Inter-functional orientation is concerned with the coordinated use of people and other resources throughout the organisation to provide value to the target customer (Narver & Slater, 1990). Firms that pursue successful inter-functional orientation do so with the idea that business members must work together to generate value for consumers (Alhakimi & Baharun, 2009). Porter (1985) adds to this viewpoint by arguing that every department, facility, branch office, and any other organisational unit must be well-defined and understood and that all workers must understand their role in assisting the business in achieving and maintaining competitive advantage. Inter-functional coordination and marketing programme execution may aid businesses in generating more customer value and higher company performance. According to the existing literature, market orientation is characterised by a long-term emphasis on profitability (Narver & Slater, 1990).

According to Narver and Slater (1990), a company cannot escape a long-term view in the face of competition and must continuously find and execute new value for its consumers to survive long-term. Long-term focus and marketing programme execution may assist businesses in discovering and implementing extra value for their target consumers. Profitability is a major goal in market orientation, according to Narver and Slater (1990). While Narver and Slater (1990) believe that profitability is a result of market orientation, Kohli and Jaworski (1990) contend that profitability is a result of market orientation. Focusing on profitability and executing marketing mix initiatives may result in consistently higher customer values, which leads to improved firm performance.

Nonetheless, Jaworski and Kohli (1993) and Narver and Slater (1990) agree that firm performance is the result of a company's activities, including the fulfilment of internal and external goals.

The MKTOR model was first introduced by Narver and Slater (1990) to assess the behavioural market orientation constructs. Market-oriented businesses are thought to excel in gathering, interpreting, disseminating, and responding to information from consumers and competitors. To assess market orientation, Jaworski and Kohli (1993) provide MARKOR, a measuring tool that may be used to assess current market orientation as well as post-intervention assessments of improved market orientation. Performance is a multi-dimensional construct, according to Chakravathy (1986), and any one index may not offer complete knowledge of the performance relationship related to the constructs of interest. According to Day and Wensley (1988), judgemental performance measures such as customer happiness, staff contentment, and service quality are necessary conditions for objective performance measurements. According to Kohli and Jaworski (1990), a company with a strong market orientation would have workers that are more satisfied with their jobs and more committed to the organisation than one with a weak market orientation.

The MAKTOR instrument, which was built around customer orientation, competitor orientation, and inter-functional coordination, as well as subjective performance measures like return on investment, was used by Narver and Slater (1990) to investigate the market orientation and performance relationship among 140 strategic business units (SBUs) in commodity and non-commodity US businesses. Market orientation was shown to be a major predictor of profitability in the study.

In their research of 68 small businesses in the United States, Pelham, and Wilson (1996) add to the previous results. Market orientation was shown to have a positive and substantial connection with market sales growth, share, product quality, and profitability. Appiah-Adu and

Singh (1998) found a positive and significant relationship between customer orientation and performance indicators in a study of industrial and service businesses in the United Kingdom. In a study of 82 managers in European and American companies, Deshpande and Farley (1998) discovered a favourable market orientation and subjective performance evaluation of sales growth, customer retention, return on investment, and return on sales.

Kara et al. (2004) used the Kohli and Jaworski (1990) scale to investigate the relationship between market orientation and non-profit service provider performance. They discovered a statistically significant and positive relationship between market orientation and non-profit service provider performance. Narver and Slater (2000), who utilised subjective performance metrics to investigate the market orientation and performance relationship using a sample of 53 product and service companies operating in a range of sectors and found a strong link across industries, backed up this viewpoint. In a study of small and medium-sized service providers in the United States using the MARKOR scale, Kara et al. (2005) found a positive and substantial relationship between market orientation and performance.

Similarly, Sin, Tse, Heung, and Yin (2005) investigated the market orientation and performance of 81 Hong Kong hotels. The results revealed a positive and significant relationship between market orientation and business performance. According to the results, market orientation and company performance have a strong relationship. Rojas-Mendez et al. (2006) investigated the link between market orientation and performance in six Chilean cities to support this claim. The study used Kohli and Jaworski's (1990) MARKOR measuring scales to evaluate market orientation and selected objective performance indicators including product success, customer retention, and relative price-product quality. Their findings supported the hypothesis that market orientation and business success are linked. Martin-Consuegra and Estebon (2007) extended the study by using the MARKOR instrument to investigate the relationship between market orientation and performance of 234 international airlines. Market orientation and performance, according to the results, have a strong and positive relationship.

Mamat and Ismail (2011) looked at the effect of market orientation on the performance of Bumiputera furniture companies in Kelantan, Malaysia. According to the findings, customer orientation, competitor orientation, and inter-functional coordination all had a positive and significant effect on key performance indicators including profitability, sales growth rate, and customer retention. Using the MAKTOR measuring scale and performance connection, Lagat, Chepkwony, and Kotut (2012) discovered that 220 Kenyan manufacturing companies had a positive and significant market orientation.

Similarly, Ogbonna and Ogwo (2013) looked at the correlation between 52 Nigerian insurance firms' performance (sales volume, profitability, and market share) and market orientation (customer orientation, competitor orientation, and inter-functional coordination). The findings showed that market-oriented insurance firms do better than those that do not. Despite popular assumption that market orientation influences company performance, several studies reveal a weak, non-existent, or negative link.

Han et al. (1993) investigated the connection between market orientation and performance assessed in terms of growth and profitability of 134 banks using the MKTOR instrument created by Narver and Slater (1990). The findings of the research found no evidence of a link between market orientation and business success. In a study of 41 Hong Kong hotels and 148

New Zealand hotels, Au and Tse (1995) discovered a modest relationship between market orientation and hotel performance in both countries. They claimed that size, pricing, market turbulence, technical turbulence, degree of competition, and the overall economy all interact in a complicated way and may have a significant effect on the relationship between market orientation and company performance. The following hypothesis H1a-c is established based on the preceding discussion:

H1a: In the fashion industry, customer orientation has a positive and significant impact on performance.

H1b: In the fashion industry, competitor orientation has a positive and significant impact on performance.

H1c: In the fashion industry, inter-functional orientation has a positive and significant impact on performance.

2.9 The relationship between market orientation and new product development

Many studies believe that the different impacts of Market orientation's three elements (customer orientation, competitor orientation, and inter-functional coordination) on new product development are linked to the divergence of Market orientation's influence on new product development (Li, Xie, & Cheng, 2017). On the other hand, Bennett and Cooper (1981), Lukas and Ferrell (2000) argued that market orientation harmed new product development because it drove firms to produce uncompetitive me-too products (like competitors' products) rather than true innovation, based on evidence from case and empirical studies (new-to-theworld products).

The various influence of customer and competition orientation on new product development have extensively examined. Customer orientation may be described as a firm's willingness and capacity to recognise, evaluate, comprehend, and respond to customer requirements (Gatignon & Xuereb, 1997). Competitor orientation is the desire and capacity to recognise, evaluate, and react to the activities of competitors (Narver & Slater, 1990). Customer orientation is concerned with the requirements of the customer, while competitor orientation is concerned with the activities of the competitors. Diverse focus areas will have different effects on new product development. Gatignon and Xuereb (1997) show that in high-growth, low-uncertainty markets, competitor orientation promotes new product development, while customer orientation promotes new product development in highly uncertain markets.

Lukas and Ferrell (2000) discover that customer orientation adds to the introduction of newto-the-world goods but reduces the introduction of me-too products, while competitor orientation favourably impacts the performance of me-too products.

In general, Frambach et al. (2003) discover that customer orientation affects new product activity positively, whereas competitor orientation influences adversely. According to Im and Workman (2004), customer orientation has a positive effect on new product meaningfulness but does not affect new product novelty, while competitor orientation increases new product novelty but not meaningfulness. Gresham, Hafer, and Markowski (2006) performed research on inter-functional cooperation and new product development and found a strong relationship between the two factors.

Numerous empirical evidence indicates that customer, competitor, and inter-functional orientation all play different roles in new product development, making it worthwhile to study each individually. The following hypothesis is formed based on the discussion:

H2a: Customer orientation influences new product development in the fashion industry significantly and positively.

H2b: Competitor orientation influences new product development in the fashion industry positively and significantly.

H2c: Inter-functional orientation has a positive and significant impact on the fashion industry's new product development.

2.10 The relationship between Firm Performance and New Product Development

The process of developing a new product has an impact on its quality, and it may be claimed that a product's perceived worth in the market is determined by the quality of its design (Evans & Lindsay, 1996). Product development process improvements improve the firm's reputation, corporate image, and product perceived value. As a result, the firm can offer the product at a higher price, gain a larger market share, and thus maximise its sales revenues by accelerating product development and "developing and launching a new product within the appropriate time frame," which can have a positive impact on a firm's performance (Aydin, Cetin, & Ozer, 2007).

H3: Performance in the fashion industry is significantly and positively influenced by new product development.

2.11 The mediating role of new product development

If a variable explains the connection between a predictor and a condition, it is called a mediator (Baron & Kenny, 1986). According to MacKinnon, Krull, and Lockwood (2000), mediation, suppression, and confounding effects are mathematically identical, and are investigated as such by looking at different patterns of interactions between variables. While research on market orientation and its impact on performance has shown positive results, other studies have found no significant links, highlighting the need of a mediating factor (Bamfo, & Kraa, 2019).

According to Baron and Kenny (1986), when an instantaneous variable is introduced into a direct relationship, it works as a mediator, resulting in the directed relationship being diminished (complete mediation) or significantly reduced (Partial mediation effect). According to Johnson, Scholes, and Whittington (2008), a strategically oriented and adaptive market may operate as a mediator between market orientation and performance relationships. The researchers discovered that when a predictor has a substantial effect on a mediator, the mediator has a significant effect on the outcome, regardless of whether the predictor and the outcome have a primary link that is significant or not. This is referred to as a mediation discrepancy (MacKinnon et al., 2000)

Baker and Sinkula (1999a), Pelham and Wilson (1996), and Slater and Narver (2000) all proved that market orientation improves the performance of innovative goods (1994a). These authors acknowledge the influence of market orientation on NPD activities indirectly by stating that a market-oriented culture includes values and ideas that motivate organizational behaviours that improve new product performance. For example, Baker and Sinkula (1999a) suggest that a market-oriented culture provides a unified focal point for the actions and initiatives of individuals and departments inside businesses.

Similarly, Slater and Narver (1994a) find that a market orientation supports the behaviours necessary to provide value for purchasers and, as a result, to sustain improved performance over time. Similarly, Pelham and Wilson (1996) argue that market orientation provides a unifying focus for the activities and initiatives of individuals and departments inside organizations, resulting in improved performance. A heavy emphasis on teamwork is likely to eliminate most of the NPD's uncertainty.

Additionally, a market-oriented culture facilitates the adoption of a comprehensive approach to NPD practices, increasing the likelihood of new product success. Atuahene-Gima (1995) demonstrates that market orientation has a favourable effect on idea screening, sales and frontline staff training, post-launch evaluation, and market testing, so establishing that market orientation drives NPD activities. Similarly, Troy, Szymanski, and Varadarajan (2001) demonstrate that a market-oriented culture is associated with increased idea generation, as increased market information, which typically accrues to the market-oriented firm, is critical for identifying new market opportunities and initiating creative output.

These findings suggest that a market-oriented culture provides a cohesive focus for the organization's numerous NPD activities focused on increasing consumer value through new products. Given the conceptual and empirical evidence that a market-oriented culture affects NPD processes, there is no compelling reason market orientation should have a direct impact on new product development and its impact on company performance.

H4a-c: new product development mediates market orientation and firm performance in Kumasi's fashion industry in a positive and significant way.

CHAPTER THREE

CONTEXT OF THE STUDY

3.0 Introduction

Fashion is a broad word describing a fashionable style or practice, particularly in clothes, footwear, accessories, cosmetics, body piercing, and furniture. Fashion refers to a unique and frequently recurring trend in a person's dressing style or too prevalent behavioural patterns. Fashion also includes the most recent textile designers' works (Obeng, Danso, Omari, & Kuwornu-Adjaottor, 2018). The more technical word costume has gotten so intertwined with the term 'fashion' that it has been confined to specific meanings such as a fancy dress or masquerade attire, while 'fashion' refers to clothes in general, including the study of it. Although certain elements of fashion may be considered feminine or masculine, other trends are androgynous (Cumming, 2004).

Fashion is a major topic of discussion in the world's metropolitan centres; fashion is very important, particularly to young people. Fashion is a worldwide industry and an international language. It is also a prominent professional path and one of the most popular areas of study (Jones & Sue, 2011). Fashion is a fashionable style at any given period. Miniskirts and platform shoes may be in trend, depending on customer approval (Diamond & Diamond, 2007). Fashion can change an individual's appearance and create a societal statement. Fashion is an art form for some people and religion for others. For most individuals, though, it is a way of displaying or concealing oneself through the use of clothes, accessories, footwears and hairstyles. In a vamp dress, one may use fashion to conceal one's real self. Clothing, accessories, footwear, hair, cosmetics, and even smartphones may be used to create a fashion statement. Designers decide most on where fashion goes (Nellis, 2010). This research focuses on the footwear manufacturing business, which is one of the sectors in the fashion industry.

3.2 The Footwear Industry's Characteristics

Footwear is one of the most essential aspects of our everyday attire. There isn't a day that goes by that someone doesn't wear a shoe, slippers, or a heel, to name a few. This highlights the significance of footwear in our everyday lives. Early humans walked on the earth's surface without shoes, according to history (Geib, 2000; Trinkaus & Hong, 2008). However, as time passed, footwear evolved into a critical component of what people wore daily. This was due to a variety of factors, including, but not limited to, protection, beauty, and social worth (Houlbrook, 2013). According to Houlbrook (2013), no nation in the twenty-first century has its citizens wandering about barefoot. Even in a developing nation like Ghana in West Africa, that is not the case.

3.2 Footwear production in Ghana

Shoes are an essential element of our culture in Ghana. As part of their traditional attire, all tribes wear footwear. For example, the Akans, among other tribes, dress in "Kawkaw" for every significant event. Furthermore, individuals wear shoes, slippers, or heels to work, church, school, and other essential locations. As a result, the footwear sector has tremendous potential. Inadequate knowledge and understanding of consumers' requirements and desires have contributed to a bad "image" of the kind of footwear that manufacturers create for the market. Despite attempts by footwear producers to promote their goods, the bulk of consumers, particularly those in the Kumasi Metropolitan Assembly (KMA), subconsciously retain the impression that Ghanaian footwear is of "bad" quality (Danso et al., 2018). As a result, there is a limited demand for Ghanaian footwear (especially Kumasi). Therefore, most individuals in the KMA choose to buy imported or international footwear rather than locally produced footwear, lowering sales volume and, as a result, the profitability of footwear producers.

3.3 Ghana's Footwear Industry

The manufacturing of footwear is a significant industry in Ghana and throughout the globe. The Asante, Eastern, and Greater Accra regions of Ghana are the primary producers of footwear. It is particularly common in the Asante area, where the nation even has a plant. Because of a lack of government assistance and early funding, those in this industry are manufacturing on a small scale. Apart from these reasons, local companies compete with global footwear manufacturers and many prominent international brands (Zou & Fu, 2011), and these producers are altering the face of competition in the country. Domestic manufacturers of footwear will lose market share to international producers as competition increases in the country (Budzinski, 2008). These producers have the resources and equipment to compete with any producer, and the local market leader has become a minor rival on a global scale (Budzinski, 2008). When compared to international companies, most footwear manufacturing firms in Ghana are modest in size; therefore, competitiveness in the global market would be hampered.

3.4 The Marketing Challenges of Footwear Production in Ghana

Manufacturers of footwear have several marketing difficulties. Most companies in Ghana, including the footwear sector, are struggling with the location, marketing, pricing, and goods to create to satisfy the requirements and desires of its consumers. The impression that many

Ghanaians have regarding made-in-Ghana goods poses a marketing problem for Ghanaian footwear manufacturers. These opinions are based mostly on product quality and price.

Explaining these problems Footwear production in Ghana faces below.

3.4.1 Quality, Design, and Durability

There have been authors who have done excellent work, and as a result, there are many definitions of quality. One of the many definitions proposed by different scholars will be used in this study. Quality is defined as fit for purpose, or how effectively a thing fulfils its intended role (Evans & Lindsay, 2011). According to the definition given above, quality is any product that is suitable for use and can fulfil its intended purpose. This also implies that any product that is unable to fulfil its purpose is subpar and should not be purchased by the customer. The customers, not the company, decide the quality of the footwear. Customers may even promote the company to others if their goods (footwear) are of excellent quality, and they may also grow loyal to the company. If consumers are dissatisfied with the quality of the goods, they will disseminate negative information to their friends, family, and coworkers, which will harm the company's reputation in the long term.

A shoe's design is an important element of customer purchasing behaviour. Poor design leads to poor quality or greater prices, while excellent design may help to avoid defects and service mistakes while also reducing the requirement for non-value-added components on a product (Evans & Lindsay, 2011). Before producing any design, producers should research to learn what their consumers want and need, and then create to meet those needs. Durability refers to a product's useful life or the length of time it may be used before physically deteriorating

(Evans & Lindsay, 2011). Consumers do not purchase things for the sake of buying them, but rather for what they can do with them and how long they will endure. The company should create a product that will endure a long time for the benefit of the customers. To produce a long-lasting product, the company must provide value to the consumer's life. In this respect, most Ghanaians do not consider locally produced footwear to be long-lasting, therefore they opt for imported goods.

3.4.2 Ghanaians' Attitudes toward Locally Produced Footwear

Perception is how motivated individuals perceive a situation, and how their behaviour is influenced by that perception (Gilligan & Wilson, 2007). Different individuals view the same product in different ways. Ghanaians regarded imported footwear as better than locally manufactured footwear. As a result, locals will find it difficult to buy footwear made in the country, and if the country's citizens believe the footwear is good and of high quality, they will buy it instead of the foreign footwear. Our beliefs and attitudes are shaped by our own experiences and interactions with others (Gilligan & Wilson, 2007). We are more inclined to buy Ghanaian footwear again if we had a positive experience with it and vice versa. Our family, friends, and colleagues' exposure and experiences may influence our footwear buying decisions, and if they were pleased with the footwear, they may recommend it to others, and vice versa.

3.4.2.1 Ghanaian Footwear Pricing Perception

Customers may use pricing to find goods that fall within specific price ranges (Bondari, 2010), while those that do not are disregarded. In today's highly competitive world, product pricing has taken on new significance in market management for companies' profitability, particularly in foreign markets where it is simple to be outpriced by a competitor (Mathur, 2008).

Consumers are becoming more mobile, and they're searching for more value for their money and time than the traditional advantages since it adds to the purchasers' status (Cook, 2008; Mathur, 2008). When customers dislike the price stated for footwear, they will not buy it, affecting the firm's market share and profitability, as well as making it susceptible to competition in the long term. To gain market supremacy, businesses must strive to fulfil customers' requirements at cheaper costs (Evans & Lindsay, 2011). This may provide the company with a competitive advantage over its competitors. To stay ahead of the competition, the company may utilise non-price factors like warranty, brand image, and ease of use (Mathur, 2008). In Ghana, pricing has a negative association with quality, with most Ghanaians believing that a high price equals a high-quality product. The product is usually priced extremely cheap and accessible for any Ghanaian to buy, while the Ghanaian who benefits from the low price perceives the product as inferior and of poor quality.

3.5 Sample designs of the locally produced footwear in Ghana

CHAPTER FOUR

METHODOLOGY

4.0 Introduction

Basic framework which governs the conduct of any research is known as methodology, and it is also a major concern in the field of research (Boateng, 2016; Pietkiewicz, & Smith, 2014). The various approaches that guided the conduct of this research are presented in this chapter. The chapter goes into problems of methodology and discusses why the techniques used to support this study's attempt to achieve its goals were chosen. Various topics are explored, spanning from studies to research strategy and design. The method, methodology, and approach to data gathering are also described. The chapter also explains how the data gathered from respondents will be analysed. The chapter concludes with the thesis's validity, reliability, and ethical consideration.

4.1 Philosophical Perspectives

Philosophical viewpoints that aim to control and explain how a researcher perceives the universe and reality support research (Gray, 2013; Saunders et al., 2009). Philosophical views cover topics such as ontology, epistemology, and the researcher's values, as well as how they impact the research process (Hanson, Creswell & Clark, 2005). Ontology is a key component of research philosophy debates, and it is concerned with the nature of reality. According to Saunders et al. (2009), ontology analyses the core of researchers' ideas that shape their worldview. They go on to say that objectivism and subjectivism are two elements of ontology that scholars should be aware. Subjectivism claims that social phenomena are the consequence of interactions between social actors and their existence, whereas objectivism claims that social things generally exist outside of social actors (Saunders et al., 2009).

The theory of knowledge, its components, origins, boundaries, and justification are all referred to as epistemology. The purpose of epistemology in paradigm debates is to guarantee that the nature of scientific knowledge concerning claims made by researchers in many fields is addressed, with specific emphasis paid to how researchers' views are developed and formed (Moser, 2002; Kitcher, 2002). The ontological position is objectivism for this research since it maintains the notion that social reality may be recorded in the form of quantifiable facts. The objective epistemology was also used in this thesis to ensure that the variables selected could be operationalized and quantified as concrete facts. The influence of market orientation on company performance, as well as the mediating function of new product development, were investigated using positivism in this thesis.

4.2 Research Paradigms

The ability to understand research paradigms and philosophies, would depend on the reexamining of our comprehension of what research methodologies are. Research paradigm is the collection of norms, attitudes, values, and methodologies for which members in a certain scientific community share (Kuhn, 2012). A research paradigm's values, procedures, norms, and beliefs are supposed to provide direction and guidance on what kinds of problems to address and how to solve them (Kuhn, 2012). More so, Healy and Perry (2000) aver that a paradigm can as well be referred to as conceptualized framework that guide researchers conducts study. Interpretivism, realism, positivism, critical realism, and relativism are the types of paradigms used for conducting research (Saunders, Lewis & Thornhill, 2016; Chan, 2015; Boateng, 2014; Creswell, 2014).

4.2.1 Positivism

The tenets of positivism hinge on the adoption of the natural science research models to apply in the field of social science to investigate and explain the social realities (Denscombe, 2008), where the researcher acts in the capacity of a natural scientist (Maylor & Blackmon 2005). This concept is attributed to Auguste Comte (French philosopher & social scientist) as outlined in his study; "Course of Positive Philosophy" (Remenyi, & Sherwood-Smith, 1998). This concept dwells on objectivism to assess the social world by the testing of hypotheses developed from existing theory (Chappell, 2013), by measuring observable social realities because they are regarded as tangible with relative constant structure. Positivist has an interest in general information and large-scale numerical data collection to enhance objectivity with facts gathered from observation and reasoning (Gray, 2013) and measured using quantitative methods of surveys, experiments, and statistical analysis (Eriksson & Kovalainen, 2008; Easterby-Smith, Thorpe & Jackson, 2008; Saunders et al., 2009). The study therefore adopted positivism paradigm because it beleaves in objectivism and single reality.

4.2.2 Interpretivism

Interpretivism is strong opposition to the arguments from positivism and realism regarding the application of natural scientific methods in the social phenomena because, in their view, the complexity of the reality cannot be simply explained by regularity patterns or law-like generalisation. This philosophy argues further that the study relating to social science is entirely distinct to regular science (Bryman & Bell, 2007). In respect to that, applying the same methods of study is out of order. A small sample of data is therefore recommended to be carefully examined and further applied to a larger group (Kasi, 2009).

4.2.3 Realism

Realists focus on the beliefs and realities in a social setting. It shares some characteristics with the positivists. First, they believe that it is essential to adopt and apply the natural science methods in social science for quantitative data collection and statistical analysis. More importantly, realists believe in the objectivity of the research whereby the social realities will be independent of the influence of the researcher and social actors Bryman and Bell (2007). However, the realists believe not in the observable phenomena. Direct and critical realism is its philosophical approach (McMurray and Pace, 2004). The direct form encapsulates the message communicated by the senses to the individual (see, hear, touch, smell, etc.) and the emphasis is that what you see is what you get, and what your senses signal is the reality of the world. Critical realists posit those experiences are sensations that portray the image of things in the real world and not the reality (Sekaran and Bougie, 2013).

4.2.4 Pragmatism

Saunders et al., (2009) discuss the pragmatic paradigm. According to them, pragmatism is a paradigm centred on the notion that research questions are the fundamental factor that determines decisions in epistemology, ontology, and axiology. Gray (2013) has a similar point of view, stating that the research questions provided by a researcher may have an impact on the philosophical assumptions utilized to support a research effort. According to Saunders et al. (2009), pragmatists believe in many techniques in examining a phenomenon whiles utilising differences in epistemology, ontology, and axiology to their advantage. They also caution against adopting a dogmatic approach to philosophy and advice scholars not to take a position in opposition to any philosophical theory. Takhakkori and Teddlie (1998) claim that pragmatism takes satisfaction in avoiding unnecessary and trivial debates over the definition of what constitutes reality.

4.3 Research Approach

The most common research methodologies employed in the field of marketing have been discussed: quantitative, qualitative, and mixed methods research (Kent, 2007; Malhotra, 2008). Each of these three study methods has its own set of advantages.

4.3.1 Quantitative Research

Quantitative research is an investigative method that depends on the use of formal and specified answers to get a better understanding of social reality (Hair et al., 2008). Structured questionnaires are used by quantitative researchers because they believe that analyzing components and putting them into a study framework allows for greater generalization (Davis, 2000). Market orientation, new product development, and firm performance were statistically conceptualized, operationalized, and evaluated using the positivist paradigm employed in this study, which employed a quantitative research technique. The study's

primary goal was to add to the body of knowledge by analysing specific market orientation indicators and their relationship to business performance. This led to a quantitative study using Structural Equation Modelling, which was then utilised to examine the findings.

4.3.2 Qualitative Research

Qualitative research, on the other hand, is concerned with the understanding of phenomena through narratives. Qualitative research is the process of collecting, analyzing, and interpreting non-numerical data, such as language (Hair et al., 2008). Qualitative research can be used to understand how an individual subjectively perceives and gives meaning to their social reality.

4.3.3 Mixed Methods Research

The term "mixed methods research" explains the study that employs both qualitative and quantitative methodologies (Creswell & Creswell, 2017). Both the narrative and statistical approaches are utilized in mixed methods research to provide a better view of reality and the phenomena under research. A quantitative research technique was used in this research. The quantitative research technique is said to be popular among positivists because it allows them to evaluate statistical connections between variables (Gray, 2013).

4.4 Research Design

The literature indicates a variety of study designs intended to help researchers achieve their goals (Kent, 2007). There are three types of study designs: exploratory, descriptive, and explanatory (Akhtar, 2016; Malhotra, 2008; Gray, 2013).

4.4.1 Exploratory Research Design

Exploratory research design delves into an area that is not known or a neglected aspect of study with little or no knowledge either in its context or on the topic to gain much insight into the phenomena (Glicken, 2003; Mitchell & Jolley, 2010; Royse, 2011). It often prefaces a thorough study but can also be detailed enough to stand on its own (Alston & Bowles, 2003). It often asks the “what” question and usually adopts the qualitative technique in gathering its data (Adler & Clark, 2008). Exploratory is highly essential for clarification of uncertain social occurrence and applicable in a steady phenomenon where the feasibility of conducting an extensive study is tested to guide in the methodology and hypotheses which are speculative (Babbie & Mouton, 2001; Babbie, 2013). Adams and Schvaneveldt (1991) liken it to the life of a traveller, or an explorer and its greatest leverage is its flexibility and adaptability to change.

4.4.2 Descriptive Research Design

Researchers utilize descriptive study designs to profile research phenomena and get a descriptive understanding of them (Nassaji, 2015; Burns & Bush, 2000). Descriptive research designs are those that allow for in-depth examinations of a research topic. Descriptive studies, as the name implies, attempt to characterize the studied phenomena by gathering data on the phenomenon's nature. This aids the researcher in compiling findings on the phenomena, resulting in a more accurate description of what the phenomenon is (Kent, 2007; Malhotra, 2008).

4.4.3 Explanatory Research Design

Explanatory research designs are those that allow for the investigation of causal relationships between several variables to be investigated (Malhotra, 2008). Furthermore, researchers may employ explanatory research designs to determine how one variable impacts the effects of other factors within a study framework (Gray, 2013). Research designs such as these are frequently used when a quantitative and statistical examination of the study under investigation is required (Hair et al., 2008). Because the purpose of the research was to examine the relationship that exist between the study constructs, explanatory (causal) design was utilised. The researcher was able to examine the relationships that exist between market orientation, new product creation, and business performance, among other things. The causal study design can be used by researcher to investigate the causal relationships between variables within a framework.

Specifically, market orientation is the independent variable in this study, and the impact of market orientation on firm performance is the primary focus of analysis, with new product development serving as a mediating variable.

4.5 Research strategy

Five distinct methods may be employed by researchers to collect and analyse data for the purpose of producing empirical evidence. "Surveys, experiment, archival research, history, and case studies" are some of the methods used. Each of the methods, according to Yin (2003), is utilised in descriptive, exploratory, and explanatory research. However, the survey method was used for this research since it was thought to be the most suitable (Saunders et al., 2019).

Collis and Hussey (2013) describe a survey as "the process of selecting respondents from a large population and studying them in order to develop judgements about the population." According to Malhotra and Birks (2007), a survey is a method of collecting information on a population's characteristics, measurements, or perspectives. Selecting a study method is critical once again because it serves as the basis for establishing the precise connection between observable and unobservable variables (Gog, 2015).

In a cross-sectional survey at a particular moment in time, data is gathered from a sample designed to reflect the population within a defined time. On the other hand, a longitudinal survey is the gathering of data from a sample across time. A cross-sectional survey technique was used for this research. The choice to employ the cross-sectional survey technique was influenced by the research issue and its associated research topic. The cross-sectional survey research method was selected because it attempts to comprehend a particular population at a given time and guarantees that the degree of ambiguity that defines choice circumstances is clearly expressed, according to Madanga and Patrick (2021). Using a structured questionnaire, the survey research technique was selected in this study to allow the gathering of significant amounts of data from the footwear makers in Kumasi Metropolis.

4.6 Sampling procedures

Using proper sample procedures will help the researcher to minimize data collecting costs, speed, and efficiency, resulting in more accurate data. Sampling is the act, process, or technique of choosing a suitable sample, or a representative proportion of a population, for the purpose of analysing the features or qualities of the whole population (Mark et al., 2009).

4.6.1 Population and Sample Size

In research, the population is defined as the total number of all units of the subject matter or event to be assessed into which all possible observations of the same sort are made (Hougaard, 2012; Kumekpor, 2002). Although, the fashion industry has different segment which includes the apparel, textiles, footwears and many more but the study's participants were shoemakers in the Kumasi metropolitan. Owner managers and executives who run the firm on behalf of their owners made up this demographic. It is difficult to determine the exact population of footwear producers in Ghana and Kumasi Metropolitan, due to the unstructured nature of the industry.

A sample of the research population is defined as a group of people who are representative of the entire population (Smith & Albaum, 2012). According to Creswell (2009), if the sample is representative of the target population, the results from the sample may be utilized to generate generalizations about the full population.

Within Kumasi metropolitan, a sample size of 200 footwear producers was chosen for this research. The study arrived at 200 because there is no statistics on the footwear producers in Kumasi metropolitan and due to that, Asafo market and central market were chosen as the sample frame. This is consistent with the assumption that Structural Equation Modelling (SEM) necessitates a sample size of at least 100 respondents (Mohammed et al., 2021; Hair et al., 2010). Stutely (2003) also believes that a sample size of 30 is sufficient for good statistical research provided the features of the respondents are homogeneous, implying that a sample size of 200 is more than adequate to represent footwear producers in the Kumasi metropolitan. It also falls within the appropriate range of 200 to 300, as suggested by (Garver & Mentzer, 1999).

4.6.2 Sampling Techniques

The research was carried out using a handy or judgmental sampling approach. Participants in convenience sampling are those who are easily available and eager to participate. Convenience sampling (judgmental sampling) focuses on randomly selecting respondents who are very simple to reach for sample selection, and the procedure is repeated until the desired sample size is reached (Mark et al., 2009; Saunders M., 2009) Because most of these footwear manufacturers are dispersed around Kumasi, the convenience sampling approach, as well as the non-probability method, were used to choose them.

4.7 Measurement of Research Constructs

Narver and Slater (1990) and Kohli and Jaworski (1990) measuring tools tend to be the most often utilized for determining a company's degree of market orientation (Mahmoud & Hinson, 2012). Narver and Slater (1990) used MKTOR to assess market orientation by looking at the customer, competition, and inter-functional orientation. Kohli and Jaworski (1990) used MARKOR to evaluate market orientation through gathering information, disseminating information, and planning and implementing responses.

The market orientation scale from Narver and Slater's MKTOR construct was utilized to measure market orientation in this study. The usage of this well-known scale in research is nothing new (Mahmoud, 2010). These scales were used to evaluate market orientation among SMEs in Ghana (Hinson et al., 2007). In their study on Market Orientation and firm Performance among SMEs in Ghana, Mahmoud et al. (2010) used the scales as well.

The performance of footwear producers was measured by subjective performance. Subjective performance variables include Customer satisfaction, sales growth, and market share. These measures were also used by Zebal and Goodwin, (2011) and Zebal, (2003) in their study.

New product development was measure by how actively footwear producers seek ways of producing new products to meet market demand through the predevelopment stage, development stage and commercialization (Griffin and Page 1996).

In designing the questionnaire for the study, section (A) aspect of the questionnaire addressed demographic characteristics such as gender, age, educational background, firm size, firm ownership, and firm age. They employed a Likert Scale of 1 to 5 to quiz responses from Section (B) to Section (D), with 1 indicating Strongly Disagree (SD), 2 suggesting Disagree (D), 3 indicating Neutral (N), 4 indicating Agree (A), and 5 indicating Strongly Agree (SA) (SA). Section (B) was on the market orientation; new product development was section (C) and firm performance was on section (D).

Table 4.1Measurement of Construct

Construct	Variables	Sources
Market Orientation (MKTOR)	Customer orientation, Competitors orientation, Inter-functional orientation	(Narver & Slater, 1990)
Firm Performance	Customer satisfaction, sales growth, and market share.	(Zebal & Goodwin, 2011; Zebal, 2003)
New Product Development	Predevelopment stage, Development stage, and Commercialization.	Griffin and Page (1996).

Source: Researchers Construct, 2022

4.8 Sources of Data Collection

Data may be defined as evidence, belief, and statistical information that has been gathered and documented for referral purposes (Saunders, 2011). The information utilized in this study came from both primary and secondary sources.

4.8.1 Primary data collection

The study relied on questionnaires to collect primary data from those who took part in the research. Closed-ended structured questionnaires were administered to respondents for the market orientation variables of customer orientation, competition orientation, and interfunctional orientation, as well as the new product development and performance construct. A five-point Likert scale was used to score the statements on the surveys, with responses ranging from strongly disagree (1) to strongly agree (5).

A pilot test was conducted with three teaching assistants from marketing department (UGBS). Two (2) Master of Philosophy (MPhil) students and two (2) graduate assistants participated in a pilot test to ensure that the questionnaire was clear and that each item, as well as the entire questionnaire, was defined as concisely as possible (see Harrison, McClaughlin, & Coalter, 1996; Lindell & Whitney, 2001; Podsakoff et al., 2003). These steps were taken to eliminate concerns during the all-inclusive stage of the collection of data (Chang, van Witteloostuijn, & Eden, 2010). It was time to put the surveys into action once they had been rewritten and redesigned.

Data was gathered using self-administered surveys and google forms with a uniform resource locator (URL). After the pilot testing was completed, the researcher hired three additional field people to help with data collecting. Field staff received training to get familiar with the questions that facilitate data collecting.

On the field, I explained the questionnaire to the respondents and ticked the response box upon their request, especially those who can't read and write. During the field data collection, the respondents were not willing to give us attention and time to complete the questionnaire. So, I adopted a strategy of creating customer relation with them and even must buy some of their product in other to familiarize with them and this strategy helped me a lot to get the field data.

4.8.2 Secondary data collection

The secondary data that was utilised came from student papers, manuals, journal reports, and publications and articles that were found on the internet, all of which were properly cited.

4.9 Data Analysis

After collecting data, the researcher analysed it and derive meaning from it to understand the phenomena being studied. Zikmund and Babin (2010) described data analysis as the use of reasoning to understand the data collected. More specifically, the analysis may entail identifying recurring patterns and summarising the pertinent information uncovered throughout an inquiry (Zikmund & Babin, 2010). The study employed the Structural Equation Model (SEM) to analyse the data collected. The study of Hair et al. (2009) described the Structural Equation Model as a statistical approach that combines numerous statistical techniques, such as factor analysis, to analyse several dependency relationships at the same time. Byrne (1994) also posits that SEM is made popular due to its hypothesis-testing approach. Hence, SEM is mostly employed to and confirm theories.

Because of its ability to execute many processes at the same time while retaining the robustness of the analysis and ensuring the rigour and integrity of the results acquired, SEM has been accepted by several researchers (MacLean & Gray, 1998). In this study, structural equation modelling (SEM) was used because the researchers wanted to analyze the links between market orientation, new product development, and company performance all at the same time.

Another reason for the adoption of SEM is that it helps in simultaneous estimation of parameters in systems of equations that may include mediated relationships, correlated dependent variables, and in some instances feedback relationships. SEM allows for the specification of theoretically holistic models because multiple and varied relationships may be estimated together in the same model. According to Astrachan, Patel and Wanzenried (2014), in measuring errors, the structural equation model recognises the constructs and accounts for those errors and decreases the total error associated with the model. The research utilized the Statistical Package for Social

Sciences (SPSS version 25) in performing descriptive analysis while using Partial Least Square– Structural Equation Modelling (PLS-SEM) – SmartPLS 3.3.3 to test the proposed relationship that exists among the study variables.

4.10 The Reliability and Validity Test

It is important to verify the validity and reliability of the study's items measurement to obtain the most accurate result (Mohajan, 2017). The terms' reliability and validity refer to procedures for determining the accuracy of measurements and ensuring that, there are zero degrees of bias and distortion (Golafshani, 2003; Read, 2013; Roberts, Priest, & Traynor, 2006). Questionnaires are considered reliable and valid, according to (Taherdoost, 2016), when the findings obtained are constant regardless of how many times the questionnaire is repeated. The results would be the same if the study was conducted a second time.

4.10.1 Reliability

The measurement's accuracy, precision, and consistency are evaluated for reliability (Saunders et al., 2019). Reliability is defined as the evaluation of the internal consistency to determine how the test pieces measure same concept (Zikmund, Carr & Griffin, 2013). The reliability is best measured using Cronbach's alpha and the validly accepted threshold is 0.70 and above (Hair et al., 2010). Even though Cronbach alpha is a widely used way of measuring reliability, Peterson, and Kim (2013) noted that it is a lower bound and hence underrates genuine reliability. The study used the Cronbach alpha and the composite reliability approach to measure the reliability, which is commonly employed in SEM (Zikmund et al., 2013). Composite reliability measure's total reliability of a group of disparate but related things (Hair et al., 2014).

4.10.2 Validity

Validity relates to a measurement's accuracy or the length of time that a score properly represents a concept (Zikmund et al. 2012). Validity also refers to the accuracy of the measures used in analysing or assessing the variables being evaluated (Burns & Burns, 2008). In this research, construct validity was used to evaluate how well the findings generated by the measuring instrument matched theoretical predictions (Hair et al., 2014). Convergent and discriminant construct validity are two different types of concept validity.

Convergent validity is described by Hair, Sarstedt, Ringle, and Gud (2017) as the degree to which measures evaluating the same construct positively relate. It is assumed that when measuring reflective constructs, the measurements would be connected or share a large proportion of the construct. However, discriminant validity illustrates how special a construct is and how it varies from other constructs. A construct must depict a phenomenon that is not described by other constructs in the model to have discriminant validity .

Discriminant validity was used to determine how different one construct is from another, while convergent validity was used to ensure that the constructs found are accurately represented by their indicators (Rezaei, 2015; Rezaei & Ghodsi, 2014). HTMT, Fornell-Larcker criteria, and cross-loadings were used to test discriminant validity. Furthermore, average variance extraction (AVE > 0.50) was used to evaluate the measures' convergent validity (Hair et al., 2019; Henseler et al., 2016).

4.10.3 Ethical consideration

Whenever dealing with ethical dilemmas, a cautious approach was employed. Permission to access data/information was obtained through an introduction letter from the Department of Marketing and Entrepreneurship at the University of Ghana Business School (UGBS). Those who participated were made aware of the study's purpose and goals to avoid any misconceptions. All the participants were informed that any information they provided would be kept fully confidential and anonymous by the survey's administrators (see in Narteh, 2013). Final assurance was given to them that there are no correct or improper responses. It is expected that these procedures will lower people's evaluation anxiety and make them less likely to edit their responses to appear more socially desirable, accommodating, acquiescent, and consistent with the way the researcher wants them to respond, according to Podsakoff and colleagues (2003, p. 880).

CHAPTER FIVE

DATA ANALYSIS AND DISCUSSION OF FINDINGS

5.0 Introduction

A study of literature reviews was conducted in the prior chapters of this thesis, which allowed for the formation of appropriate hypotheses and data gathering procedures to be used in the following chapters. This chapter, on the other hand, is primarily concerned with presenting the results of the data analysis. There are two components to the data analysis: The demographic profiles of respondents are the focus of the first phase. Based on the study's objective, the subsequent stage analyses the main variables under examination and their prevailing relationship. SPSS and Smart PLS were used to analyse the data. As a result, SPSS was employed to obtain the descriptive statistics. Subsequently, Smart PLS was employed to undertake SEM due to its ability to handle highly complex predictive models

Nonetheless, some preliminary data analysis (PDA) was carried out before the main analysis to ensure that the dataset was clean and free of errors (Ainin et al., 2015). Accordingly, the data were screened to exclude non-engaging responses, such as those with a standard deviation of zero, indicating that there was no variation in the responses.

5.1 Demographic Profile of Respondents

The demographic profile of respondents necessary for the study is presented in Table 5.1 below. The Respondents were characterised concerning their age, gender, business ownership, academic qualification, line of business, as well as nature of business. The results show that most of the respondent is male with 63% and the remaining 37% are females. The study sample was youthful as about 48% of the respondents were 30 years or below and 21% were also 40 years or below. Concerning the line of business, more of the respondents are into male footwear production with 49% and 27.5% of the respondents were into both male and female footwear production. 48% of the respondent have completed SSCE/WASSCE and 30.5% have no formal education, which means that majority of the respondent have basic education. The results show that most (46.5%) of the footwear business is owned by individuals and 29.5% are partnership businesses.

Table 5.1 Respondents' characteristics

Characteristics	Frequency (200)	%
Gender		
Male	126	63.0
Female	74	37
Age (in years)		
Up to 20	8	4.0
21 – 30	96	48.0
31 – 40	42	21.0
41 – 50	30	15.0
50 and above	24	12.0
Line of Business		
Male footwear	98	49.0
Female footwear	47	23.5
Both Male and Female footwear	55	27.5
Education		
SSCE/ WASSCE	93	46.5
HND/Diploma	38	19.0
First Degree	7	3.5
Postgraduate	1	0.5
No formal education	61	30.5
Nature of Business		
Sole proprietor	123	61.5
Partnership	59 18	29.5 9.0
Family Business		

Source: Field Data, July 2021

5.2 Descriptive Statistics on Construct

Constructs under study (Customer orientation, inter-functional orientation, competitor orientation new product development, and firm performance) are all represented with their means and standard deviation in Table 5.2. Customer orientation has a mean of 1.54 (SD=0.737) in the table, suggesting that respondents have a positive understanding of the statements. This suggests that the respondents have a fair knowledge of customer orientation.

The results further show that the respondents have positive perceptions of the items measuring competitor orientation, inter-functional orientation, new product development and firm performance. These are evident by the total mean for competitor orientation which is 1.485(SD=0.765), inter-functional orientation 1.31(SD=0.748), new product development 1.33(SD=0.759), and firm performance 1.507(SD=0.783).

Table 5.2: Construct Descriptive Statistics

Items	Minimum	Maximum	Mean	Std. Deviation
CUSTOMER ORIENTATION			**1.54**	**0.73**
customer information is used to improve the quality of footwear	1.000	5.000	1.490	0.755
customer comments and complaints are encouraged	1.000	5.000	1.540	0.747
We have a strong commitment to our customer's demands	1.000	5.000	1.590	0.708
COMPETITOR ORIENTATION			**1.485**	**0.765**
We regularly monitor our competitors' marketing efforts	1.000	5.000	1.435	0.785
We frequently collect marketing data on our competitors	1.000	5.000	1.530	0.768
We respond rapidly to competitors' actions	1.000	5.000	1.510	0.794
Our employees are instructed to monitor competitor activity	1.000	5.000	1.465	0.713
INTER-FUNCTIONAL ORIENTATION			**1.31**	**0.748**
Market information is shared inside our organization	1.000	5.000	1.305	0.763
All departments are involved in preparing business plans strategies	1.000	5.000	1.290	0.697
We have inter-department meetings to discuss market trends	1.000	5.000	1.335	0.783
NEW PRODUCT DEVELOPMENT			**1.33**	**0.759**
we always do new products for our customers	1.000	5.000	1.450	0.859
We actively seek ways of coming up with new footwear	1.000	5.000	1.270	0.760
We value customer input in new footwear planning	1.000	5.000	1.345	0.752
We constantly modify and bring new designs to our footwear	1.000	5.000	1.255	0.663
FIRM PERFORMANCE			**1.507**	**0.783**
We have been making a profit since we started the business	1.000	5.000	1.510	0.794
There has been revenue growth in our business	1.000	5.000	1.510	0.748 our
customer base increased rapidly	1.000	5.000	1.550	0.798
We constantly attract new customers with our new product	1.000	5.000	1.485	0.781
Our customers are pleased with our product designers.	1.000	5.000	1.480	0.793

Source: Field Data, July 2021

5.3 Measurement model evaluation

Hair et al. (2017) posited that an estimate of the indicators' and constructs' measurements should be done before assessing a model for examination. The dimension model evaluation is what they refer to it as, and to guarantee the constructs' fitness, the investigator must estimate them (structural model). Researchers may use empirical measurements to connect theoretically defined dimensions and structural models to reality.

5.4 Measurement Model Evaluation

Dimension models are concerned with the study's instruments consistency and validity. In the valuation of dimension models, it is essential to achieve a good Cronbach alpha and composite reliability as stated by Hair et al. (2017. It's a tool for determining internal consistency. Individual indicator reliability must also be evaluated, and item loadings are used to do so. According to Hair at al. (2017), the validity of a construct can be determined in two ways, and these are convergent validity and discriminant validity. Accordingly, the convergent validity is measured through the use of Average Variance Extracted whereas the discriminant validity deals with the Fornell-Larcker criterion.

5.4.1 Measurement of Internal Consistency Reliability

The internal consistency reliability of the measurement model is the most significant benchmark to evaluate the model. To assess the internal consistency of this study, the researcher employed both the Cronbachs alpha and composite reliability. According to Hair et al. (2017), internal consistency is achieved when the Cronbachs alpha and composite reliability are both above 0.70. For this study, all the constructs achieved internal consistence as evident in Table 5.3. The breakdown for the individual constructs is as follows; Customer Orientation had a CA=0.901, and CR =0.939; Competitor orientation had a CA=0.922, CR-0.945; Inter functional orientation had a CA = 0.9991 and CR =0.966; and new product development had a CA =0.991 and CR-0.993. This indicates that all the constructs met the criteria for internal consistency

5.4.2 Indicator Reliability

This determines how important each indicator is in determining the hypothesis's reliability. In contrast, the implication of the indicator loadings and their statistical significance are employed to determine it. To calculate indicator loadings, the standard PLS algorithm is employed. As a result, item loadings were utilized to evaluate indicator reliability. Loadings larger than 0.70 may be retained, whereas loadings less than 0.70 are dropped, especially for reflexive contracts. Bootstrapping is used to assess the statistical significance of the loadings. Table 5.3 shows that all the loadings is between 0.820 and 0.990, which is substantial and over the threshold. As a result, it can be concluded that all the models' indicators have attained appreciable level of indicator dependability.

5.4.3 Convergent validity

Kline (2015) indicated that convergent validity is used to determine how latent variables share their covariance with the factors extracted. Hair et al. (2017) opined that a latent variable should be able to explain 50% of the variations of the indicator. Also, the concept's variance and its indicator is more than the measurement error variance, and as a result, an indicator's outer loading must be greater than 0.708, because 0.708 squared equals 0.50 for a concept and its indicator. Remove outside loadings of an indicator that are less than 0.70 on or after the scale and are not part of the indicator's internal load (Hair et al., 2017). It's worth noting that, according to the rule of thumb, all the constructions reached an appropriate level of AVE. From table 5.3, “Customer Orientation” had an AVE=**0.838**, “Competitor Orientation” had an AVE=**0.812**, “Inter-Functional Orientation with AVE=**0.892**, “New Product Development” also recorded AVE=**0.876** and lastly, “Firm Performance” had an AVE= **0.966.** This implies the construct AVE is above the threshold of 0.500.

Table 5.3 Item Loadings, AVE, Cronbach’s alpha and CR of constructs

Research constructs	Cronbach’s alpha	Rho _A	CR	AVE	Loadings
Customer Orientation	**0.901**	**0.926**	**0.939**	**0.838**	
CMO1					**0.867**
CMO2					**0.873**
CMO3					**0.965**
CMO4					**0.896**
Competitor Orientation	**0.922**	**0.933**	**0.945**	**0.812**	
CO1					**0.821**
CO2					**0.964**
CO3					**0.954**
Inter-Functional Orientation	**0.939**	**0.948**	**0.961**	**0.892**	

IFO1					**0.919**
IFO2					**0.982**
IFO3					**0.931**
New Product Development	**0.953**	**0.953**	**0.966**	**0.876**	
NPD1					**0.881**
NPD2					**0.955**
NPD3					**0.959**
NPD4					**0.947**
Firm Performance	**0.991**	**0.991**	**0.993**	0.966	
FP1					**0.990**
FP2					**0.976**
FP3					**0.979**
FP4					**0.989**
FP5					**0.980**

Source: Field Data, 2021.

5.4.4 Discriminant Validity

A concept's discriminant validity is the degree to which it differs from other constructs based on experiential criteria (Hair et al, 2017). A concept's discriminant validity is established when it is determined that it is unique and that seizures are not captured by the model's other constructs. Researchers have discovered that cross-loadings are frequently employed to examine the discriminant validity of indicators, as opposed to other types of loadings. Other approaches to determining discriminant validity, on the other hand, are readily available. The Fornell-Larcker and the HTMT are the tests for ensuring discriminant validity among constructs.

5.4.5 Fornell- Larcker

This principle (Fornell-Larker) is the second technique in quantitative research for discriminant validity tests because it relates the square root of average variance extracted (AVE) with the correlation results of the latent variables, which is a measure of association between two variables (Hair et al., 2017). Likewise, it is significant to note that the square root of each build's AVE should be greater than the greatest link that it has with any other construct. The FornellLarcker technique is based on the idea that the connected indicators of a construct share more variation than the indicators of any other construct.

Table 5.4: Fornell-Larcker Criterion Assessment

	Customer Orientation	Competitor Orientation	InterFunctional Orientation	New Product Development	Firm Performance
Customer Orientation	**0.963**				
Competitor Orientation	0.901	**0.936**			
InterFunctional Orientation	0.828	0.772	**0.955**		
New Product Development	0.867	0.818	0.944	**0.936**	
Firm Performance	0.929	0.915	0.808	0.89	**0.983**

Source: Field data, 2021.

From table 5.4, it is evident that “customer orientation” had the highest AVE=0.983 as compared to “competitor orientation” =0.901, “inter-functional orientation” =0.828, “new product development” =0.867 and “firm performance” =0.929, respectively. “competitor orientation” also had a higher AVE=0.936 compared to “inter-functional orientation” =0.772, “new product development” =0.818 and “firm performance” =0.915, whereas “interfunctional orientation” also had an AVE= 0.955, “new product development” =0.944 and “firm performance” = 0.808 and so forth.

5.4.6 Cross loading analysis

To assess an indicator's discriminant validity, cross-loadings are usually used. Additionally, an indicator's outer loading on the linked concept should be greater than any of its cross-loadings (i.e., its relationship) on any of the other constructs in the study. furthermore, a table with rows for indicators and columns for the latent variable is the best way to assess and report crossloadings (see Figure 1). Hair et al. (Hair et al., 2017). The cross-loadings of the field data acquired for this thesis, which are given in the table below, show that all constructs exhibit discriminant validity.

Table 5.5: Cross loadings

	Competitors Orientation	Customer Orientation	Firm Performance	InterFunctional Orientation	New Product Development
CO1	**0.867**	0.805	0.882	0.728	0.808
CO2	**0.873**	0.794	0.766	0.721	0.708
CO3	**0.965**	0.912	0.99	0.803	0.882
CO4	**0.896**	0.832	0.808	0.728	0.704
CUO1	0.793	**0.821**	0.691	0.703	0.642
CUO2	0.908	**0.964**	0.956	0.735	0.819
CUO3	0.849	**0.954**	0.897	0.69	0.771
FP1	0.965	0.912	**0.99**	0.803	0.882
FP2	0.935	0.944	**0.976**	0.752	0.836
FP3	0.934	0.956	**0.979**	0.789	0.863
FP4	0.945	0.9	**0.989**	0.807	0.889
FP5	0.951	0.887	**0.98**	0.82	0.9
IFO1	0.807	0.779	0.871	**0.919**	0.96
IFO2	0.786	0.722	0.742	**0.982**	0.903
IFO3	0.746	0.673	0.652	**0.931**	0.828
NPD1	0.853	0.767	0.776	0.914	**0.881**
NPD2	0.775	0.735	0.807	0.904	**0.955**
NPD3	0.838	0.799	0.897	0.891	**0.959**
NPD4	0.778	0.759	0.848	0.868	**0.947**

Source: Field Data, 2021

5.4.7 Heterotrait-Monotrait Ratio (HTMT) Analysis

Henseler et al. (2015) opined that if the route model contains constructs that are conceptually and extremely similar, a threshold value of 0.90 should be used. Accordingly, when the constructs in the path model are theoretically more divergent, a lower and more conservative threshold value of 0.85 is necessary. When the HTMT assessment is larger than 0.90, it indicates a lack of discriminant validity, and when the route model components are theoretically more divergent, a lower and more conservative threshold value of 0.85 is mandated to ensure discriminant validity is maintained. Table 5.6 shows the HTMT of the data obtained. The table shows that all of the structures have reached adequate HTMT levels.

Table 5.6: Heterotrait-Monotrait Ratio (HTMT)

	Customer Orientation	**Competitors Orientation**	**Firm Performance**	**Inter-Functional**	**New Product Orientation Development**
Customer Orientation					
Competitors Orientation	**0.899**				
Firm Performance	**0.90**	**0.897**			
Inter-Functional Orientation	**0.84**	0.886	**0.828**		
New Product Development	0.879	**0.896**	**0.895**	**0.885**	

Source: Field data, 2021

5.4.7.1 Collinearity Assessment

To establish whether there is a strong association between the constructs, the variance inflation factor is employed. On the contrary, the variance inflation factor (VIF) was defined by Hair et al. (2017) as shared acceptance (i.e., VIFxs = 1/TOLxs), such that a 0.25 acceptance value for X1 (TOLxs) translates to a VIF value of 1 / 0.25 = 4.00 for X1 (VIFxs). Few research, according to O'brien(2007), indicates a 5 upper limit. The VIFs are all less than 5.00, as shown in Table 5.7, indicating that the constructs are not strongly correlated.

Table 5.7: Variance Inflation Factor (VIF)

Construct	Variance Inflation Factor
Customer Orientation	2.007
Competitor Orientation	3.234
Inter-functional Orientation	3.186
New product development	2.685

Source: Field data, 2021.

According to Table 5.7, the variance inflation factor (VIF) for all constructs in the model was less than 5.0. As a result, no problems of multicollinearity between the constructs can be inferred.

5.4.7.2 Assess of significant Path

Researchers utilise p-values to assess significance levels, according to Hair et al. (2017). A p-value is a likelihood of obtaining the least extreme t-value, which is the only validly experimental conditional on maintaining the null hypothesis, that is given the null hypothesis being maintained. The p-value, on the other hand, represents the likelihood of mistakenly rejecting an actual null hypothesis. According to the researchers, the p-value must be less than 0.05 to infer that the link under investigation is statistically significant at the 5 per cent level.

Figure 5.1: Direct relationship between the variables

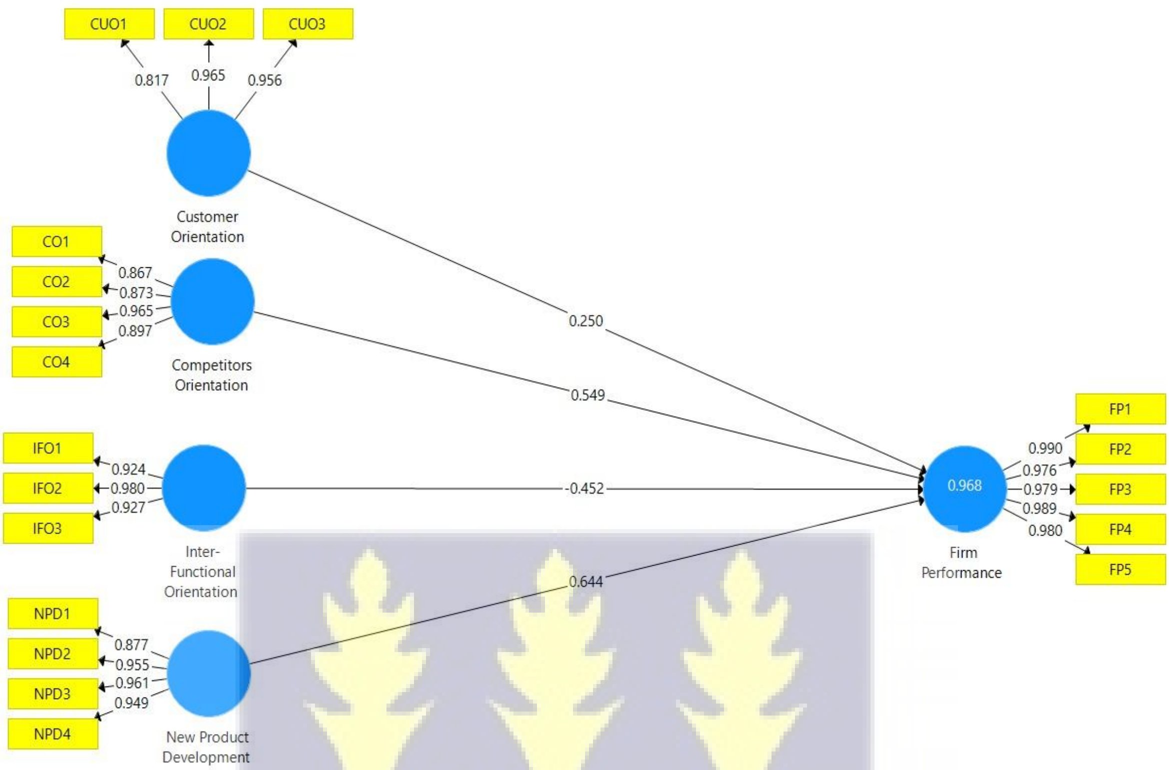


Figure 5.2 Direct Relationship between the Variables

Table 5.8: Path Analysis

	Path	Path coefficient	T Statistics	P Values	Decision
H1a	**Customer Orientation -> Firm Performance**	0.250	4.007	0.000	**Supported**
H1b	Competitors Orientation -> Firm Performance	0.549	5.875	0.000	**Supported**
H1c	Inter-Functional Orientation -> Firm Performance	-0.452	4.564	**0.000**	**supported**

Source: Field data, 2021

A path with a P-value of less than or equal to 0.05 is estimated to have established statistical significance, thereby establishing the related hypothesised link, as shown in Table 5.8. Considering the proposed relationship for the construct, that is, Competitors Orientation-- **Customer Orientation->Inter-Functional Orientation->New Product Development>Firm Performance,** all the constructs are supported.

Figure 5.2: The mediation effect of New Product Development on the relationship between the Drivers of market Orientation and Firm Performance

Figure 2 Path diagram 2

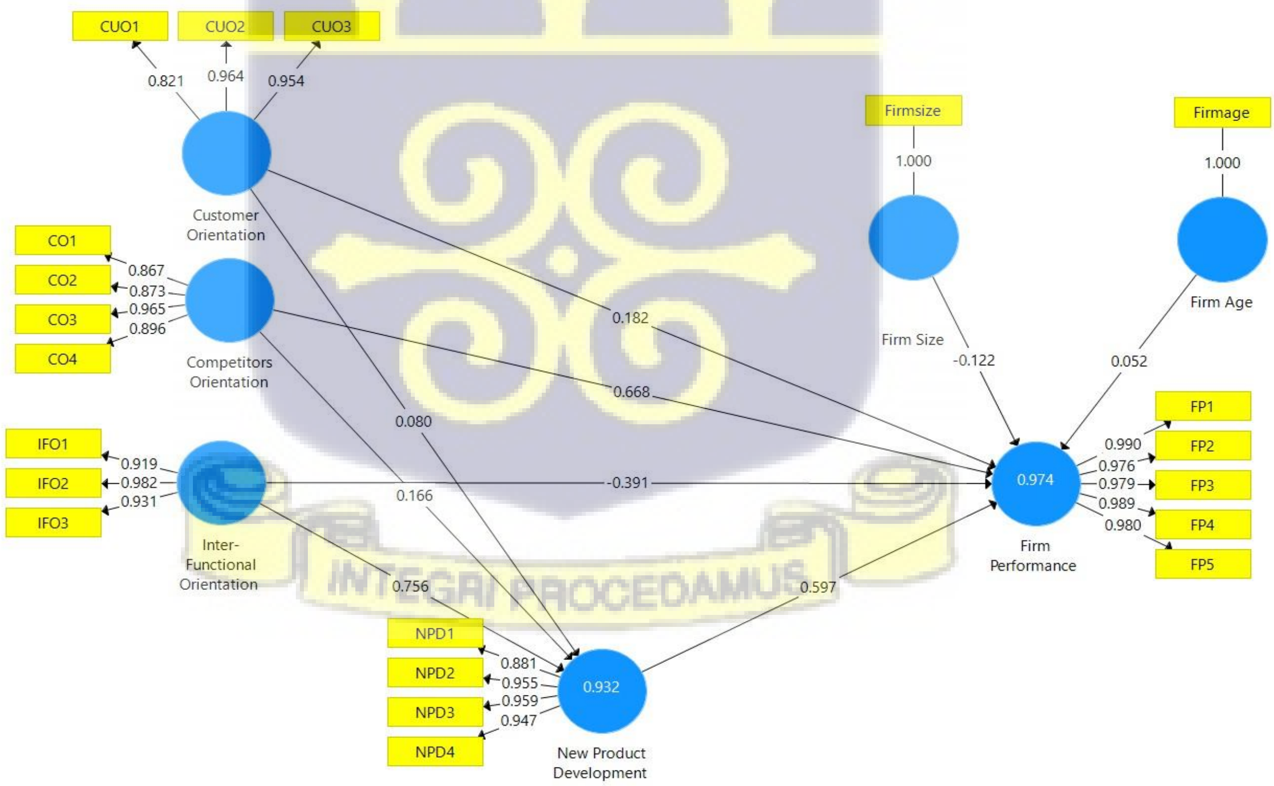


Table 5.9: Path Analysis

	Path	Path Coefficient	T Statistics	P Values	Decision
H1a	Customer Orientation -> Firm Performance	0.182	3.256	**0.001**	Supported
H1b	Competitors Orientation -> Firm Performance	0.668	8.259	**0.000**	Supported
H1c	Inter-Functional Orientation -> Firm Performance	-0.391	3.367	**0.001**	Supported
H2a	Customer Orientation -> New Product Development	0.080	1.024	**0.306**	Not Supported
H2b	Competitors Orientation -> New Product Development	0.166	2.707	**0.007**	Supported
H2c	Inter-Functional Orientation -> New Product Development	0.756	13.298	**0.000**	Supported
H3	New Product Development > Firm Performance	0.597	4.754	**0.000**	Supported
	Firm Age	0.052	2.363	**0.000**	Supported
	Firm Size	-0.122	2.223	**0.027**	Supported

Source: Field data, 2021.

A path with a P-value of less than or equal to 0.05 is judged to have established statistical significance, therefore confirming the hypothesised connection, as shown in Table 5.9. The hypothesized relationship for the construct **Inter-Functional Orientation □Competitors Orientation □New Product Development □Firm Performance** were all supported but **Customer Orientation □New Product Development** was not supported. Firm age and Firm size as control variables were also supported.

5.4.7.3 Coefficient of determination (R2)

The Coefficient of Determination can be used to determine the Predictiveness orientation of the PLS-SEM. The R2 value indicates how well the model fits the data. In general, literature has established certain standards for interpreting the R2. An R2 value of 0.67 and above is considered significant, 0.33 to 0.66 is considered moderate, and 0.19 and below is considered weak, according to Chin, (1998). The coefficient of determination (R2) of the data collected in the field is shown in Table 5.10 below.

Table 5.10: Coefficient of Determination

	R Square	R Square Adjusted	F square	Q Square
Firm Performance	0.974	0.973		0.928
New Product Development	0.932	0.931	**0.839**	0.811
Competitor orientation			**1.290**	
Customer orientation			**0.153**	
Inter-functional orientation			**0.466**	

Source: Field data, 2021

5.4.7.4 Effect size (F2)

The exogenous variables in table 5.10 have an effect size of more than 0.02, thus removing them will have a little impact on the R-square (R2). Also, it can be argued that their contributions to understanding fashion industry firm performance are minor (Cohen, 1988).

5.4.7.5 Predictive relevance (Blindfolding, Q2)

Hair et al. (2014) described predictive relevance as a measure of a model's predictive ability that looks at how a model properly anticipates data not utilised in parameter approximation. The blindfolding method may be used to evaluate the structural model's prediction validity. Q2 is the standard unit of measurement. To estimate the process, a small sample of the data matrix is removed, and the deleted sample is estimated using model estimates. There have been discussions in the literature on what constitutes a reasonable Q2 for predictive relevance. Some researchers believe that Q2 values of.02.15, and.35 (small, medium, and big, respectively) is predictively significant, while others believe that Q2 values greater than 0 are predictively significant. All the endogenous constructs had Q2 values over zero, as indicated in Table 5.10.

5.5 Discussion of Results

The degree of market orientation of the fashion sector was assessed using Narver and Slater's (1990) culturally based market orientation model, which consists of three components: customer orientation, competitor orientation, and inter-functional orientation. Because the study was interested in the relationship between market orientation and firm performance metrics such as customer satisfaction, customer retention, and revenue growth, subjective performance measures were used. In the fashion industry, the study discovered a positive and significant association between market orientation and firm success. The results are consistent with previous studies that suggested that market orientation leads to superior firm performance in the fashion industry (Anim, Agbemabiese, Acheampong, Adams, & Boakye, 2018).

H1a: Customer Orientation on firm performance

Customer Orientation (β= 0.250, t = 4.007, *p* = **0.000**) was found to have a significant and positive effect on firm performance, thus supported H1a. This means that, in order for Ghana's fashion industry to achieve superior business results, it must continue to operate and improve its customer-oriented approach in order to compete favourable.

This finding is consistent with a study in Malaysian SMEs that discovered a positive relationship between customer orientation and competitor orientation on performance (Muhammad Masroor, 2010), as well as a study in the United Kingdom that discovered a positive relationship between customer orientation and firm performance (AppiahAdu, and Singh, 1998).

H1b: Competitor Orientation on firm performance

Competitor Orientation (β = 0.549, t = 5.875, *p* = **0.000**) was found to have a significantly positive effect on firm performance, thus supported H1b. This augments the findings of other researchers who found a beneficial influence of competitor and customer orientation on the performance of SMEs (Agarwal et al., 2003; Sin, Alan, Heung, & Yim, 2005). Therefore, to expand their strength in their line of business, the fashion industry in Ghana must adopt a competitor-oriented approach.

H1C: Inter- Functional Orientation on firm performance

Inter- Functional Orientation (β = -0.452, t = 4.564, *p* = **0.000**) was found to have a significantly positive effect on firm performance, thus supported H1c.

This result backed with a study in Malaysian SMEs that revealed a link between interfunctional orientation and performance (Muhammad Masroor, 2010). This means that the fashion sector in Ghana does not engage in inter-functional orientation activities by forming strong relationships with networks that could help them improve their performance, but rather prefers to be self-contained and operate independently.

5.5.2 H2a-c: market orientation and New Product Development.

The study looked at the impact of market orientation on new product development in the fashion industry. Customer orientation, competitor orientation, and inter-functional orientation are the factors used to measure market orientation. The research discovered a strong link between market orientation and innovative product creation. This backs up Li, Xie, and Cheng's (2017) analysis of the literature on the impact of market orientation on new product development, which found a positive correlation.

H2a: customer orientation and new product development

Customer Orientation (β = 0.080, t = 1.024, *p* = **0.306**) was found to have an insignificant effect on new product development, thus Not supported H2a?

This means that even if the other factors (competitor and inter-functional orientation) are always helpful, if the customer orientation index increases by one unit, the index of new product creation will not increase. Customer orientation, on the other hand, is not statistically significant.

This contradicts Yang, & Zhang's (2018) study, which looked at the underlying impacts of customer orientation on new product development performance. Their research included 366 high-performance manufacturing companies from ten countries, and they discovered a significant link between client focus and innovative product creation.

H2b: competitor orientation and new product development

Competitor Orientation ($\beta = 0.166$, $t = 2.707$, $p =$ **0.007**) was found to have a significant positive effect on new product development, thus supported H2b.

This means that if the fashion industry wants to develop new products successfully, it must focus on competitors to create a unique offering.

This is in line with Wong and Tong's (2012) study, which investigated the relationship between market orientation and new product success. They use customer and competitor orientation to quantify market orientation, and the findings reveal that competitor orientation has a considerable positive impact on new product creation.

H2c: inter-functional orientation and new product development

Inter-functional Orientation ($\beta = 0.756$, $t = 13.298$, $p =$ **0.000**) was found to have a significantly positive effect on new product development, thus supported H2c.

This means that in order to achieve organizational performance, all of the organization's functional units must collaborate to generate new goods.

The findings are consistent with Aydin's (2020) study on market orientation and product innovation, which included 186 senior and mid-level managers from 627 manufacturing firms that are commonly regarded as innovative and are among Turkey's top 1,000 manufacturing firms. Customer orientation and inter-functional coordination, as a separate component of market orientation, had favorable benefits on product innovation, according to the study.

H3: New Product Development and firm performance

New Product Development ($\beta = 0.597$, $t = 4.754$, $p =$ **0.000**) was found to have a significantly positive effect on firm performance, thus supported H3.

The findings corroborate those of Liu, Lin, and Huang (2014), who found that product development improved operating performance and organizational effectiveness in the textile industry. When considering product innovation vs performance, Wang & Lee (2011) came to the same conclusion as this study and determined that product-based initiatives had a beneficial impact on performance. The findings partially confirm Hoofer and Reilly's (1984) conclusions that strong sales are associated with new product debuts in the automobile sector.

The findings of Udegbe and Udegbe (2013) suggest that product innovation has a beneficial impact on organizational performance.

Resource-based theory supports innovation in the production of new goods or the improvement of existing ones, where new organizational resources are discovered to benefit from new opportunities, ultimately enhancing performance (Rangone, 1999).

Table 5.21: Testing for Mediating effect of new product development

	Path	Path Coefficient	T Statistics	P Values	Decision
H4a	Customer Orientation -> New Product Development -> Firm Performance	0.048	1.031	**0.303**	Not Supported
H4b	Competitors Orientation -> New Product Development -> firm performance	0.099	2.527	**0.012**	Supported
H4c	Inter-Functional Orientation -> New Product Development > Firm Performance	0.451	4.920	**0.000**	Supported

Source: Field Data (2021)

According to the findings, new product development literature has indicated that it can mediate the relationship between market orientation and firm performance. The hypothesis was that if all three correlations were significant, the mediation test would be possible to undertake, based on the assumptions in the preceding table. Except for the link between new product development and competitive orientation affecting business success, all three correlations studied were significant (see Table 5.11).

In ascertaining the type of relationship, New Product Development does not significantly mediate the relationship between customer Orientation and firm performance (*B*= 0.048; t=1.031; p =0.303). This indicates that New Product Development does not partially mediate the relationship between customer Orientation with firm performance and does not become an important alternative in increasing firm performance. Therefore, this study rejects the hypothesis, which means that if the footwear producers focus on being customer-oriented in other to develop new product will not have a significant effect on the performance of the firm.

Related to the test of New Product Development relationship between Competitor Orientation and firm performance is significant (*B*=0.099; t=2.527; p = 0.012). This indicates that New Product Development has an important role as a partial mediator in the relationship between Competitor Orientation with firm performance and becomes an important alternative in increasing firm performance. Therefore, this study accepts the hypothesis, and it implies that footwear producers can be competitor oriented in other to produce a new product to enhance the performance of the firm.

Similarly, regarding the test of New Product Development relationship between inter-functional Orientation and firm performance is also significant (*B*=0.451; t= 4.920; p = 0.000. This indicates that New Product Development has a very important role as a partial mediator in the relationship between inter-functional Orientations with firm performance and becomes an important alternative in increasing firm performance. Therefore, this study accepts the hypothesis, and it implies that the various department within the firm activities is properly coordinated in developing new produce will enhance the firm's performance

5.5 Control Variables

The study used firm age, firm size of respondents as control variables. These variables were used to determine the level of influence they can have on market orientation and firm performance. After analysis, results revealed both the firm age (*B*=0.052; t=2.363; p = 0.018) and firm size (*B*=-0.122; t=2.223; p = 0.027) have a positive and significant impact on the degree to which market orientation can be employed by the fashion industry to enhance firm performance.

5.6 Summary of Chapter

Only one of the ten hypotheses investigated was not supported, while the remaining nine were supported. Customer orientation after the introduction of new product development as mediation has no effect on firm performance, according to the findings, which refutes hypothesis 4b. Finally, market orientation has a beneficial impact on firm performance, and the addition of a mediating variable (new product development) increases the link.

CHAPTER SIX

SUMMARY, RECOMMENDATION, AND CONCLUSION

6.0 Introduction

The chapter summarises the whole research work and concludes by emphasising the thesis's most important findings. It continues further to address the study's limitations and provide policy and precisians recommendations, as well as future research recommendations.

6.1 The Study's Summary

Market orientation is characterized as the degree to which companies are inclined to implement the marketing concept, which is critical in terms of pleasing customers through value creation. The marketing concept is based on gaining awareness and providing consumers with more value than competitors (Kotler, 2009; Kotler, et al., 2019). New product development is often critical to a company's long-term viability and capacity to retain or improve its market position. According to Hsu and Fang (2009), new product development plays an important influence on a company's ability to succeed in a competitive market. The study's objective was to determine the relationship between market orientation factors and the performance of firms in the Ghanaian fashion industry, as well as to mediate New Product Development. The research's target population was Kumasi's footwear producers, particularly those in the Asafo market. A total of 200 questionnaires were valid for statistical analysis after a three-month data collecting period. The hypothesis was therefore tested using the Partial Least Square (PLS) approach. However, utilising Resource Base View (RBV) theory and Dynamic Capability (DC) theory, the thesis shows how market orientation may affect firm performance through the mediation effect of New Product Development.

6.2 The Study's Main Findings

Based on the study's objectives, the findings were presented. The research has three objectives, and the following are the most important findings:

6.2.1 What Impact Does Market Orientation Have on a Firm 'S Performance

Market orientation was examined using the MKTOR criteria proposed by Narver and Slater (1990), which include customer orientation, competitor orientation, and inter-functional orientation, as stated in the research objective. Respondents were given questions based on the variables provided in the literature and firm performance was examined using subjective performance criteria adopted from Zebal and Goodwin, (2011) and Zebal, (2003).

The research found that the variables in the study had a significant and positive relationship. This demonstrates that in Ghana's fashion industry, there is a link between market orientation and a company's performance. The results also indicate that the fashion industry should take a customer-driven strategy, monitor competition tactics, and improve inter-functional integration to obtain better performance outcomes.

6.2.2 Market orientation and new product development

Narver and Slater (1990) criteria were used to determine market orientation in the research. The predevelopment stage, development stage, and commercialization stage of new product development were used to assess how actively footwear manufacturers explore methods to develop new products to satisfy market demand (Griffin and Page 1996). The data was statistically evaluated after the respondents completed the questionnaire in accordance with the research variables.

Although one of the variables used to assess market orientation, that is customer orientation failed to support the relationship, and the hypothesis was rejected, it was determined that there is a substantial and positive association between market orientation and new development.

6.2.3 New Product Development's Impact on Firm Performance

The effect of new product development on firm performance was shown to be favourable and substantial. The researchers also discovered that resource-based perspective theory and dynamic capability theory may help companies create new goods or enhance current ones, allowing them to take advantage of new possibilities and boost performance. If all other factors remain constant, a rise in new product creation in Ghana's fashion sector will lead to improved performance.

6.2.4 Mediating Role of New Product Development

New product development did not mediate between consumer orientation and firm performance, but it did completely mediate between competitor and inter-functional orientations. This indicates that the existence of new product development would strengthen the link between market orientation and firm performance, even though customer orientation did not support such a relationship. To improve their performance, the fashion industry must focus on competitor orientation and integrate their inter-functional departments in the development of new products. As a result, Ghana's fashion industry must take new product development seriously if it is to improve its performance.

6.3 The Research Conclusion

Despite disagreements about the appropriateness of the market orientation construct, which was developed and tested primarily on studies in different contexts, this study shows that when market orientation is used by the footwear industry in Ghana, it has a positive impact on their business performance. Consumers in today's market are well-informed and demanding. To compete in today's market, the footwear industry must be more sensitive to its target consumers' requirements and desires than their rivals. That is, the more market orientation the footwear business uses, the greater the chance of improved performance. This is in line with the general agreement in the research, which states that greater market orientation leads to improved business performance (Buratti, Profumo, & Persico, 2021; Kurniawan, Budiastuti, Hamsal, & Kosasih, 2020; Kirca et al. 2005). It is also worth noting that new product development plays an important role in the footwear business in general, and specifically in the Ghanaian context, and has a beneficial effect on company performance. Market orientation also has a positive influence on developing new product in the footwear industry. The footwear industry being market oriented can determine the needs and wants of the customers and integrate them in their business process to design new product to meet consumer demands and satisfaction. Market orientation enhances the performance of the footwear industry through the implementation of new product development.

6.4 Recommendation

The footwear business should take new product development seriously since it affects how well they function in terms of orientation market. Idea generation stage and launching stage should be the major focus during new product development. Players in the footwear industry should take customers interest into consideration when designing a new product and launch the product at where the target markets are.

According to the findings, new product development influences market orientation and company performance to some extent. The fashion industry in Ghana should develop strong practises for developing new products because of their efforts in learning more about their competitors' strategies, customers' changing needs and wants, as well as their preferences, and integrating inter-functional activities, which will result in increased performance. According to the findings, new product development serves as a complete mediator between inter-functional orientation and firm performance. Similarly, new product development serves as a complete mediator between competition positioning and firm performance. The conclusion for the fashion industry is that the existence of inter-functional orientation and competitor orientation would not necessarily improve performance until new product development activities are implemented into company operations. Customer orientation activities should be kept to a minimum in the fashion business. According to the findings, new product development has no role in mediating the relationship between customer orientation and company performance. The conclusion is that new product development has little impact on improving company performance when it comes to customer orientation. Competition in the footwear industry in Ghana is fierce, particularly when international rivals are involved. As a result, companies require unique knowledge about their competitors to do something that their competitors aren't doing to improve their performance.

6.5 Limitations and Recommendations for Further Research

Further research should be conducted to examine the relationships between market orientation, new product development, and firm performance in other emerging or developing economies to improve our understanding of the interactive effects of market orientation and new product development on firm performance in the fashion industry and to provide rich insights into how their applicability affects firm performance. Since the research was limited to new product development processes such as predevelopment, development, and commercialization, additional new product development activities such as new product life cycle and new product proficiency should be considered in future studies to measure the construct. To measure the market orientation construct, the study was limited to Naver and Slater's (1990) market orientation measurement; however, future research can use Kohli and Jaworski's (1990) market orientation measurement, or both, in other Ghanaian industries.

The study was also limited to footwear sector in the fashion industry, other sector in the fashion industry can be a basis to examine the mediating effect of new product development in the other sectors.

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APPENDIX

QUESTIONNAIRES

1am a student at University of Ghana Business School, pursuing Master of philosophy in marketing. I hereby request your assistance in responding to the questions in the questionnaire. The study seeks to examine the relationships between market orientation, New Product Development, and business performance of local footwear in Kumasi fashion industry. The research is strictly for academic

SECTION A: PERSONAL DATA

1. Gender: Male [ ] Female [ ]
2. Age: Upto 20 years [ ] 21-30 years [ ] 31-40 years [ ] 41-50 years [ ] 51years and above [ ]
3. Highest Educational Level: Post Graduate [ ] First Degree [ ] HND/ Diploma [ ] SSCE/WASCE [ ] No formal education

   [ ] Others Specify …………………………………………………………………
4. What is your line of business?

   Male footwear [ ] Female footwear [ ] Both (Male and Female footwear) [ ]
5. How long have you been in this business?

   Under 5 years [ ] 6-10 years [ ] 11-15 years [ ] 15-20 years [ ] 21 years and above [ ]
6. How many employees do you have?

   Less than 10 [ ] 11 to 20 [ ] 21 to 30 [ ] 31 to 40 [ ] 41 and more [ ]
7. Nature of business? Sole proprietor [ ] Partnership [ ] Family Business [ ] Limited Liability Company [ ] others specify ………………………………….

SECTION B: MARKET ORIENTATION

1=Strongly disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly agree

CUSTOMER ORIENTATION	1	2	3	4	5
We have a strong commitment to our customers					
We use customer information to improve quality of footwear					
We encourage customer comments and complaints					
We measure customer satisfaction on a regular basis					
After-sales service is an important part of our business strategy					
COMPETITOR ORIENTATION					
We regularly monitor our competitors' marketing efforts					
We frequently collect marketing data on our competitors to help direct our marketing plans					
Our people are instructed to monitor and report on competitor activity					
We respond rapidly to competitors' actions					
Our top managers often discuss competitors' actions					
We are aware competitors will want to take our customers					
INTER-FUNCTIONAL ORIENTATION					
Market information is shared inside our organization					
All departments are involved in preparing business plans/strategies					
We do a good job integrating the activities inside our organization					
We regularly have inter-organizational meetings to discuss market trends and developments					
Employees meet regularly to take collective decision					
All the department function well to promote growth of the business					

SECTION C: New Product Development

1=Strongly disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly agree

NEW PRODUCT DEVELOPMENT	1	2	3	4	5
We actively seek ways of coming up with new footwear					
We value customer input in new footwear planing					
We try to employ new ideas in the business to help us work well					
We constantly make changes to our footwear design					
Because of competition, we always do new things for our customers					
We always make changes and bring new things to our foot wears					
We launch new product in timely and effective manner					

<u>SECTION C:</u> Firm performance

1=Strongly disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly agree

PERFORMANCE	1	2	3	4	5
Our customers are happy with our offerings					
There has been revenue growth in our business					
We have increased our customer base					
We constantly attract new customers with our new product					
Our customers feel safe in their transactions when dealing with us					
We enjoy more committed customers in our firm					

THANK YOU FOR YOUR TIME