Effect of Strategic Orientation on Organizational Performance: A Case Study: Sonarwa General Insurance Company Ltd

Edith Iragena[1], Dr. Patrick Mulyungi (PhD)[2]

[1,2]Jomo Kenyatta University of Agriculture and Technology

Abstract: ***Companies have long known that, to be competitive, they must develop a good strategy and then appropriately realign structure, systems, leadership behavior, human resource policies, culture, values and management processes. Doing insurance business in Rwanda is increasingly becoming a challenge to both established and newly establishing insurance organization. This is compounded by the fact that Rwanda is a small country by geographical size and population with a rising number of insurance firms. Further, the country is struggling out of serious political turmoil but with a desire to get the country back to shape as demonstrated by the strategies laid down by the Rwandan Government. Multiple evidences from the strategic orientation literature indicate that theoretical development on the adoption of multiple strategic orientations has failed to catch up with contemporary organizational practices. Although many studies in the Management literature incorporated strategic orientation, the effect on organizational performance and the relationship between strategic orientations remains unclear. Some found positive connections between orientations and organizational performance. However, the majority of the studies only researched the direct relation between a specific orientation and performance discarding moderating and mediating variables that potentially affect the relation between orientation and performance. To address the aforementioned knowledge gaps on strategic orientations and organizational performance, this study investigated the strategic orientations such as innovativeness, risk taking, customer and market orientations. The case study was SONARWA General Insurance Company ltd. The target population was SONARWA's staff and sample size was 80 potential respondents. The descriptive research approach was adopted, where the semi-administered questionnaire was applied. Data collected from the field was cleaned, sorted, coded, tabulated and statistically analyzed by using SPSS. In data analysis, the One-sample T test was used to compare the means with hypothesized mean. The results obtained concluded that innovativeness, risk-taking, customer and market orientation had a significant effect on organizational performance. Thus, having new ideas, new solution-products and service and new behaviors under innovativeness had positive effect on organizational performance. Under risk taking, large risky new investments, initial investment and uncertain projects (unknown returns) had a significance on organizational performance. In customer orientation, the elements like Understanding/perception, satisfaction and customer loyalty had significant effect on business performance. In market orientation, competitive advantage pricing and promotions had an influence on organizational performance. Finally, the recommendations have been given, and the areas for further researches had been identified.***

Keywords: Strategic orientation, Organizational performance

1. Introduction

Companies have long known that, to be competitive, they must develop a good strategy and then appropriately realign structure, systems, leadership behavior, human resource policies, culture, values and management processes. Strategic management is important because it results in higher organizational performance, it requires that managers examine and adapt to business environment changes, it coordinates diverse organizational units, helping them focus on organizational goals and it is very much involved in the managerial decision-making process (Robbins & Coulter, 2008). A company's strategy is management's action plan for running the business and conducting operations. The crafting of a strategy represents a managerial commitment to pursue a particular set of actions ((Thompson, et al., 2007). The liberalization of trade is a declared governmental objective in Rwanda. The integration into COMESA (Common Market for Eastern and Southern Africa) and, particularly, full membership in the East African Community (EAC) as well as privatizations and sale to foreign investors of key sectors of the economy are some of the important efforts that have been realized. The insurance industry is free and continues to improve, although it remains small and poorly developed. Most insurance companies are small, making the level of risk in Rwanda high and unhinged (BTI, 2010).

Rwandan insurance sector is well capitalized and profitable despite the low penetration rate of below 10% for middle-income countries according to recent data. The insurance sector is developing as depicted by insurance penetration, which is about 2.3% though still less than 10% average for middle income economies. The country's insurance sector rose by 12.1 percent reaching Rwf 143.7 billion from Rwf 128 billion by the end of December 2010 (BNR, 2010). There are new insurance laws that are set to boost Rwanda's insurance industry and raise penetration which is currently at one percent of the nation's Gross Domestic Product (BNR, 2010). The new insurance law came into force in March 2009, and a pension reform law was adopted recently. These laws, which designate the BNR as the regulator for the insurance and pensions sectors, represent a significant step in developing regulation for this growing industry. The insurance law establishes rules for licensing, supervision, control and regulation of the insurance profession and insurance intermediaries. Several companies have yet to comply with these requirements, which may result in either consolidation or specialization in the industry but may decrease competition as barriers to entry are increased. In fact, entry of foreign insurance companies is expected (IMF, 2011).

There has been serious price-war among the eight licensed firms in the insurance sector – particularly with regard to automobile insurance. Companies engaged in predatory pricing without regard to ultimate losses or capacity to pay claims. The expertise of insurance agents and brokers is also quite low according to the insurance companies and the current insurance supervisor. This lack of capacity exacerbates the predatory pricing problems of the industry. Other weaknesses in the sector include a lack of a uniform financial statement format and instructions, lack of any investment standards – particularly in regard to diversification and anti-concentration of risk standards, allowing the combination of both life and non-life insurance in the same corporate entity, which creates opportunities for disintermediation vis-à-vis the long-term nature of life products and the short-term nature of many non-life products, and lack of clear direction regarding corporate governance and risk-based management and supervision (Murgatroyd, et al., 2007). The liberalization of foreign trade is a declared governmental objective. The integration into COMESA and, particularly, full membership in the East African Community (EAC) as well as privatizations and sales to foreign investors of key sectors of the economy (coffee, tea, banking, and telecommunication), are some of the important efforts that have been realized. This has opened up foreign investment in Rwanda in the banking sector despite the poor performance of economically relevant agencies (BTI, 2010).

2. Statement of the Problem

The relationship between strategic orientation and organizational performance is influenced by many third-party variables, and the different effects of third variables may lead to different performance levels. Therefore, researches on the complex relations should be conducted in specific context (Lumpkin & Dess, 1996). Doing insurance business in Rwanda is increasingly becoming a challenge to both established and newly establishing insurance organization. This is compounded by the fact that Rwanda is a small country by geographical size and population with a rising number of insurance firms. Further, the country is struggling out of serious political turmoil but with a desire to get the country back to shape as demonstrated by the strategies laid down by the Rwandan Government (MINECOFIN, 2010). Coupling these with an increasingly crowding insurance environment creates the need for the insurance companies to come up with competitive strategies that can enable them to compete profitably and be able to survive. Multiple evidences from the strategic orientation literature indicate that theoretical development on the adoption of multiple strategic orientations has failed to catch up with contemporary organizational practices. Firstly, Kumar, et al. (2011) analyzes longitudinal data and report that organizations focusing exclusively on a single strategic orientation tend to have poor performance in long run. Secondly, Hortinha, et al. (2011) demonstrate that both market and technology orientations are equally important for exploratory innovation, which in turn leads to superior performance. Furthermore, Benson-Rea, et al. (2013) show that the increasingly dynamic business environment and strong financial pressure have driven firms to employ multiple business models simultaneously to maximize value creation. This finding is echoed by Laukkanen, et al. (2013) who suggest that the multifaceted nature of most markets of today may require that strategies are built on strategic orientations other than market orientation or, more likely, on multiple strategic orientations. As results, there have been continuous calls from empirical students to investigate multiple strategic orientations simultaneously (Canogan, 2012; Mu & Di Benedetto, 2011; Hakala, 2011).

In particular, there is further need to investigate the potential interaction effects of different strategic orientations on organizational performance. According to resource-based theory, market-based resources such as strategic orientations are often complementary, suggesting that they may interact and produce synergistic effects on performance (Kozlenkova, et al., 2014; Yang & Kang, 2008). Although many studies in the Management literature incorporated strategic orientation, the effect on organizational performance and the relationship between strategic orientations remains unclear. Some found positive connections between orientations and organizational performance. However, the majority of the studies only researched the direct relation between a specific orientation and performance discarding moderating and mediating variables that potentially affect the relation between orientation and performance. Further, studies generally concentrated on the role of a particular orientation, where only a limited number of studies did analyze the interactions between strategic orientations(Hakala, 2010).However, due to scant research on interactions between strategic orientations (Mu & Di Benedetto, 2011), it is unclear whether resource complementary applies to strategic orientations. To address the aforementioned knowledge gaps on multiple strategic orientations and organizational performance, this study investigated four strategic orientations such as innovativeness, risk taking, customer and market orientations.

3. Objectives of the Study

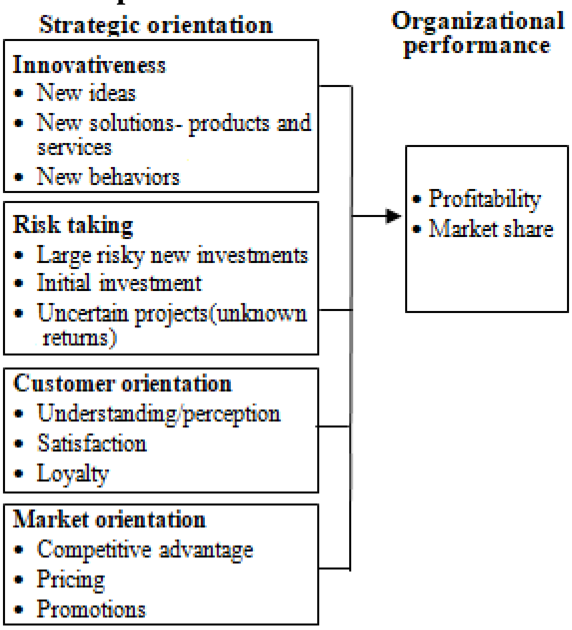
The general objective of this study was to examine the effect of strategic orientation on organizational performance.

Specific objectives

1) To analyze the effect of innovativeness on performance of SONARWA General Insurance company;
2) To examine an impact of risk taking on performance of SONARWA General Insurance company ltd;
3) To examine an effect of customer orientation on performance of SONARWA General Insurance company;
4) To examine an effect of market orientation on performance of SONARWA General Insurance company.

ISSN: 2319-7064
Index Copernicus Value (2016): 79.57 | Impact Factor (2017): 7.296

4. Conceptual Framework



5. Research Methodology

Research Design: used a descriptive research design, where qualitative and quantitative approach was applied. In quantitative approach, the researcher collected data from employees of SONARWA General Insurance Company. Qualitative was used through interviews and documentation from the existing reports and books, in order to describe the real effect of strategic orientation on organizational performance. **Target Population**: 120 people were taken as target population of this research which was comprised of SONARWA General Insurance Company's employees. **Sample size:** From a population size of 120 employees a sample size of 80 potential respondents were selected. **Data Collection Instruments:** The main instrument used for collecting data was the administered questionnaire. The questionnaires were comprised of open and closed ended questions. A five -point likert scale was adopted, where statements were formulated for each and every variable in the conceptual framework and respondents were expected to respond to those statements. This is because the data collected was mainly primary data and large numbers of respondents were involved. The questionnaire was checked for both validity and reliability. The interview helped a researcher to take into account of nonverbal communications by interacting face to face the respondents from SONARWA General insurance company for better interpreting the data gathered from the questionnaires. According to Yin (2009), document review is the way of collecting qualitative data by reviewing existing records or documents. In this study, the researcher referred to books, journals articles, electronic sources and reports related to the strategic orientation and organizational performance.

- **Data processing and analysis**:

The data collected from the field with the use of questionnaire was analyzed by use of both descriptive and inferential statistics. Descriptive statistics involved description of data using statistics such as means, standard deviations and percentages. Inferential statistics included using t-tests for relationship purposes. Statistical Package for Social Sciences (SPSS) version 16.0 was used for the data analysis.

6. Summary of Research Findings

6.1 Strategic orientation and organizational performance

A researcher used descriptive statistics and One-Sample T test to compare means which test the hypothesis on the extent to which strategic orientation can affect organizational performance and he used Descriptive statistics to evaluate the Standard Deviation of research data collected. Hence, the tables in the following pages show the finding on effect of strategic orientation on organizational performance. Respondents were asked the extent to which companies used certain strategic orientation. They were to indicate this on a five-point scale where 1 equaled not at all or strongly disagree and 5 equaled great extent or strongly agree. Mean scores were computed where not at all was given a score of one and greater extent a score of five. The higher the mean score, the greater the extent of the strategy used, the lower standard deviation, the greater extent of the strategy used.

Table 1: Innovativeness – descriptive statistics

	N	Mean		Std. Deviation	Variance
	Statistic	Statistic	Std. Error	Statistic	Statistic
Having new ideas	72	4.46	0.068	0.580	0.336
Having new solutions/ products and services	72	4.32	0.074	0.624	0.389
Having new behaviors	72	3.96	0.042	0.354	0.125
Valid N (listwise)	72				

Source: Research, 2018

Table 2: Innovativeness – One Sample T test

Test Value = 3						
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Having new ideas	21.339	71	0	1.458	1.32	1.59
Having new solutions/products &services	17.94	71	0	1.319	1.17	1.47
Having new behaviors	23	71	0	0.958	0.88	1.04

Source: Research, 2018

New ideas: the findings showed that the Mean Difference >0 which explained that the mean was greater than 3 with the standard deviation of 0.580. Therefore, statement "Having new ideas can influence organizational performance" was true hence the mean is greater than 3.**New solutions/products & services:** By comparing the calculated mean alongside with Test Value =3, the findings showed that the computed mean was greater than 3 with a standard deviation of 0.624 as the tables showed. The statement of "Having New solutions-products and services influence organizational performance" was tested and accepted. **New behaviors:** by using descriptive statistics and one-sample T test of having new behaviors at confidence interval of 95% and hypothesized value of 3, the computed mean obtained was greater than Test Value (Mean>3; P-value<0.05) and the standard deviation was 0.354, that meant while test variable was accepted to be the indicator of higher positive impact on organizational performance of SONARWA General Insurance Company Ltd.

Hence, the research findings demonstrated showed innovativeness had a positive and significant influence on organizational performance. These research findings are supported by the report of Drucker (1954)who was one of the first to address the importance of innovativeness and stressed its neglect in organizational research. According to many scholars, a firm must be innovative to survive in a volatile environment(Johnson, et al., 1997). This is in line with (Hurley & Hult, 1998) thoughts, who state that firms with greater capacity to innovate will be more successful in responding to their environments and developing new capabilities that lead to competitive advantage and superior performance. Firm innovativeness is positively related to firm performance in e.g. (Calantone, et al., 2002).

Table 3: Risk-taking – Descriptive statistics

	N	Mean		Std. Deviation	Variance
	Statistic	Statistic	Std. Error	Statistic	Statistic
Uncertain projects	72	3.78	0.069	0.587	0.344
Initial investment	72	4.68	0.055	0.47	0.22
Large risky new investments	72	4.17	0.088	0.751	0.563
Valid N (listwise)	72				

Source: research, 2018

Table 4: Risk-taking - One sample T test

	Test Value = 3					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Uncertain projects	11.248	71	0	0.778	0.64	0.92
Initial investment	30.371	71	0	1.681	1.57	1.79
Large risky new investments	13.189	71	0	1.167	0.99	1.34

Uncertain projects: The research finding showed that the mean of this variable was greater than 3 (Mean>3; P-value<0.05) and Standard deviation of 0.587, the researcher concluded that the statement of "Uncertain projects can affect organizational performance" was accepted.

Initial investment: The results generated showed that the mean of this variable was greater than 3 (Mean>3; P-value<0.05) with the standard deviation of 0.470. Hence, the hypothesis "Initial investment has an influence on organizational" was tested and approved. **Large risky new investments:** According to the findings, the mean obtained was greater than 3 (Mean>3; P-value<0.05) with the standard deviation of 0.751, therefore the hypothesis of "Large risky new investments influence an organizational performance" was tested and accepted.

Table 5: Customer orientation – Descriptive statistics

	N	Mean		Std. Deviation	Variance
	Statistic	Statistic	Std. Error	Statistic	Statistic
Customer satisfaction	72	3.79	0.071	0.604	0.364
understanding and perception	72	4.08	0.059	0.496	0.246
Customer loyalty	72	4.68	0.055	0.47	0.22
Valid N (listwise)	72				

Source: research, 2018

Table 6: Customer orientation - One sample T test

	Test Value = 3					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Customer satisfaction	11.127	71	0	0.792	0.65	0.93
understanding and perception	18.516	71	0	1.083	0.97	1.2
Customer loyalty	30.371	71	0	1.681	1.57	1.79

Source: research, 2018

Customer satisfaction: Hence, the mean computed was greater than 3 (Mean> 3; P-value < 0.05) with 0.604 of Standard deviation, the results obtained showed that Customer satisfaction can influence the organizational performance. Therefore, the statement saying that "customer satisfaction can influence organizational performance" was tested and accepted to be true. **Understanding and perception:** Base on the research findings, they showed that the mean was greater than 3 (Mean> 3; P-value < 0.05) with 0.496 of Standard deviation. Therefore, the hypothesis stating "understanding and perception of the people can influence organizational performance" was tested and accepted. **Customer loyalty:** Customer loyalty is an indicator of strategic orientation. Based on the research findings, the computed mean from the data collected was greater than 3 (Mean>3; P-value<0.05), with standard deviation of 0.470. Hence, indicating that there was a significant positive relationship between customer loyalty and organizational performance of SONARWA General Insurance company Ltd. Hence, the research findings showed that customer orientation had positive and significant effect on organizational performance. These research findings were supported by Sin, et al. (2002) who stated in their research that customer relationship orientation is seen to improve business performance.

Table 7: Market orientation - descriptive statistics

	N	Mean		Std. Deviation	Variance
	Statistic	Statistic	Std. Error	Statistic	Statistic
Competitive advantage	72	3.96	0.042	0.354	0.125
Pricing strategy	72	3.78	0.069	0.587	0.344
Promotion strategy	72	4.68	0.055	0.47	0.22
Valid N (listwise)	72				

Source: research, 2018

Table 7: Market orientation -One sample T test

Test Value = 3						
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Competitive advantage	23	71	0	0.958	0.88	1.04
Pricing strategy	11.248	71	0	0.778	0.64	0.92
Promotion strategy	30.371	71	0	1.681	1.57	1.79

The Competitive advantage: The results obtained showed than the mean difference is greater than 0, which implied that the calculated mean was greater than 3 (Mean>3; P-value<0.05) and a Standard deviation of 0.354. This evaluated the statement "Competitive advantage can influence the organizational performance" to be confirmed by SONARWA General Insurance Company Ltd. **Pricing strategy:** The mean from the results obtained was greater than 3 (Mean>3; P-value<0.05) with 0.587 of Standard deviation. This came to confirm that the statement "The Pricing strategycan influence an organizational performance of SONARWA General Insurance Company Ltd" was accepted. **Promotion strategy:**The research findings obtained showed that the computed Mean Difference was positive (Mean difference>0) which implied that the mean was greater than 3 (Mean>3; P-value < 0.05) with 0.470 of Standard deviation. However, the statement "promotion strategy influences organizational performance" was accepted.

Hence, the research findings demonstrated that market orientation had positive and significant contribution to the organizational performance. In existing reviews, many scholars tried to demonstrate the positive effect of market orientation on organizational performance. Market orientation exists on a continuum characterized by the degree to which firms acquire, disseminate, and respond to information collected from customers, channels, and competitors(Jaworski & Kohli, 1993; Kohli & Jaworski, 1990; Kohli, et al., 1993). It is generally accepted that market orientation has some kind of effect (direct or indirect) on organizational performance. Both (Narver, et al., 2004; Jaworski & Kohli, 1993)find evidence ofdirect effects, while some other studies find indirect effects (Diamantopoulos & Hart, 1993; Greenley, 1995).

Figure 1: Challenges faced by the company in implementation of strategic orientation

The figure below shows the main challenges that SONARWA Insurance Company Ltd is facing. In implementation of strategic orientation.

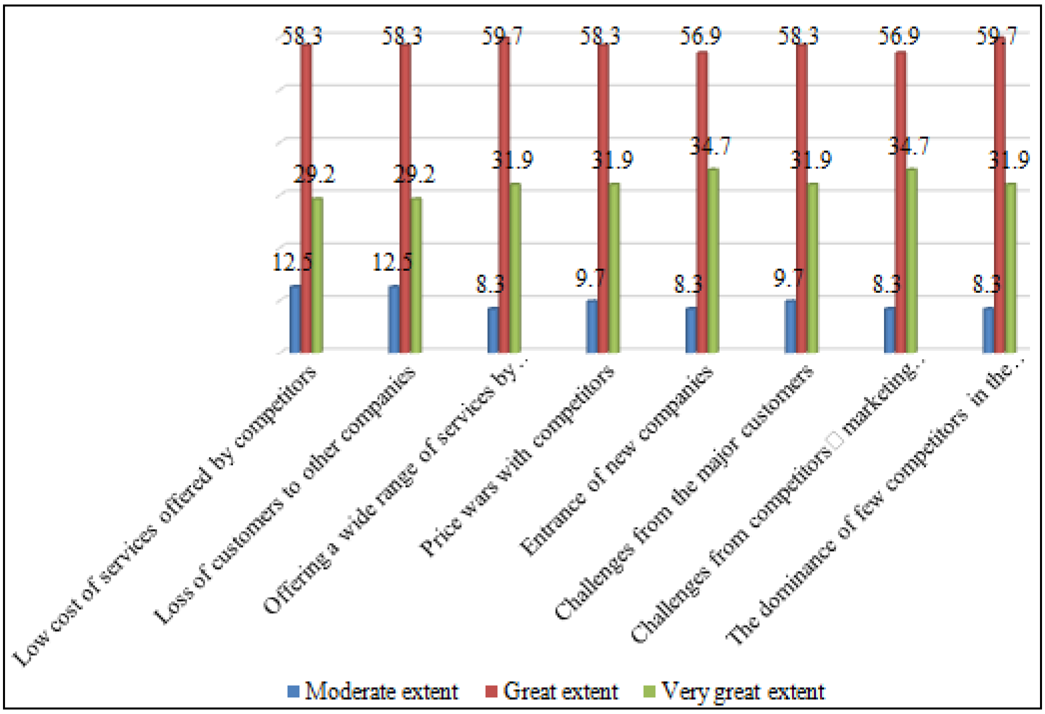


Figure 1: Challenges faced in implementation of strategic orientation
Source: research, 2018

The competition of health insurance companies here in Rwanda keeps on increasing. This increase in competition stimulates some challenges. Among the challenges, there was like low cost of services offered by competitors, loss of customers to other companies, competitors offer a wider range of services, the entrance of new companies to the market, threat of being taken over by a competitor, price wars with competitors, wider branch networks of competitors, Challenges from the major customers, challenges from competitors' marketing activities and the dominance of few competitors in the market. Respondents were asked the extent to which companies used certain competitive strategies. They were to indicate this on a five-point scale where one equaled not at all and five equaled great extent. Mean scores were computed where not at all was given a score of one and greater extent a score of five.

The higher the mean score, the greater the extent of the strategy used, the lower standard deviation, the greater extent of the strategy used. The results are shown in Table8 below.

Table 8: Competitive strategies

	N	Mean	Std. Deviation	Std. Error Mean
Coming up with new products	72	4.26	0.605	0.071
Increase expenditure in marketing	72	3.51	1.035	0.122
Widening the current network of branches	72	3.53	1.113	0.131
Recruit more qualified staff	72	4.61	0.545	0.064
Improve product and service quality	72	4.26	0.65	0.077
Reduce product range/item	72	3.72	0.982	0.116
Expending business presence in other countries	72	4.21	0.627	0.074
Provide service to a certain market segment	72	3.92	0.946	0.111
AVERAGE		**4**	**0.812**	**0.095**

According to the results the most used competitive strategies at great extent rate were; Coming up with new products, recruiting more qualified staff, improve product and service quality, Expending business presence in other countries with mean scores; 4.26, 4.61, 4.26 and 4.21 respectively. While competitive strategies that were used at moderate extent were; Increase expenditure in marketing, Widening the current network of branches, reducing product range/items and provide service to a certain market segment raising prices with the mean scores; of 3.51, 3.53, 3.72 and 3.92 respectively. The average of the responses, according to Table 8was 4.00 which showed a great extent strategic response to competitive strategic issues in the business environment.

7. Conclusions and Recommendations

7.1 Conclusions

Widen it instead and keep prices stable. Companies have long known that, to be competitive, they must develop a good strategy and then appropriately realign structure, systems, leadership behavior, human resource policies, culture, values and management processes. Strategic management is important because it results in higher organizational performance, it requires that managers examine and adapt to business environment changes, it coordinates diverse organizational units, helping them focus on organizational goals and it is very much involved in the managerial decision-making process. In the competitive environment of the insurance company, it is very important for a company to be looking forward to the factors of organizational performance. The central theme of this research was to examine the strategic orientation on organizational performance. On the basis of the study findings, it is hereby concluded that the following factors are responsible for playing role on business performance of SONARWA General Insurance Company.Concerning innovativeness, the findings examined and approved that the elements of having new ideas, new solutions - products and services and new behaviors influenced business growth. Hence, innovativeness has a significant influence on business performance of SONARWA General Insurance Company Ltd. The research findings showed that the large risky new investments, initial investment and uncertain projects (unknown returns) in risk taking had been evaluated and confirmed that they played a role on organizational performance. Hence Risk-taking has greater significance to the business performance of SONARWA General insurance company. Concerning customer orientation, customer understanding/perception, customer satisfaction and customer loyalty exert a positive and significant effect on organizational performance. Thus, the results confirmed that customer orientation has higher significant effect on business performance of SONARWA General Insurance Company Ltd. And the research findings demonstrated that applying promotions, competitive advantage and pricing had positive impact on organizational performance. Therefore, market orientation had significance on business performance of SONARWA General Insurance Company Ltd. A researcher concluded and said that all elements of research objectives have been examined, and the findings approved that they were significant to the organizational performance.

7.2 Recommendations

Institutional managers need to comprehend the fact that although some elements (e.g., innovativeness, risk-taking, customer orientation and market orientation) exert a positive and significant effect on organizational performance, there are other elements which can contribute to the business performance of Insurance companies. It is further recommended that a study should be undertaken to find out ways of addressing the challenges that insurance companies are facing such that insurance company can be having a good percentage of market share and other companies are surviving on low market share for a long time without gaining.

References

[1] Ai, J., & Brockett, P. (2008). *Enterprise Risk Management (ERM). Encyclopedia of Quantitative Risk Analysis and Assessment.* Chichester: John Wiley & Sons Ltd.

[2] Alavi, M., & Leidner, D. (2001). Knowledge Management and Knowledge Management Systems: Conceptual Foundations and Research Issues. *MIS Quarterly*, *25*, 107-136.

[3] Albino, V., Garavelli, A., & Schiuma, G. (2001). A Metric for Measuring Knowledge Codification in Organization Learning. *Technovation*, *21*, 413-422.

[4] Alexander, L., & Van Knippenberg, D. (2014). Teams in Pursuit of Radical Innovation: A Goal Orientation Perspective. *Academy of Management Review*, *39*, 423-438.

[5] Altamony, H., Masa'deh, R., Alshurideh, M., & Obeidat, B. (2012). Information Systems for Competitive Advantage: Implementation of an Organisational Strategic Management Process. Proceedings of the 18th IBIMA Conference on Innovation and Sustainable Economic Competitive Advantage. *From Regional Development to World Economic , Istanbul*,, 583-592.

[6] Andrews, R., Boyne, G., & Walker, R. (2006). Strategy content and organizational performance. *Public Administration Review, 66*(1), 52-63.
[7] Aragon-Sanchez, A., & Sanchez-Marin, G. (2005). Strategic orientation, management characteristics and performance: A study of Spanish SMEs. *Journal of Small Business Management, 43*(3), 287-308.
[8] Atuahene-Gima, K., Slater, S., & Olsen, E. (2005). The Contingent Value of Responsive and Proactive Market Orientations for New Product Program Performance. *Journal of Product Innovation Management*.
[9] Barney, J. (2001). Resource-Based Theories of Competitive Advantage: A Ten-Year Retrospective on the Resource-Based View. *Journal of Management, 27*, 643-650.
[10] BNR. (2010). *Bank Licensing Policy.* Kigali: BNR.
[11] Bruce Musalika. (2016). Impact of Strategic Plan Implementation on Organizational Performance in Rwanda. *The International Journal Of Business & Management, 4*(5), 156 - 167.
[12] Calantone, R., Cavusgil, S., & Zhao, Y. (2002). Learning orientation, firm innovation capability, and firm performance. *Industrial Marketing Management, 31*(6), 515-524.
[13] Canogan, J. (2012). Strategic orientation and business success: Reflections on the path ahead. *International Marketing Review, 29*(4), 340-348.
[14] Chaffee, E. (1985). Three models of strategy. *The Academy of Management Review, 10*(1), 89-98.
[15] Chew, I., & Sharma, B. (2010). The effects of culture and HRM practices on firm performance: Empirical evidence from Singapore. *International Journal of Manpower, 26*(6), 560-605.
[16] Damanpour, F. (2009). Combinative Effects of Innovation Types and Organizational Performance: A Longitudinal Study of Service Organizations. *Journal of Management Studies, 46*, 650-675.
[17] Deal, T., & Kennedy, A. (1999). *Corporate cultures: The rites and rituals of corporate life.* Reading, Mass: Addison-Wesley Publishing Co.
[18] Diamantopoulos, A., & Hart, S. (1993). Linking market orientation and company performance: preliminary evidence on Kohli and Jaworski's framework. *Journal of Strategic Marketing, 1*(2), 93-121.
[19] Drucker, P. (1954). *The Practice of Management.* New York: Harper and Row.
[20] Engen, M., & Holen, I. (2014). Radical versus Incremental Innovation: The Importance of Key Competences in Service Firms. *Technology Innovation Management Review, 4*, 15-25.
[21] Fabrizio, K., & Thomas, L. (2012). The Impact of Local Demand on Innovation in a Global Industry. *Strategic Management Journal, 33*, 42-64.
[22] Garcia, R., & Calantone, R. (2006). A Critical Look at Technological Innovation Typology and Innovativeness Terminology: A Literature Review. *Journal of Product Innovation Management, 19*, 110-132.
[23] Gatignon, H., & Xuereb, J.-M. (1997). Strategic Orientation of the Firm and New Product Performance. *Journal of Marketing Research, 34*(February), 77-90.
[24] Greenley, G. (1995). Market orientation and company performance: Empirical evidence from UK companies. *British Journal of Management, 62*(4), 30-45.
[25] Grinstein, A. (2008). The Effect of Market Orientation and its Components on Innovation Consequences: a Meta-analysis. *Journal of Academic Marketing Science*, 166-173.
[26] Gungor, D., & Gozlu, S. (2012). Influencing Factors of Innovation for Turkish Companies. *International Journal of Quality and Service Sciences, 4*, 374-386.
[27] Hagedoorn, J., & Duysters, G. (2002). External Sources of innovative capabilities. The preference for strategic alliances or mercers and acquisitions. *Journal of Management Studies*, 167-188.
[28] Hajir, J., Obeidat, B., Al-dalahmeh, M., & Masa'deh, R. (2015). The Role of Knowledge Management Infrastructure in Enhancing Innovation at Mobile Telecommunication Companies in Jordan. *European Journal of Social Sciences, 50*, 313-330.
[29] Hakala, H. (2010). Strategic Orientations in Management Literature: Three Approaches to Understanding the Interaction Between Market, Technology, Entrepreneurial and Learning Orientations. . *International Journal of Management Reviews*.
[30] Hakala, H. (2011). Strategic orientations in management literature: Three approaches to understand the interaction between market, technology, enterpreneurial and learning orientations. *International Journal of Mnagement Reviews, 13*(2), 199-217.
[31] Hill, C., & Jones, G. (1998). *Strategic management: An integrated approach.* , . Boston: Mass.:Houghton Mifflin Company.
[32] Hilman, H., & Kaliappen, N. (2014). Market Orientation Practices and Effects on Organizational Performance: Empirical Insight from Malaysian Hotel Industry. *SAGE Open, 4*, 1-8.
[33] Hitt, M., Ireland, R., & Hoskisson, R. (2003). *Strategic management: Competitiveness and globalization* (5 ed.). South-Western: Ohio: Thomson Learning.
[34] Hurley, R., & Hult, G. (1998). Innovation, market orientation, and organizational Learning: An integration and empirical examination. . *Journal of Marketing, 62*(3), 42-54.
[35] Johnson, G., & Scholes, K. (2012). *Exploring corporate strategy* (6 ed.). London: Pearson/Prentice Hall.
[36] Johnson, J., Meyer, M., Berkowitz, J., Miller, V., & Ethington, C. (1997). Testing two contrasting structural models of innovativeness in a contractual network. *Human Communication Research, 24*(2), 320-348.
[37] Kanaan, R., Masa'deh, R., & Gharaibeh, A. (2013). The Impact of Knowledge Sharing Enablers on Knowledge Sharing Capability: An Empirical Study on Jordanian Telecommunication Firms. *European Scientific Journal, 9*, 237-258.
[38] Kaya, N., & Seyrek, I. (2005). Performance impacts of strategic orientations: Evidence from Turkish manufacturing firms. *The Journal of American Academy of Business, 1*(March), 68-71.
[39] Kohli, A., & Jaworski, B. (1990). Market Orientation: The Construct, Research Propositions. *54*, 1-18.
[40] Kohli, A., Jaworski, B., & Kumar, A. (1993). A measure of market orientation. . *Journal of Marketing Research, 30*(4), 467-477.
[41] Kothari, C. (2008). *Research Methodology, methods and techniques (2nd ed.). India, Jaipur.* New Age International limited publishers.

[42] Kozlenkova, I., Stephen A., S., & Robert, W. P. (2014). Resource based theory in marketing. *Journal of Academy OF Marketing Science, 42*(1), 1-21.
[43] Kristie, L. (1996). *Role of Packaging in Market Development.*
[44] Lee, J. (2011). *Incremental Innovation and Radical Innovation: The Impacts of Human, Structural, Social, Relational Capital Elements.* Michigan State: Unpublished PhD Thesis.
[45] Liao, S., Chang, W., Wu, C., & Katrichis, J. (2011). A Survey of Market Research (1995-2008). *Industrial Marketing Management, 40*, 301-310.
[46] Lumpkin, G., & Dess, G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. Academy of Management. *Academy of Management Review, 21*(1), 135-172.
[47] Mahmoud, M., Blankson, C., Owusu-Frimpong, N., Nwankwo, S., & Trang, T. (2016). Market Orientation, Learning Orientation and Business Performance. *International Journal of Bank Marketing, 34*, 623-648.
[48] Masa'deh, R., Obeidat, B., & Tarhini, A. (2016). A Jordanian Empirical Study of the Associations among Transformational Leadership, Transactional Leadership, Knowledge Sharing, Job Performance, and Firm Performance: A Structural Equation Modelling Approach. *Journal of Management Development, 35*, 681-
[49] Mokhtar, S., Yusoff, R., & Ahmad, A. (2014). Key Elements of Market Orientation on Malaysian SMEs Performance. *International Journal of Business and Society, 15*, 49-64.
[50] Morgan, R., & Carolyn, A. (2006). Market orientation and dimensions of strategic orientation. *European Journal of Marketing, 32*, 1051-1073.
[51] Narver, J., Slater, S., & Maclachlan, D. (2004). Responsive and Proactive Market Orientation and New Product Success. *Journal of product innovation management*, 334-347.
[52] Noble, C., Sinha, R., & Kumar, A. (2002). Market orientation and alternative strategic orientations: A longitudinal assessment of performance implications . *Journal of Marketing, 66*(4), 25-39.
[53] Ordanini, A., & Parasuraman, A. (2011). Service Innovation Viewed Through a Service-Dominant Logic Lens: A Conceptual Framework and Empirical Analysis. *Journal of Service Research, 14*, 3-23.
[54] Pearce, J., & Robinson, R. (2005). *Strategic management: Formulation, implementation and control* (9 ed.). New York: McGraw-Hill Companies.
[55] Peters, T., & Waterman, R. (1982). *In search of excellence.* New York: Harper & Row Publishers.
[56] Reijonen, H., & Komppula, R. (2010). The Adoption of Market Orientation in SMEs: Required Capabilities and Relation to Success. *Journal of Strategic Marketing*, 19-37.
[57] Richard A., J., & Daniel W., G. (2009). The Effects of Corporate Governance and Institutional Ownership Types on Corporate Social Performance. *The Academy of Management Journal, 42*(5), 564-576.
[58] Robbins, P., & O'Gorman, C. (2015). Innovating the Innovation Process: An Organisational Experiment in Global Pharma Pursuing Radical Innovation. *R&D Management, 45*, 76-93.
[59] Robbins, S., & Coulter, M. (2008). *Management.* Prentice-Hall.
[60] Roper, S., & Love, J. (2006). Innovation and Export Performance: Evidence from UK and German Manufacturing Plants. *Research Policy, 31*, 1087-1102.
[61] Sin, L., Tse, A., Yau, O., & Lee, J. (2002). The effect of relationship marketing orientation on business performance in service-oriented economy. *Journal of Services Marketing, 16*(7), 656-676.
[62] Sorensen, J., & Stuart, T. (2000). Aging, Obsolescence and Organizational Innovation. *Administrative Science Quarterly, 45*, 81-112.
[63] Thompson, A., Strickland, A., & Gamble, J. (2007). Crafting and executing strategy. *The quest for competitive advantage*.
[64] Wang, C., Hult, G., Kitchen, J., & Ahmad, P. (2009). Knowledge Management Orientation, Market Orientation, and Firm Performance: An Integration and Empirical Examination. *Journal of Strategic Marketing*.
[65] Williams, R., Bertsch, B., Dale, B., van der Wiele, J., Smith, M., & Visser, R. (2006). Quality and risk management: what are the key issues? *The TQM Magazine, 18*(1), 67-86.
[66] Yang, S., & Kang, H.-H. (2008). Is synergy always good? Clarifying the effect of innovation capital and customer capital on firm performance in two contexts. *Technovation, 28*(10), 667-678.
[67] Yeung, H., Selen, W., Sum, C., & Huo, B. (2006). Linking financial performance to strategic orientation and operational priorities. *International Journal of Physical Distribution and Logistics Management, 36*(3), 210-230.