

The Relationship between Market Orientation on Business Performance of Women: Mediating Role of Innovation

Rahmat Magajiya Aliyu¹, Tunku Salha Binti Tunku Ahmad² and Norshahrizan Binti Nordin³

¹PhD Candidate, School of Business Innovation and Technopreneurship, Universiti Malaysia Perlis, Kangar, Perlis, Malaysia

^{2,3}Senior Lecturer, School of Business Innovation and Technopreneurship, Universiti Malaysia Perlis, Kangar, Perlis, Malaysia

Abstract:-This research examines the relationship between Market orientation (MO) on Business Performance of women (BP) in Nigeria using Innovation (I) as a mediator in improving the women performance which at the long-run will contribute positively towards the increase of Nigeria GDP. Data required for the study was collected from the Women (MSME's) operating in the North-Western Nigeria using a survey design, a systematic random and stratified disproportionate sampling. A designed questionnaire has been distributed across the target population of 576 through self-administration. In order to evaluate the proposed data, the study has adopted the Partial Least Squares-Structural Equation Modelling (PLS-SEM). The findings revealed that MO and Innovation are important strategic for the women performance MSMEs in Nigeria. The findings also revealed that women MSME performance depends on the degree of MO of the business performance. However, innovation was found to mediate between MO and business performance of women. The findings of this study provide important insights to women owner/managers of MSMEs, policy makers and researchers to further understand the impacts of MO and I on women MSME performance. Women MSMEs should also be encouraged to improve their MO and I which may increase their performances.

Keywords: Micro Small and Medium Enterprises (MSMEs), Women Business Performance, Market orientation, Innovation.

I. INTRODUCTION

The important of MSMEs and its impact on the economic growth of a country is recognized, by their performance all the over the world is unanticipated (Ibrahim & Rosli, 2016; Ali, Hilman & Gorondutse, 2017; Gorondutse, Ali, Abubakar & Naalah, 2017). The high level of unemployment and low contribution to the country's Gross Domestic Product indicate their low performance (Naala, Nordin & Omar, 2017). This bring many researchers and practitioners to given so much attention to their significant contributions to the economic growth and the development as well as developing and developed countries (Gorondutse, Ibrahim, Abdullwahab, & Naalah, 2018; Naala Nordin & Omar, 2017; Naala, 2016; Eniola, 2014). Over the time, professionals have acknowledged the fact that MO research is an important effect on the development of marketing knowledge (Kanagal, 2017; Kohli & Jaworski, 1990). It has been observer by the

International studies in marketing management that most research often concentrate on developed countries, rather than developing countries. In addition, marketing researchers have recognised this constraint and called for the extension of more study on the developing countries as such to international context (Homburg & Pflesser, 2000; Homburg, Jozic & Kuehnl, 2017). Studies on market orientation about business have advocated that organisations that are continually studying their competitors' actions and customers' needs will have a better understanding in combating their rivals as well as meeting the needs of their consumers (Ansah & Chinomona, 2017; Wang, Chen & Chen, 2017). Previous studies confirm market orientation to have significance positive relationship on business performance (Jogaratham, 2017; Gilaninia, Taleghani, & Talab, 2013).

This study used innovation as a mediator to probe the relationship between market orientation on business performance of women. More so, it is important to note that, without analyzing the mediating variable of indirect impact on the variable, it will be very difficult to evaluate the connection between market orientations and business performance of women and why they affect each other under what condition (Baron & Kenny, 1986; Hayes, 2009). Therefore, based on literature review, the current study intends to examine if innovation as a mediator can have an impact between market orientation on business performance of women in Nigeria.

This paper has been classified into five sections, and first is the introduction, the literature review. The third and fourth sections are the methodology as well as the result and the discussions, respectively. Lastly, the paper provided a conclusion.

II. LITERATURE REVIEW

Prifti and Alimehmeti (2017) examined the influence of market orientation and innovation on business performance. A sample of 99 companies operating in Albania was selected using questionnaire and structural equation model for data analysis. Results showed a positive influence among the variables market orientation, innovation and the business performance. Similarly, Lim, Lim, Darley, Darley,

Marion and Marion (2017) scrutinised the effect of market orientation, innovation commercialization, capability relationships and moderating role of supply chain in influencing firm performance using the survey of 180 top managers in Dun and Bradstreet Midwest state of the USA. Data was analysed using multiple regressions method and the findings revealed the role of moderating Supply Chain in impacting on Market Orientation and business Performance. Recommend future research to focus on targeting industries of different environments to strengthen the line of inquiry. Also, Ozkaya, Droge, Hult, Calantone and Ozkaya (2015) conducted a study on the market orientation, competence, knowledge on innovation performance with the sample of 673 managers from China and US using questionnaire and chi-square for data analysis. Findings revealed positive significance relationship between customer, competencies, competitor knowledge and the overall firm performance. Grisse mann, Plank, Brunner-Sperdin (2013) conducted a study on the role of innovation and customer orientation on enhancing the firm performance using a data of 203 hotel managers. Findings showed the influence of innovation behaviour and innovativeness on firm performance.

Davoudi, Fartash, Venera, Asiya, Rashad, Anna and Zhann (2018) examined the Mediating Role of Open Innovation on the influence of Intellectual Property Rights and Organizational Performance with a sample of 30 companies of Semnan Science and Technology Park in RUSSIA. Using questionnaire for data collection and Structural Equation Model for data analysis finding revealed open innovation is significantly related to organizational performance. Recommend future study to improve the study by selecting other variables i.e. educational, electronic, manufacturing, service and virtual, etc. organizations.

Zhou, Zhou, Feng and Jiang (2017) explored the role of mediating innovation and dynamic capabilities on the performance of organisation with a sample of 204 Chinese firms in China. Data were drawn from a questionnaire and the PLS-SEM for data analysis. Findings showed a significant impact of innovation on dynamic capabilities in influencing organisation performance. The researchers suggested expiation of innovation measurement and also increasing the scope of the research to various enterprises.

Al-sa`di, Abdallah and Dahiyat (2017) examined the impact of operational performance and knowledge management on manufacturing companies with the role of product and process innovation as a mediator. A sample of 207 Jordanian companies in Amman using survey questionnaires and PLS model for data analysis. The finding reveals significant positive impact on the Knowledge

Management and operational performance of product and process innovations within in the manufacturing companies.

Mahmoud, Blankson, Owusu-Frimpong, Nwankwo and Trang (2016) reviewed the mediating role of innovation on market orientation and business performance using a survey data sample of 28 banks senior managers in Ghana and a multiple linear regressions for data analysis. Findings showed a significance influence of innovation on market orientation and business performance. They recommended future researchers to use larger sample size.

Sharma, Davcik and Pillai (2016) investigated the role of product innovation as a mediator on the effect of Research Development expenditure and brand equity on marketing performance. Using a sample of 10,282 data of Bureau van Dijk Electronic and ACNielsen Italy's report of household's financial statement for food purchase database using regression for data analysis. Results revealed that product innovation have a significance positive influence on Research Development expenditure, Brand Equity and marketing performance.

Naala, Nordin and Omar (2017) conducted a study on the influence of Innovation Capability and Firm performance among the SMEs in the North-Western Nigeria using a sample of 280 firms. Data was analyse using PLS-SEM, the findings revealed that innovation capability is significant to SMEs success factor. Lu, Zhu and Bao (2015) investigated the role of innovation as a mediator on the High-performance of human resource management and organisation performance in China. A survey samples of 150 Chinese manufacturing industries in Beijing, Changchun, Harbin, Shenzhen, Shanghai and other cities. Data were drawn from questionnaires and the PLS-SEM for data analysis. The findings revealed innovation as a significant impact on high-performance in organisational performance. The researchers suggested that future study to include various enterprises scenarios in examining the impact of high-performance of corporate Human Resource Management system. As a result, of the above studies, this study proposes to examine the following three hypotheses:

- H₁: Market orientation is positively related with Business performance of women in Nigeria.
- H₂ Innovation is positively related to Business performance of women in Nigeria.
- H₃ Innovation mediates the relationship of market orientation (MO) and business performance of women in Nigeria.



Figure 1: Research frame work

This study employed the Resource-Based Theory (RBT) to enhance and support the framework. The RBT encapsulates the focus of the study by taking into consideration the relationships among the variables. The primary focus of this study is how the businesses can generate an achievable it performance. In this paper, the Resource-Based Theory (RBT) is adopted to explain the relationship among independent variables, the mediator and the dependent variable. In this paper, market orientation is selected as the independent variables, while innovation is used as a mediator, and the dependent variable is business performance of women and the exploitation of strengths and weaknesses of businesses, which leads to outperformance in businesses.

In conformity to the RBT, Market orientation and Innovation are business's resource, which is likely to give a sustainable and outstanding performance to the business, since creative ideas is acquired through experience, or technology, which gives different uncommon and unique characteristics to the business strategies. The creative ideas acquisition through technology will allow women entrepreneurs to outperform their competitors through new invention of products or incremental innovation of products as the case may be in order to satisfied customer needs

III. METHODOLOGY

This study examines whether innovation mediates the impacts of market orientation and business performance of women MSMEs in the North-Western Nigeria. Population of the study consists of owners/managers of MSMEs in the three states of (Kaduna, Kano and Sokoto) North-western Nigeria.

Employing the use of disproportionate random sampling in determine the amount of sample drawn from the population of MSMEs and a simple random technique for selecting the sample from the three states namely Kaduna, Kano and Sokoto states for data collection. Self-administration of Questionnaires to 576 owners/managers of MSMEs who are registered member of Nigeria Association of MSME. As such only 452 questionnaires were returned making (78.5%) while 428 presenting (74.3%) were suitable for final analysis due to removal of ambiguous responses and outliers. Thereafter, data were analysed using SPSS 25 and Smart-PLS SEM 3. (Hair, Hollingsworth, Randoiph, & Chong, 2017).

The research framework comprises of 3 constructs and multiple items were used to measure each of the variables.

All the latent constructs were measured with uni-dimensional and reflective items using 5-point Likert scale of (1) Disagree (2) Strongly Disagree (3) Neither Agree/ nor Disagree (4) Agree (5) Strongly Agree. The study uses seven items adopted from Suliyanto and Rahab (2012) to measure BP. Ten items used for MO adapted from Didonet, Simmons, Diaz-Villavicencio and Palmer (2012) and Huhtala, Sihvonen, Frosen, Jaakkola and Tikkanen (2014) and Innovation used 6 items adapted from (Huhtala et al., 2014: Vorhies & Morgan, 2005).

Common method bias test was conducted for this study because of self-administered cross-sectional survey approach employed by (Podsakoff, Mackenzie, & Lee, 2003). Additionally, Harman's single factor test was adopted to the study CMV which assumes that, either a single factor emerges on the independent and dependent variables (Podsakoff & Organ, 1986). All indicators in the current study were subjected to the principal component factor analysis in accordance with Podsakoff and Organ (1986). There is no single factor that have the majority of covariance in both the dependent and independent variable (Podsakoff, Mackenzie, & Podsakoff, 2012), suggesting the unimportance of common method bias that may likely inflate the link between the variables measured in the current study.

IV. RESULT AND DISCUSSION

This study conducted reliability test using values from composite reliability and the values from these measures showed that each construct have exceed the recommended value figure of 0.70 (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014) as revealed in Table 1. The outcomes shown and confirmed that all the reliability was met. As regards the validity, the cross loadings is also referred to as item-level of discriminant validity (Henseler, Ringle, & Sarstedt, 2016), indicated that item loading on the variable measurement is greater than loadings on other variables in the model (Chin, 1998). The AVE of all the variables have exceed the suggested values of 0.50 as shown in Table 1, thus convergent validity was attained for this study (Fornell & Larcker, 1981; Hair *et al.*, 2014). However, the discriminant validity shows a squared root of AVEs of each variable is greater than inter-construct correlation estimates (Hair *et al.* 2017). This is shown in Table 2. Further confirmation of mediation test and direct relationship after minimum values was achieved as indicated in Table 5 and 4. These indicated that all the constructs of the study attain acceptable level of (Hair, Huit, Ringle, & Sarstedt, 2016).

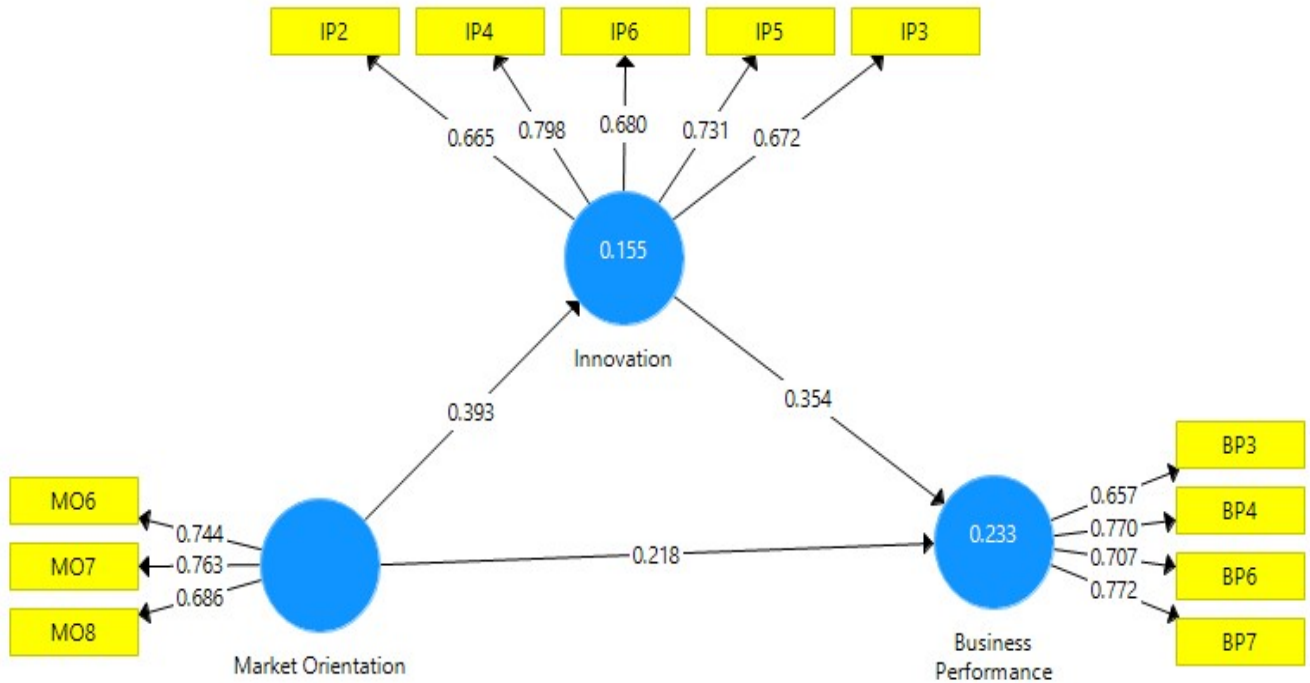


Fig. 2 PLS Algorithm

Table 1: Indicator Loadings and Internal Consistency Reliability

Variables	Indicators	Standardized Loadings	Composite Reliability	AVE	Item(s) deleted
Business Perf.	BP3	0.657	0.818	0.530	BP1, BP2, BP5
	BP4	0.770			
	BP6	0.707			
	BP7	0.772			
Innovation.	I2	0.665	0.836	0.506	IP1
	I3	0.672			
	I4	0.798			
	I5	0.731			
	I6	0.680			
Market Orientation	MO6	0.744	0.775	0.536	
	MO7	0.763			
	MO8	0.686			

Table 2: Discriminant Validity Fornell-Larcker Criterion

Latent Variables	BP	I	MO
BP	0.728		
I	0.440	0.711	
MO	0.357	0.393	0.732

Table 3 Cross Loadings

Latent Variables	Business Performance of women	Innovation	Market Orientation
BP3	0.657	0.218	0.194
BP4	0.770	0.394	0.293
BP6	0.707	0.238	0.265
BP7	0.772	0.379	0.273
IP2	0.192	0.665	0.230
IP3	0.269	0.672	0.299
IP4	0.422	0.798	0.301
IP5	0.364	0.731	0.267
IP6	0.261	0.680	0.297
MO6	0.268	0.314	0.744
MO7	0.298	0.304	0.763
MO8	0.208	0.236	0.686

The result of the data analysis using Smart-PLS SEM software is shown in figure 2 and 3. This paper measured the level of the R-squared values and the model of predictive relevance. Based on the PLS-SEM result 23.3% and 15.5% of the total variance was explained on the independent variable to dependent construct and independent variable to mediating

variable respectively. This suggests that the MO explained 23.3% of the variance in MSMEs performance. Cohen (1988) Classified three categories of R-square, 0.02 weak, 0.26 substantial and 0.13 moderate thus established on the R-squared of this study it moderate.

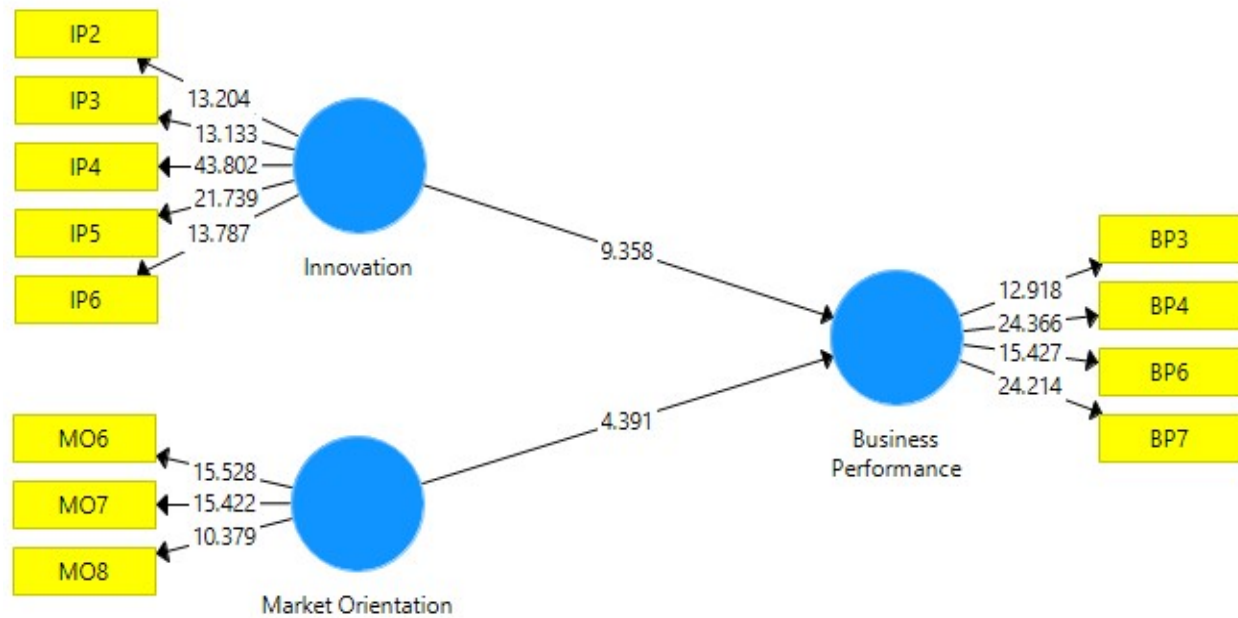


Figure 3: Direct Relationship between the variables.

The testing of hypotheses was conducted using Smart-PLS SEM software to determine the direct relationship and the interaction effect (H1 – H3). Statistical model for direct relationship displays the links between MO, I

independent latent variables and Business Performance of women as dependent latent variable as shown in figure 3. Table 4 shows direct link between the independent variable and dependent variable.

Table 4: Illustrate Hypotheses Testing of Direct Relationship

Hypothesis	Path	Beta	STDEV	t-value	p-value	Remarks
H ₁	MO -> BP	0.362	0.039	9.358	0.000	Accepted
H ₂	I -> BP	0.216	0.049	4.391	0.000	Accepted

The findings as shown in Table 4 revealed the influence of MO on business performance of women which is positive and significant with beta value ($\beta = 0.362$) and t value ($t = 9.358$), thus in support of H₁ as hypothesized in the study. The finding confirms the results of the research of the previous studies such as (Ansah & Chinomona, 2017; Jogaratnam, 2017; Gilaninia, Taleghani, & Talab, 2013). Similarly, the direct relationship between innovation and business performance was also tested and the findings shows a positive significant effect among innovation and business performance of women with H₃ ($\beta = 0.216$) and t value ($t = 4.391$). Market Orientation assists an organisation or businesses with a better understanding of customers' needs as

such influencing the organisational capabilities in term of performance.

The majority of the respondents are from the micro and small organisations because Women owner/managers are not investing high in medium enterprises because of the financial constraint. The women entrepreneurs are more concerned with daily survival of the business and by keeping good relationship with their customers. To women owner/managers it is more importance to generate money for the economic development and to keep their cash flow fluid into retained earnings then to Investing in competitor's orientation which is deemed optional because it does not yield immediate return to their businesses.

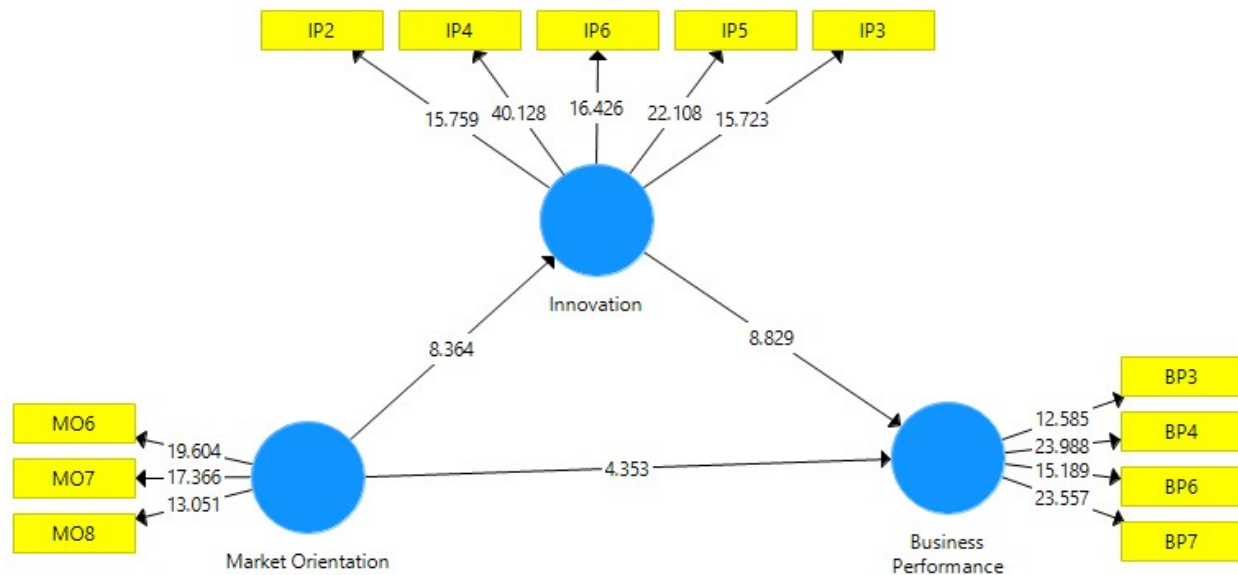


Fig. 4: Mediating effect

Table 5: Illustrate Summary of mediation relationship

Hypothesis	Path	Beta	STDEV	t-value	p-value	Remarks
H ₃	MO -> I -> BP	0.139	0.143	5.881	0.000	Accepted

The structural model that shows the mediating impact of innovation on the association among MO and BP of women was illustrated in figure 4. Table 5 explain the indirect link between MO and Innovation with a significant positive influence ($\beta = 0.139$) and t value ($t = 5.881$).

The effect assumed to mediate if independent/predictor variable has effects on the dependent/outcome variable through the mediating variable (Baron & Kenny, 1986). Therefore, the results show that MO has an effect on the mediator variable of innovation, and this

in turn influences the dependent variable business performance of women (Hair *et al.*, 2016).

V. CONCLUSIONS

In conclusion, performance of women MSMEs will remain an issue of important agenda for managers, political leaders, researchers, employees of academicians, and community at large. It is believed that the women MSMEs performance of owner-managers, and entrepreneurs provide rich backdrop against which women business can still have room for improvement on the GDP as regards to Women MSMEs, this study may contributed to the understanding of women entrepreneurs and owner/managers of MSMEs in understanding their thoughts and actions regarding investment and also the financial constraint which is the blocking stone for improvement of better performance, Women MSMEs should also be encouraged to improve their MO towards competitor orientation and Innovation initiative this may likely increase their performances. Recommend other researchers to consider more variables and also expanding the study to Nigerian because this study is limited to only the North-Western Nigeria.

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