



## EFFECT OF STRATEGIC ORIENTATION ON ORGANIZATIONAL PERFORMANCE OF HOTELS IN WARRI, DELTA STATE, NIGERIA

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**ABSTRACT:** *The study examined the effect of strategic orientation on organizational performance of hotels in Warri, Delta State. The study used a cross-sectional survey research approach. The survey encompassed a population of 482 employees from 10 selected four- and five-star hotels located in Warri, Delta State. A sample size of 214 employees was chosen from the entire population. A structured questionnaire was employed as the research tool in this study. In order to ascertain the instrument's reliability, a test-retest technique was employed. Data was analyzed by using descriptive and inferential statistical techniques, including correlation and multiple regression analysis. The analysis was conducted using the SPSS for Windows software, namely, version 25. Findings showed that entrepreneurial orientation, market orientation and customer orientation have a significant positive effect on organizational performance. The study concluded that strategic orientation has a significant positive effect on organizational performance of hotels in Warri, Delta State. The study recommended amongst others that hotels should foster an environment in which all team members, ranging from frontline employees to executives, adopt a customer-focused mentality. Ensure that your employees comprehend the significance of anticipating the wants of guests, providing proactive assistance, and continually giving outstanding service.*

**KEYWORDS:** Strategic Orientation, Organizational Performance, Market Orientation.



## INTRODUCTION

Within the ever-changing and highly competitive hospitality business, the strategic approach used by hotels significantly influences their overall organisational performance. This is due to the constant competition, shifting consumer preferences, and evolving market trends that define this industry. For hotels to achieve long-term success and sustainability, it is crucial that they are able to adapt their strategies to the constantly changing demands of the market and take advantage of emerging opportunities. Strategic orientation refers to the conscious decisions made by hotel management on the overall path, extent, and distribution of resources within the organisation. The process entails a meticulous equilibrium between internal capacities and external market forces. The choices taken in domains such as entrepreneurship, marketing, and technology adoption all contribute to the overall strategic direction of a hotel. The rapid advancement of technology has fundamentally transformed the structure of businesses, making it more intricate and uncertain for policymakers (Lin & Tsai, 2016). The advent of technological warfare compels politicians to directly address the unpredictability in the market, rendering strategic organisational decisions frequently outdated. The ability of enterprises to effectively mitigate external market uncertainty and adapt their strategies in response to market conditions can confer a competitive edge and ensure long-term sustainability (Chen et al., 2017). Furthermore, adapting the organization's structure to align with market demand is the most effective means of gaining a competitive edge. This includes the ability of top management to handle the unpredictable business climate (Brozovic, 2018; Bamel & Bamel, 2018).

Additionally, it supports the internal and external factors that drive organisational transformation and guarantees the long-term sustainability of the organisation (Spieth & Schneider, 2016). Therefore, the strategic flexibility of top management enables the organisation to enhance its sustainable competitive advantage. This is because an organisation that prioritises core competencies can utilise strategic flexibility to adjust its strategies and allocate resources towards future decision-making opportunities. Hence, possessing a significant degree of strategic flexibility enables an organisation to attain long-lasting competitive performance. Furthermore, organisational orientation behaviours are crucial as they serve as the primary catalyst for motivation in the external market (Chahal et al., 2019). The organisational performance of hotels however indicates the degree to which they successfully accomplish their goals and objectives. The notion is multifaceted, encompassing not only financial measures but also customer satisfaction, employee engagement, and total operational effectiveness. The correlation between strategic orientation and organisational performance is complex, as the strategic decisions taken by hotels have a significant influence on their capacity to address industry issues, meet client demands, and sustain a competitive advantage.

Entrepreneurial and market orientations are strategic organisational orientations that encompass the organization's capacity to conceive new brands, ideas, and products, take calculated risks, outpace competitors, and deliver superior-quality goods. Therefore, based on the aforementioned discussions, the strategic organisational orientation (entrepreneurial and market) are the fundamental resources necessary to maintain a competitive performance. Organisations engage in the process of developing new products and services based on client expectations. To meet these demands, businesses employ innovation, take risks, and demonstrate pioneering abilities to seize opportunities and improve performance (Majid et al., 2019). Organisations might embrace strategic orientation, including entrepreneurial and market



orientations, in response to external market instability (Shafique & Saeed, 2020). In order to maintain their position and achieve a competitive advantage, organisations must engage in innovative practices that differentiate them from their competitors (Majid et al., 2020). Therefore, the organisation must modify its entrepreneurial orientation in order to enhance competitive performance (Shen et al., 2020). Prior literature has employed various criteria, such as functional performance (Rezaei & Ortt, 2018) and opportunity recognition (Anwar et al., 2021), as mediators in the association between entrepreneurial orientation and business performance.

Entrepreneurial orientation, market orientation, and customer orientation have a favourable impact on organisational success. These orientations bolster the organization's capacity to innovate, fulfil consumer requirements, adjust to evolving conditions, and make well-informed strategic choices, ultimately resulting in enhanced overall performance. The entrepreneurial approach enables the mobilisation of internal resources to actively engage in the utilisation of business resources, resulting in innovative actions in a fiercely competitive market, to achieve performance (Muangmee et al., 2021).

Entrepreneurial attitude fosters a proactive approach to decision making. Organisations that possess this mindset are more adept at recognising and exploiting opportunities, which enables them to obtain a competitive advantage and attain superior financial results. Market-oriented organisations can enhance their ability to meet market demand by closely monitoring market trends and client preferences, allowing them to design and provide products and services that are more suited to the needs of the market. This confers a competitive edge over competitors who are less focused on the market. Market orientation enables individuals to comprehend the market dynamics and exert the necessary endeavours to sustain competitiveness by suitable enhancements in products or processes (Akhtar et al., 2021). The adoption of a customer-oriented approach enables enterprises to collaborate with customers in order to understand and enhance both the product and process, thereby meeting the customers' expectations and achieving superior firm performance (Han & Zhang, 2021). Organisational agility allows for the adaptation of unanticipated changes in the corporate environment. Hotels that possess the ability to adapt their plans in accordance with market swings or unexpected circumstances are more inclined to sustain or enhance their performance. This study examines the complex relationship between strategic orientation and organisational success in the hotel industry. This study seeks to elucidate the strategies that drive hotels towards success in a dynamic and challenging market by analysing the different elements of strategic decision-making and their effect on key performance metrics.

### **Statement of the Problem**

Khan, Salamzadeh, Abbasi, Amin, and Sahar (2022) argued that in developed economies, the manufacturing industry has the ability to promptly adapt its existing strategic resources in response to market demand. The expeditious strategic decisions are adjusted by the surplus of resources, such as highly skilled workers, abundant financial means, and comprehensive knowledge of the customer's future wants. Nevertheless, the scarcity of resources has emerged as a significant impediment to the expansion of organisations in developing nations. The field of study that has received the most comprehensive research attention is mostly focused on developed economies (Bamel & Bamel, 2018; Chan et al., 2017). However, there is a limited amount of literature that has identified this terminology in developing economies. Therefore, it is imperative to assess the influence of strategic flexibility in developing economies. This is



because in such economies, 90% of organisations lack the necessary resources and capabilities (Bokhari et al., 2020). This puts them at a disadvantage compared to their competitors and hinders their ability to sustain themselves in the long run (Arnold & Artz, 2015). As we explore many aspects of strategic orientation, such as entrepreneurial orientation, market orientation, and customer orientation, we want to understand how these characteristics impact the performance of hotels in a certain setting. The results of this investigation are expected to offer significant knowledge for hotel executives, industry stakeholders, and researchers, assisting them in making well-informed choices that promote resilience, growth, and consistent excellence in the ever-changing field of hospitality.

### **Objectives of the Study**

The aim of the study is to examine the effect of strategic orientation on organizational performance of hotels in Warri, Delta State. The specific objectives are to:

- i. Explore the effect of entrepreneurial orientation on organizational performance of hotels in Warri, Delta State.
- ii. Determine the effect of market orientation on organizational performance of hotels in Warri, Delta State.
- iii. Ascertain the effect of customer orientation on organizational performance of hotels in Warri, Delta State.

### **Hypotheses**

**H<sub>1</sub>:** Entrepreneurial orientation has a significant relationship with organizational performance of hotels in Warri, Delta State.

**H<sub>2</sub>:** Market orientation has a significant relationship with organizational performance of hotels in Warri, Delta State.

**H<sub>3</sub>:** Customer orientation has a significant relationship with organizational performance of hotels in Warri, Delta State.

## **REVIEW OF RELATED LITERATURE**

### **Conceptual Review**

#### **Strategic Orientation**

Strategic orientation encompasses the comprehensive strategy, mindset, and course of action that an organisation adopts to effectively place itself within its external environment. Strategic management entails making deliberate and well-informed decisions regarding how an organisation will allocate its resources, utilise its capabilities, and carry out its activities in order to accomplish its long-term goals and objectives. Strategic orientation comprises multiple dimensions, each exerting influence on the organization's decision-making processes and activities. Strategic orientation encompasses the methodologies, principles, implementations, and decision-making methodologies that govern the actions of an organisation (Al Mamun, Hayat, Fazal, Salameh, Zainol, & Makhbul, 2022). The system reacts to the external



surroundings and produces the desired actions to enhance performance and the long-term viability of the organisation (Fernando et al., 2019; Robb & Stephens, 2021; Schmidt et al., 2021). Strategic orientation pertains to the manner in which a corporation should react to external factors, such as competitors, consumers, and technology (Asghari & Amani, 2016). Strategic orientation refers to the business conduct of a company, as discussed by Abdulrab et al. (2021) and Rasyid and Linda (2019). Uzoamaka et al. (2020) further defined strategic orientation as the strategic path that a company must follow to consistently enhance its performance and achieve a competitive edge over its rivals. Nganga (2017) posited that strategic orientation encompasses strategic decision, strategic disposition, strategic direction, and strategic adaptation. Strategic orientation is the act of formulating corporate objectives and adjusting to external environmental shifts with the aim of gaining a competitive edge. Entrepreneurship orientation is a fundamental aspect of strategic orientation that encompasses proactiveness, innovativeness, risk-taking, competitive aggression, and autonomy (Charoensukmongkol, 2022; Ekawee & Charoensukmongkol, 2020; Novotna, 2021). Strategic orientation refers to the specific direction and cultural approach that a company employs in order to carry out its commercial activities and achieve a competitive edge (Zhani et al., 2021).

### **Entrepreneurial Orientation (EO)**

Entrepreneurial orientation encompasses the range of activities and procedures inside an organisation that prioritise innovation, proactivity, risk-taking, and a readiness to pursue new prospects. It encompasses a culture that fosters employee creativity, initiative, and the pursuit of new enterprises. Entrepreneurial orientation refers to the amalgamation of several organisational traits and capabilities that involve innovation, risk-taking, and proactiveness (Lechner & Gudmundsson, 2014). Therefore, based on previous discussions, entrepreneurial orientation (EO) encompasses various organisational traits such as innovation, risk-taking, proactiveness, autonomy, and competitive aggressiveness (Anwar & Shah, 2021; Ferreira et al., 2020). These intangible resources are internal to a firm and play a crucial role in enhancing value creation strategies, effectiveness, and maintaining a competitive advantage (Barney, 1991). However, relying solely on a single resource, such as "innovativeness," is insufficient to maintain a competitive advantage (Bhandari et al., 2020). To effectively compete in a volatile market, an organisation must possess the complete set of necessary abilities. Accordingly, Barney (1991) asserted that a company that possesses a collection of resources (both real and intangible) that are scarce, distinctive, and unchangeable can achieve a competitive advantage. Specifically, the thesis stated that competitive advantage can be maintained, particularly by leveraging internal organisational strengths (Anwar & Shah, 2021). Therefore, the empirical study aligns with previous entrepreneurial literature, indicating that entrepreneurial orientation (innovativeness, proactiveness, and risk-taking) can greatly improve business performance, as explained by the resource-based view theory (Shafique & Saeed, 2020; Shen et al., 2020). Therefore, organisations that are innovative, proactive, risk-taking, competitive, and autonomy-oriented can gain a competitive edge in a tumultuous market. Thus, the underlying conceptual model aligns with earlier studies conducted by Sandhu and Khan (2017) and Wang et al. (2017).

Entrepreneurial orientation refers to an organization's inclination to actively seek out and exploit new market opportunities while also enhancing its current market position (Aziz et al., 2014). The orientation mentioned demonstrates a firm's ability to make judgements, maintain sharpness, and apply knowledge, resulting in the creation of new business prospects (Nasir et al., 2017). Entrepreneurial orientation is regarded as a combination of three constructs. Firstly,





innovativeness entails the promotion and facilitation of innovative experimentation, ideas, and creativity that are likely to lead to the development of novel services, products, or processes (Aziz et al., 2014). Furthermore, risk-taking pertains to the extent to which individuals deviate from others in their inclination to engage in risky behaviour (Roxas et al., 2017). Furthermore, pro-activeness refers to the strategic approach of taking initiative and engaging in acts that aim to establish a competitive advantage and safeguard one's market position (Aziz et al., 2014). Prior studies have demonstrated that entrepreneurial orientation enhances the benefits of knowledge-based resources and influences innovation performance through the use of knowledge management (Roxas et al., 2017).

Amankwah-Amoah et al. (2019) found that entrepreneurial attitude had a beneficial impact on product-related innovativeness. Conversely, Adedeji et al. (2019) discovered that firms with a strategic orientation are more actively engaged in innovative activities within the organisation. Entrepreneurial-oriented firms are characterised by their inclination to take chances, pioneer change, and engage in innovation (Kiani et al., 2021). The study conducted by Muangmee et al. (2021) provides evidence that entrepreneurial orientation has a significant role in fostering innovation among small- and medium-sized enterprises (SMEs) in Thailand. Furthermore, entrepreneurial orientation is crucial in driving innovation by fostering a mindset of openness that embodies the ability to innovate (Kiani et al., 2021). The essential prerequisites for having an entrepreneurial mindset include taking proactive measures towards new possibilities and implementing innovative methods in response (Tutar et al., 2015). It enhances a company's ability to identify the suitable resources for integration, hence launching innovation. Rasheed et al. (2020) found that the entrepreneurial mentality of senior leaders in SMEs is beneficial for their involvement in the innovation process.

There is a positive correlation between entrepreneurial orientation and organisational performance. Organisations that demonstrate a greater degree of entrepreneurial orientation are more inclined to recognise and capitalise on novel opportunities, resulting in enhanced competitiveness, expansion, and overall achievement. Entrepreneurial approach cultivates a climate of ingenuity and willingness to take risks. Organisations that promote entrepreneurship are more inclined to create novel products, services, or business models, resulting in enhanced competitiveness and expansion. Entrepreneurial organisations possess superior capabilities to adjust to evolving market situations. They exhibit heightened responsiveness to developing trends, client preferences, and industry shifts, allowing them to maintain a competitive advantage.

### **Market Orientation (MO)**

Market orientation entails a concentration on comprehending and satisfying client wants and preferences. Organisations that have a market orientation proactively collect information about the market, competitors, and customers in order to tailor their products, services, and plans accordingly. Market orientation prioritises the organization's dedication to producing high-quality products and services that effectively meet the wants and desires of customers (Ali et al., 2020). This commitment exemplifies the concept of market-oriented robust companies that contribute to organisational performance and enhance the potential benefits of adaptability and the transformation of information and expertise into a scarce and distinctive strategic asset (Hossain et al., 2021). Market orientation is the primary factor that contributes to the organisational traits that improve product quality, resulting in superior performance (Buli, 2017). Becherer et al. (2001) initially defined MO as the internal culture and norms of an



organisation that aim to generate exceptional value for consumers by prioritising their demands and long-term profitability. Market orientation refers to the ability to identify and address client needs and competitor strategies. Therefore, the potential to capture market share is the most advantageous prospect for companies. If a corporation possesses a strong market orientation, it continuously examines the demands of customers and endeavours to identify solutions that address those needs, ultimately achieving exceptional performance in a volatile market (Fink et al., 2017).

Market orientation encompasses the objectives and cultural aspects of a company, with the aim of maintaining competitiveness by prioritising the creation of value for customers (Siti et al., 2017), acquiring, distributing, and reacting to market-derived information gathered from existing and potential rivals (Nasir et al., 2017). According to Wang et al. (2016), the adoption of technical breakthroughs was deemed essential. The current literature places excessive emphasis on the correlation between market orientation and business innovation (Tutar et al., 2015). Forward-thinking enterprises are highly focused on market demands, striving to preserve a competitive edge by continuously innovating their product offerings and enhancing existing features, thereby ensuring a robust market presence (Suriati, 2014). Being market-oriented entails possessing a strategic and flexible attitude. Businesses aim to identify prevailing market trends and employ technology and market-driven strategies to maintain competitiveness in the current highly competitive market (Schmidt et al., 2021).

Na et al. (2019) found that market orientation has a beneficial impact on product-related innovations, namely in terms of product innovation. Simultaneously, Wang et al. (2016) contended that market orientation is linked to several types of innovation, including cultural, product, process, and organisational cultural innovation, with regards to process innovation. Market orientation is a notion that highlights the importance of introducing innovative products or services in response to market knowledge. This approach can be considered as a type of innovative behaviour (Cozzarin, 2017; Utami et al., 2022). Market orientation is characterised by a continuous and proactive effort to stay ahead of competitors and utilise the company's resources to boost innovation capability and improve the products or services offered by the company (Adiguzel, 2019). Furthermore, previous research indicates that market orientation has a favourable impact on the development of products that incorporate green innovation to address climate-related concerns (Wang et al., 2016). Akhtar et al. (2021) proposed that market orientation facilitates both product- and process-level innovation in small- and medium-sized enterprises (SMEs) in Pakistan.

Market orientation is highly correlated with enhanced organisational effectiveness. Organisations may optimise client pleasure, foster stronger connections, and ultimately attain superior financial outcomes by aligning their products and services with customer wants and market trends. Market-oriented organisations place a high priority on comprehending and fulfilling client requirements. The emphasis on ensuring customer satisfaction can result in heightened customer loyalty, favourable word-of-mouth, and recurring business, all of which contribute to enhanced organisational performance. Market orientation is the systematic gathering and meticulous analysis of market intelligence. This information facilitates optimal resource allocation, enabling organisations to strategically invest in areas that are expected to generate the greatest returns, eventually enhancing performance.



## Customer Orientation (CO)

Customer orientation is a strategic approach employed by organisations that prioritises comprehending and fulfilling the requirements and expectations of consumers. It entails synchronising all facets of the enterprise, encompassing product development, marketing, sales, and customer support, with a primary emphasis on generating value for customers. This perspective acknowledges that customer pleasure and loyalty are crucial for achieving long-term success and sustainability. Customer orientation emphasises the strategic focus on placing consumers at the core to achieve exceptional business performance (Wang et al., 2016). Nasir et al. (2017) have highlighted the importance of firms directing their attention towards certain client segments, such as tailoring distinct offers, communications, and services, and engaging with consumers on an individual basis. Customer orientation allows organisations to get insight into their target market and then create strategic strategies that align with consumer expectations and complement their products (Wang et al., 2016). According to Khan and Khan (2019), customer orientation encompasses all actions aimed at satisfying the requirements and desires of current and prospective customers in order to attain exceptional performance. A firm that prioritises the needs and preferences of its customers has an indirect impact on its ability to innovate and improve its performance in this regard (Kim, 2017). In addition, Akhtar et al. (2021) proposed that customer orientation has both direct and indirect effects on product and service innovation in manufacturing and service industries (Wang et al., 2016). Salunke et al. (2019) found that customer orientation, particularly in projects connected to innovation, has had a favourable effect on the success of new product development. This effect is seen in both the increased impact and the level of innovation achieved. Nevertheless, an excessive focus on customer satisfaction has a detrimental effect on the development of new ideas and solutions (Panagopoulos et al., 2017).

Organisations that have a customer orientation place a high priority on meeting the requirements and preferences of their customers. They analyse business activities from the perspective of customer value and consistently strive to improve the customer experience. A customer-centric organisation allocates resources to do market research in order to obtain valuable insights into customer behaviours, preferences, and upcoming trends. This data facilitates strategic decision-making and aids in customising products and services to efficiently satisfy client requirements. Our products and services are tailored to meet the individual needs and preferences of our customers. This may entail integrating client feedback, conducting surveys, and remaining responsive to evolving market demands. Organisations that prioritise client orientation demonstrate a steadfast dedication to ongoing improvement. They actively seek input from customers, assess performance data, and use this information to make necessary improvements to products, services, and procedures.

## Organizational Performance

Organisational performance pertains to the successful attainment of an organization's objectives and goals. Assessment of performance is commonly done by utilising diverse performance measures, including financial data, customer happiness, market share, innovation, and workforce productivity. The success of a firm is contingent upon the organization's performance, namely its capacity to efficiently execute strategies in order to accomplish organisational objectives (Almatrooshi et al., 2016). The effectiveness of an organisation is heavily contingent upon the leaders' proficiency in executing strategies (Long, 2022). Organisational performance encompasses the tangible achievements or outputs of an





organisation, which are evaluated in comparison to the intended outcomes (Tomal & Jones, 2015).

## **Related Theory**

### **Resources-Based Theory**

This study supports the resource-based view theory (RBVT), which was originally formulated by Barney (1991). Resource-based view (RBV) focuses on the firm's exceptional, distinct, and unchanging resources as a means of gaining a competitive edge and achieving superior performance compared to other organisations. The resource-based view emphasises that a firm's sustainability and competitiveness are determined by internal factors (Ke et al., 2008). Assets, competencies, organisational processes, business traits, information, and knowledge are crucial resources for the firm's expansion (Barney & Clark, 2007). According to scholars, the efficiency of the strategy relies on internal aspects of the organisation, such as its resources and capabilities (Storey & Hughes, 2013). Hence, managers must take into account the availability of resources in order to ensure the effective implementation of chosen initiatives. The effectiveness of a strategy cannot be universally determined as it varies depending on the available resources and the specific environment (DeSarbo et al., 2005; Helmig et al., 2014). When companies encounter limitations in their resources, the strategies they choose may not necessarily be the optimal choice. Thus, a company should choose a strategy by efficiently leveraging its core resources and competencies to attain maximum performance (Cadogan, 2012; Furrer et al., 2008). Strategy involves the process of decision-making and serves as a means to establish a long-lasting competitive advantage by allocating the necessary resources (Lin, Tsai, & Wu, 2014).

### **Empirical Review**

Maclean, Appiah, and Addo (2023) conducted an analysis of the consequences of strategic orientation on the performance of a corporation, specifically in a lower middle-income country. The research was based on the ontological framework of positivism and employed a quantitative methodology. Data from a cross-sectional survey has been collected from small and medium enterprises that are officially registered with the Ghana Enterprise Agency. The study hypotheses were examined via Partial Least Squares and Andrew Hayes Macro Process methodologies. The findings indicate that the strategic orientation components (marketing, entrepreneurship, and technology) have a favourable and significant impact on the innovation potential and performance of organisations. In addition, the ability of an organisation to innovate plays a crucial role in mediating the connections between marketing and technology orientations and the performance of enterprises.

Khan, Salamzadeh, Abbasi, Amin, and Sahar (2022) investigated the relationship between strategic orientation and sustainable competitive performance in family enterprises, specifically focusing on evidence from an emerging economy. Information was gathered from family-owned manufacturing companies that are active in Islamabad and Rawalpindi, and this data was confirmed by the Small and Medium-sized Enterprises Development Authority. Furthermore, the data was collected from senior management using structured questionnaires administered through an online platform. To verify the hypotheses, Smart PLS-SEM was used. The discovery indicates that strategic adaptability is the key factor that elucidates the process



behind the correlation between both entrepreneurial and market strategic orientations and sustainable competitive performance.

Al Mamun, Hayat, Fazal, Salameh, Zainol, and Makhbul (2022) investigated how product and process innovations function as mediators between strategic orientation (market, entrepreneurial, and customer orientation) and the performance of small- and medium-sized manufacturing enterprises in Malaysia. Data was collected from 360 manufacturing small- and medium-sized enterprises through a questionnaire survey. The collected data was then analysed using partial least square structural equation modelling to fulfil the research objectives. The study analysis determined that both consumer and entrepreneurial orientation have a major impact on the innovation of products and services. Although market orientation plays a key role in driving process innovation, it has little impact on product-level innovation in small- and medium-sized enterprises.

## METHODOLOGY

The study used a cross-sectional survey research approach. The rationale for using this approach is that it facilitates the researcher in evaluating the public's views by employing a questionnaire at a certain moment in time. Research design facilitates the depiction of a precise and authentic representation of individuals, occurrences, and circumstances. A research design refers to a comprehensive blueprint that outlines the strategies and methodologies employed in performing a study (Burns, Bush, & Veeck, 2017). The survey encompassed a population of 482 employees from 10 selected four- and five-star hotels located in Warri, Delta State. The sample size was ascertained by using the sample size determination table provided by Johnson and Shoulders (2019), which cited Krejcie and Morgan. Hence, a subset of 214 employees was chosen from the entire population of 482. The data for this study was collected from a primary source. A structured questionnaire was employed as the research tool in this study. The survey used a five-point Likert scale, where participants were required to provide responses ranging from strongly disagreed to strongly agreed.

The study employed content validity. Content validity refers to the extent to which a test or questionnaire accurately evaluates a given content area or trait that is intended to be measured. In order to ascertain the instrument's reliability, a test-retest technique was employed. The Cronbach Alpha Index was employed to assess the questionnaire's reliability. The study shows that all the elements received good and reliable scores (0.722, 0.721, and 0.723), as shown by values above 0.6. This exceeds the required threshold for Cronbach Alpha value, as suggested by Martono (2016), confirming the model's reliability. A research instrument is considered extremely dependable when the alpha value, also known as the reliability coefficient, exceeds 0.6 (Martono, 2016). The data gathered from the respondents underwent analysis using descriptive and inferential statistical techniques, including correlation and multiple regression analysis, to reach the conclusion. The analysis was conducted using the SPSS for Windows software, namely version 25.

$$OP = F(EO, MO, CO) \dots \dots \dots i$$

$$OP = \beta_0 + \beta_1EO + \beta_2MO + \beta_3CO + \varepsilon \dots \dots \dots ii$$



where:

OP = Organizational Performance

EO = Entrepreneurial Orientation

MO = Market Orientation

CO = Customer Orientation.

## RESULTS AND DISCUSSION

A total of 214 copies of the questionnaire were administered; 206 copies of the questionnaire were retrieved, while 199 copies of the questionnaire were completely filled. Therefore, the analysis was based on the response rate of 93%.

**Table 1: Analysis of Respondents Profile**

S/N	Variables	Frequency	Percentage (%)
1	Gender:		
	Male	90	45
	Female	109	55
	Total	199	100
2	Age Range:		
	Below 30 years	68	34
	31-40 years	98	49
	41 years and above	33	17
	Total	199	100
3	Marital Status:		
	Single	111	56
	Married	70	35
	Divorced	18	9
	Total	199	100
4	Educational Qualification		
	OND/NCE	88	44
	HND/B.Sc	103	52
	Postgraduate Degree	8	4
	Total	199	100

**Source:** *Field Survey, 2024.*



Table 1 shows the background characteristics of the several respondents. Findings showed that 45% of the sample respondents were males while 55% were females. The age bracket of the respondents shows that 34% of the respondents were below 30 years of age, 49% of the respondents' fell within the age bracket of 31-40 years of age, while 17% of the respondents were above 41 years of age and above. The marital composition of the respondents shows that 56% of the sample respondents were single, 35% respondents were married, while 9% other respondents were divorced. The educational background of the respondents shows that 44% of the respondents were OND/NCE holders, 52% were HND/B.Sc holders, while 4% were postgraduate degree holders.

**Table 2: Inter-Correlations and Descriptive Statistics for Study Variables**

S/N	Variables	1	2	3	4	N
1.	Entrepreneurial Orientation	1				199
2.	Market Orientation	0.123	1			199
3.	Customer Orientation	-0.014	0.383**	1		199
4.	Organizational Performance	0.232**	0.561**	0.355**	1	199

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

\* . Correlation is significant at the 0.05 level (1-tailed).

Table 2 shows that entrepreneurial orientation has a positive correlation with organizational performance ( $r=0.232$ ). Market orientation showed a strong positive correlation with organizational performance ( $r=0.561$ ). Customer orientation showed a positive correlation with organizational performance ( $r=0.355$ ).

**Table 3: Strategic Orientation and Organisational Performance**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	.855	1.758		.486	.627
Entrepreneurial orientation	.168	.055	.176	3.069	.002
Market orientation	.587	.078	.471	7.570	.000
Customer orientation	.187	.065	.177	2.869	.005

a. Dependent Variable: Organizational performance

Table 3 indicates that entrepreneurial orientation has a positive effect on organizational performance ( $\beta = 0.176$ ,  $P < 0.05$ ). Furthermore, market orientation has a positive effect on organizational performance ( $\beta = 0.471$ ,  $P < 0.05$ ). The result shows that customer orientation has a positive effect on organizational performance ( $\beta = 0.177$ ,  $P < 0.05$ ).

The general form of the equation to predict

$$OP = .855 + (0.168 \times EO) + (0.587 \times MO) + (0.187 \times CO)$$

**Table 4: Fitness of the Model****ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	131.856	3	43.952	37.849	.000 <sup>b</sup>
	Residual	226.445	195	1.161		
	Total	358.302	198			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Entrepreneurial orientation, Market orientation, Customer orientation

The *F*-ratio in Table 4 indicates that the dimensions of strategic orientation significantly predict organizational performance,  $F = 37.849$ ,  $p < 0.05$ . The implication of this is that the regression model is a good fit of the data.

**Table 5: Model Summary****Model Summary**

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.607 <sup>a</sup>	.368	.358	1.078

a. Predictors: (Constant), Entrepreneurial orientation, Market orientation, Customer orientation

Table 5 shows the extent to which the dimensions of strategic orientation accounted for change in organizational performance, as indicated by the R Square value. This shows that 37% (0.368) of the change in organizational performance was brought about by strategic orientation.

**DISCUSSION OF RESULTS**

Table 2 shows that entrepreneurial orientation has a positive correlation with organizational performance ( $r = 0.232$ ). Table 3 shows that entrepreneurial orientation has a positive effect on organizational performance ( $\beta = 0.176$ ,  $P < 0.05$ ). Test of  $H_1$  shows that entrepreneurial orientation has a significant positive relationship with organizational performance of hotels in Warri, Delta state ( $0.002 < 0.05$ ). The entrepreneurial orientation enables the effective utilisation of internal resources, leading to innovative actions in a highly competitive market and ultimately achieving high performance (Muangmee et al., 2021). The outcome suggests that hotels that embrace this approach are more inclined to provide innovative services, employ state-of-the-art technologies, and explore inventive business models. This innovation has the potential to confer a competitive edge and enhance customer attractiveness.

Table 2 shows that market orientation showed a strong positive correlation with organizational performance ( $r = 0.561$ ). Table 3 shows that market orientation has a positive effect on organizational performance ( $\beta = 0.471$ ,  $P < 0.05$ ). Test of  $H_2$  shows that market orientation has a significant positive relationship with organizational performance of hotels in Warri, Delta State ( $0.000 < 0.05$ ). Market orientation enables individuals to comprehend the market dynamics





and exert the necessary endeavours to sustain competitiveness by suitable enhancements in products or processes (Akhtar et al., 2021). Hotels with a strong market orientation proactively collect information regarding client preferences, behaviours, and market trends, as indicated by the outcome. By adopting a client-centric approach, they are able to customise their offerings in order to meet or beyond customer expectations. A hotel that is focused on the market pays close attention to the actions of its competitors. This level of consciousness aids in recognising market voids, distinguishing services, and maintaining competitiveness.

Table 2 shows that customer orientation showed a positive correlation with organizational performance ( $r = 0.355$ ). Table 3 shows that customer orientation has a positive effect on organizational performance ( $\beta = 0.177$ ,  $P < 0.05$ ). Test of  $H_3$  shows that customer orientation has a significant positive relationship with organizational performance of hotels in Warri, Delta state ( $0.005 < 0.05$ ). The adoption of a customer-oriented approach enables enterprises to collaborate with customers in order to understand and enhance both the product and process, thereby meeting the customers' expectations and achieving superior firm performance (Han & Zhang, 2021). The outcome suggests that hotels that prioritise customer satisfaction place a high importance on providing outstanding and tailored service. Staff members get comprehensive training to comprehend and predict the specific requirements of each guest, resulting in elevated levels of client contentment and allegiance.

## CONCLUSION

The study concluded that strategic orientation has a significant positive effect on organizational performance of hotels in Warri, Delta State. Entrepreneurial orientation, market orientation and customer orientation have a significant positive effect on organizational performance. Organizations with a strategic orientation are better equipped to respond to changes in the market environment. This adaptability allows them to seize opportunities quickly, navigate challenges effectively, and stay relevant in dynamic and competitive markets, ultimately influencing their overall performance. Organizations that prioritize customer satisfaction and build strong relationships are likely to experience increased customer loyalty, repeat business, and positive word-of-mouth, all of which contribute to organizational performance.

## RECOMMENDATIONS

- i. Hotels should cultivate a corporate environment that fosters and promotes the active participation of employees at every hierarchical level in generating and sharing groundbreaking concepts. They should also create systems for generating ideas and implementing successful strategies, together with corresponding reward structures.
- ii. Hotels should emphasise a customer-centric strategy by actively soliciting feedback, performing market research, and tracking industry developments. They should use this data to customise services and amenities in order to accommodate changing guest preferences.
- iii. Hotels should foster an environment in which all team members, ranging from frontline employees to executives, adopt a customer-focused mentality. They should ensure that



their employees comprehend the significance of anticipating the wants of guests, providing proactive assistance, and continually giving outstanding service.

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