

ASSESSING CUSTOMER ORIENTATION, COMPETITOR ORIENTATION AND INTER- FUNCTIONAL COORDINATION

Abstract

The purpose of this study was to examine the possible relationship of transactional leadership style on the three tenets of market orientation, thus, competitor orientation, customer orientation and inter-functional coordination. Questionnaires were used to gather data from 200 owner/managers of manufacturing SME's in the Accra metropolis of Ghana. The obtained data from the questionnaires were analysed through the Structural Equation Modelling using the Partial Least Squares approach (SEM-PLS). The findings showed that transactional leadership style had an inverse but significant relationship to customer orientation and inter-functional coordination. The implication is that, an owner/manager who expresses positive outcomes to employees for performing their duties in line with instructions and also focuses on employee mistakes and complaints and also emphasizes development of process in setting goals, directing, and striving to manipulate and control the situation inhibits the adoption and practice of a market oriented culture. Also with the type of manufacturing SME's in Ghana, adopting a transactional leadership style will not encourage market oriented culture. It is therefore recommended that owner/managers adopt other styles of leadership which can translate in the practice of market oriented culture.

Keywords: *Transactional leadership style, customer orientation, competitor orientation and interfunctional coordination, SMEs, Partial Least Square*

1.0 Background

Since 1992, Ghanaian governments have successfully handed over power to other governments without any instability hence making investors have enough confidence without any interruption to their businesses. This has invariably accounted for the increase in number of Small and Medium scale Enterprises (SME) contributing to the economic development of Ghana. SMEs constitute the vast majority of businesses in Ghana providing services and goods to large organisations, hence contributing to expanding output, providing value-added activities in the manufacturing sector, creating employment opportunities especially in the services sector, and contributing to widening Ghana's export base (Ghana Investment Promotion Centre, 2010).

According to Bastiat Ghana Institute (2014) 85 percent of the SMEs offer employment in the manufacturing sector and they contribute about 75 percent to Ghana's GDP and account for about 92 percent of businesses in Ghana. Also, statistics from the NBSSI indicates that SMEs constitute about 90 percent of the private sector's contribution to the GDP of Ghana. These denote that SMEs therefore have catalytic impacts on growth, income and employment opportunities in Ghana. However, entrepreneurship literature teaches that the aspirations and competence of SME owner-managers as well as their strategic management behaviour can influence both the development and performance of their firm. The fast changing global environment has augmented the complexities of business which demands effective leaders. These leaders must not only be able to understand the

45 rapidly changing business scenario but also be able to adopt the appropriate leadership styles
46 which can enhance or improve a small business performance (Hayat & Riaz, 2011).

47 Fiedler (1996), one of the most respected researchers on leadership, provided a
48 treatise on the importance of leadership while arguing that the effectiveness of a leader is a
49 major factor to the success or failure of a group, organisation, or even an entire country.
50 Indeed, it has also been argued that one way in which businesses have sought to cope with the
51 increasing volatility and turbulence of its external environment is by training and developing
52 leaders and equipping them with the skills to cope with changing environments (Koech &
53 Namusonge, 2012). The study of leadership is deeply attached to culture. Leaders need to
54 practice cultures which will invariably lead to utmost organisational growth and performance.
55 They need to satisfy both organisational and customer needs to be able to achieve this
56 growth. Market orientation is therefore seen as an intangible management culture that is
57 linked to the organisation's responses to consumers' needs and wants (Narver & Slater, 1990;
58 Ruekert 1992) and hence posited to be a source of competitive advantage (Varela & Del Rio
59 2003). On the condition that, as literature suggests, market orientation plays a key role in
60 business profitability, then business leaders need a clearer understanding of it in order to
61 implement the market orientation philosophy. Harris (1996, 1998, 1999), Harris and Piercy
62 (1997), Harris and Ogbonna (2000), have argued that top management is an antecedent
63 crucial to the development of market orientation in businesses. However, there is very little
64 empirical research identifying factors affecting top management behaviour in relation to the
65 development of market orientation in organisations.

66 In Ghana, among the bigger obstacle to SMEs now is access to funding and ability to
67 conduct market research which will go a long way to increase their share of market and
68 increase their customer base (Bastiat Ghana Institute, 2014). Owner/managers' behaviour is
69 in this sense obviously crucial in the development of a market oriented culture, especially
70 because their influence is keenly felt. This study examines the role of transactional leadership
71 style of owner/managers in adopting a market oriented culture.

72 This paper is organised as follows. The first part looked at the background to the study. The
73 second section examined the theoretical review for the paper. This is followed by the
74 methodology and results and discussions respectively. The final section discussed the
75 conclusions, recommendations and directions for future research.

76

77 **2.0 Literature review**

78 **Leadership style and Market Orientation**

79 Leadership has been conceived by extant literature as the motivation of group
80 processes, where the personality exercises power, influence and a form of persuasion as
81 instruments to achieve particular behaviours (Bass, 1997). It is widely thought that top
82 organisational leaders within a firm always set the tone for the rest of the organisation. Extant
83 literature have also indicated the actions of top management within an organisation directly
84 reflects the corporate culture and ideologies of a firm (Senge, 1990; Hambrick & Mason,
85 1984; Slater & Narver, 1995). As posited by Slater and Narver (1995), a dynamic
86 environment facilitates the requisite dynamic style of leadership. Also, these leaders or
87 managers encourage an environment where innovation and non-conformation with the status
88 quo is expected (Senge, 1990). Furthermore, Kirca, Jayachandran and Bearden, (2005) also
89 found that the leader or owner/manager is prominent for implementing market orientation.
90 The concept of a leaders' risk tolerance relates to the tendency of risk-taking activities. Thus,
91 a market-oriented firm must respond to the constantly changing of today's business
92 environment in order to continuously provide relevant and timely products that meet the
93 needs and demands of customers (Jaworski & Kohli, 1993). As Jaworski and Kohli rightly

94 put it, “new products and programs often run a high risk of failure and tend to be more salient
 95 than established products”. This implies that, if a firm is reluctant to accept the possibility of
 96 unsuccessful products, then that firm will not achieve a market-oriented culture, because fears
 97 of failure will reduce creativity and information sharing. On the contrary, if leaders or
 98 owner/managers display a willingness to take up risks and accept occasional failures as a cost
 99 of competing in a the market, then invariably, subordinates within the firm will share same
 100 beliefs and will be more willing to share in the firms’ ideas and innovative thinking (Jaworski
 101 & Kohli, 1993).

102 Hence it was hypothesised:

103 **H₁**: Transactional leadership style has a significant relationship with Customer Orientation

104 **H₂**: Transactional leadership style has a significant relationship with Competitor Orientation

105 **H₃**: Transactional leadership style has a significant relationship with Inter-functional
 106 Coordination

107

108 **2.1 Theoretical review**

109 **Leadership theories**

110 The theories of leadership have moved away from traits, behaviour and situational
 111 characteristics that determine leadership. Instead, there is now focus on the relationship
 112 between leaders and followers. Thus, the theories are based on social-exchange or
 113 relationship based theory, which posits that both leaders and followers commit to working
 114 together under a satisfying condition (Cleveland, Stockdale & Murphy, 2000). Leadership is
 115 defined as a part of management involved with the supervision of others (Fiedler, 1996). De
 116 Pree (2004) also defined leadership as the art of influencing others. Thus, effective leaders
 117 influence followers in a desired manner to achieve desired goals and therefore different
 118 leadership styles may affect organisational effectiveness or performance. Leadership is
 119 perhaps one of the most important aspects of management (Wehrich, Cannice, & Koontz,
 120 2008). Hence, leadership is a major factor which contributes to the general wellbeing of
 121 organisations (Robbins & Coulter, 2007).

122 Two influential relationship-based leadership theories are Transformational and
 123 Transactional Leadership by Bass and Avolio (1998). Transformational leadership as one of
 124 the relationship based theories refers to a leader influencing major changes in the attitudes
 125 and assumptions of organisational members and thus building commitment to strategies of an
 126 organisation (Yukl & Fleet, 1992). Within the transformational leadership construct, Bass and
 127 Avolio identified factors of leadership behaviours that are classified as transformational:
 128 Idealized Influence (Attributed and Behaviour); Inspirational Motivation; Intellectual
 129 Stimulation; Individualized Consideration. Again, they presented components that are
 130 characteristic of transactional: Contingent Reward; Management-By-Exception (Passive and
 131 active). A transformational leader hence, is a person who inspires followers in order to
 132 achieve outstanding outcomes (Robbins & Coulter, 2007). They pay attention to all concerns
 133 and needs of individual followers and thus create positive energy in the followers whereby
 134 each follower is concerned for the other's interests (Warrilow, 2012).

135

136 **Transactional leadership**

137 This is another role differentiation and social interaction form of leadership. However
 138 at this stage of evolutionary development the influence process has been elevated to
 139 acknowledge the reciprocal influence of the subordinate and the leader, and the development
 140 of their relative roles over time (Dansereau, Graen & Haga, 1975; Duchon, Green & Taber,
 141 1986). In this theory, the leader may have different types of transactions and different
 142 relationships with different subordinates (Hollander, 1958). Comparably, transactional
 143 leaders motivate subordinates through the use of contingent rewards, corrective actions and

144 rule enforcement (Bass, 1985; Bass & Avolio, 1990). Consistent with transformational
145 leadership theory, research has found that transactional behaviours are related to leadership
146 effectiveness in many different types of organisations (Bass, 1997). A transactional leader
147 satisfies employee needs through recognition and rewards for tasks performed for the
148 organisation (Shriberg, Shriberg & Lloyd, 2002). Individuals receive rewards for achieving
149 the goals of the organisation through their performance, with the help of the transactional
150 leader. This relationship between the individual and the transactional leader supports the
151 meaning of exchange between the leader and individual (Tarabishy, Solomon, Fernald, &
152 Sashkin, 2005). A transactional leader expresses positive outcomes to employees for
153 performing their duties in line with instructions and also focuses on employee mistakes and
154 complaints. Leadership drives the success of a small business, and thus, is essential for
155 accomplishing organisational success (Harland, Knight, Lamming & Walker, 2005). Also,
156 transactional leaders emphasize development of process in setting goals, directing, and
157 striving to manipulate and control the situation (McGuire & Kennerly, 2006). This clearly
158 exhibits leaders as having greater influence on strategic decision making that affect the firm's
159 culture in all areas; marketing, finance, human resources and also structural developments.
160 The upper echelon theory which underpins this study, specifically buttresses the idea that
161 indeed leaders/managers influence the decision of the firm greatly and hence the choice of
162 leadership style should be a matter of grave interest.

163

164 **Market orientation**

165 Market orientation is deemed as a source of competitive advantage and a key to future
166 organisational success (Langerak, 2003). Narver and Slater (1990) had a goal to broaden the
167 understanding of the components that help to build a market orientated culture in an
168 organisation and propose a useable definition of the concept. They further argued that market
169 oriented organisations are not only focused on customers but also on competitors.
170 Additionally, they placed emphasis on inter-functional coordination (more of internal
171 marketing) which connects all functions in the organisation and become part of the whole
172 organisational culture. Subsequently, this definition was developed: "Market orientation
173 consists of three behavioural components; customer orientation, competitor orientation, and
174 inter-functional coordination." Hence, Narver and Slater argued that profitability is the
175 ultimate goal of a firm, and it results from successful market orientation. A firm can achieve
176 this through the identification and response to customers' needs and providing products and
177 services that satisfy those needs, thus making market orientation the primary instrument in
178 developing a sustainable competitive advantage (Jaworski & Kohli, 1993; Narver & Slater,
179 1990; Kumar, Jones, Venkatesan, & Leone, 2011).

180 **Upper echelon theory**

181 A number of antecedents have been investigated and suggested in the development of
182 a market orientation of an organisation. Kohli and Jaworski (1990) also discussed the senior
183 management factors preceding the adoption of a market orientation. Upper echelons theory
184 posits that strategic choices and performance levels can be predicted by the leadership
185 composition (Hambrick & Mason 1984). This theory posits observable managerial
186 characteristics are reliable indicators of unobservable perceptions and values because they
187 have influence on the process of strategic choice and the outcomes resulting from these
188 choices (Carpenter, Geletkanycz, & Sanders, 2004). The values of the top management team
189 can affect perception of a situation, which then affects the strategic choice (Hambrick &
190 Mason 1984).

191

192 3.0 Methodology

193 This quantitative study used a descriptive research method to examine the relationship
 194 between transactional leadership style and the tenets of market orientation of manufacturing
 195 SMEs in the Accra metropolis in Ghana. The objectives of the study informed the decision to
 196 adopt a descriptive research design. The total number of manufacturing businesses recorded
 197 in the NBSSI's register in the Metropolis was 3,474. The study used Bartlett, Kotrlik and
 198 Higgins (2001) sample size determination table to determine a sample of 400 respondents out
 199 of the 3,474. Lists of all the registered manufacturing SMEs with their contacts were
 200 provided by NBSSI. The various manufacturing SMEs were given codes which were written
 201 down on pieces of papers and put in a box. The lottery method was used in selecting the 400
 202 respondents from thence questionnaires were sent to all those randomly selected. Primary
 203 data was used for the study and collected through the use of questionnaire. The information
 204 requirements of this study enabled the adoption of two measures adapted from extant
 205 literature- Multifactor Leadership Questionnaire (MLQ) and Market Orientation (MKTOR).
 206 The Structural Equation Model (SEM) utilising the Partial Least Square (PLS) was used to
 207 analyse the data. The PLS approach to SEM offers an alternative to covariance-based SEM,
 208 which is especially suited for conditions when data is not normally distributed. PLS path
 209 modelling is referred to as soft-modeling-technique with minimum demands regarding
 210 measurement scales, sample sizes and residual distributions. The SEM-PLS approach
 211 provides the capability to estimate PLS path models within the R programming environment.
 212

213 4.0 Results and Discussions

214 The questionnaires administered yielded a response rate of 50%, representing 200
 215 respondents. This response rate is reasonable as a comparison to other studies in leadership
 216 style and market orientation (Keskin, 2006 and Armario, Ruiz & Amario, 2008). This study
 217 used the SEM-PLS to examine the relationship between transactional leadership style and the
 218 market orientation indicators of manufacturing SMEs in Accra.
 219

220 4.1 Analysis of the final Measurement Model

221 The final measurement model clearly explains how the model was tested using the
 222 factor loadings, composite reliability and discriminant validity. The composite reliability
 223 assisted in evaluating how the measurement model was consistent. The results are shown in
 224 Tables 1 and 2.

225 **Table 1: Final Measurement Model**

Variables	Factor Loadings	AVE	Composite Reliability
Competitor Orientation	.76-.85	.65	.79
Customer Orientation	.70-.81	.57	.73
Inter-functional Coordination	1	1	1
Transactional	.65-.77	.49	.74

226 Source: Fieldwork, 2015

227 Table 1 revealed that the factor loadings of the variables ranged between .65 and .85. The
 228 composite reliability values ranged between .73 and .79 which is greater as compared to the
 229 .70, maximum level suggested by Nunnally (1978). Again, the Average Variance Explained
 230 (AVE) ranged between .49 and .65. Thus, they exceeded the benchmark of 0.4 suggested by
 231 Fornell and Larcker (1981) and Chin (2010). Therefore, these results strengthen the reliability
 232 of the instrument.

233 **Table 2: Discriminant validity**

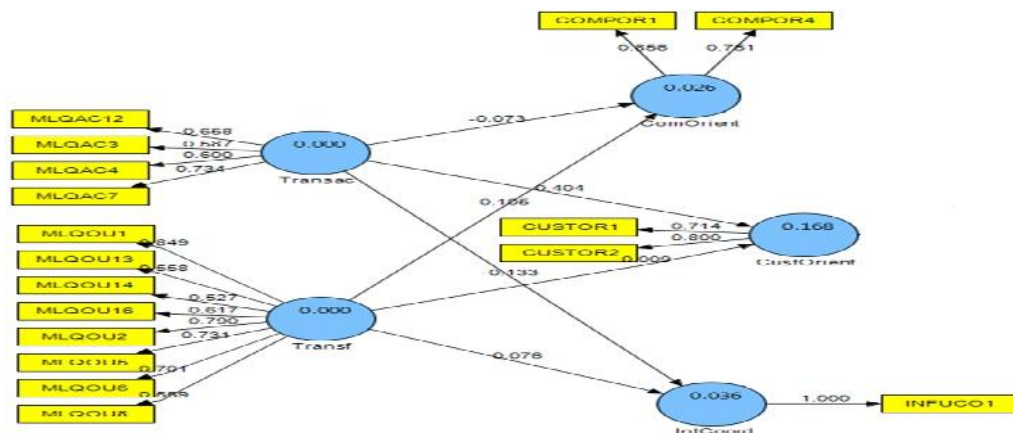
	ComOrient	CustOrient	IntCoord	Transac
ComOrient	.81			
CustOrient	-.09	.76		
IntCoord	.07	.17	1.00	
Transac	-.19	-.37	-.21	.70

234 Source: Fieldwork, 2015

235 Discriminant validity test aids in ascertaining whether concepts or measurements that are
 236 supposed to be unrelated are, in fact, unrelated (Campbell & Fiske, 1959). Correlation
 237 coefficient between measures of a construct and measures of conceptually different
 238 constructs usually gives evidence of discriminant validity. If the correlation coefficients are
 239 high, it depicts a lack of discriminant validity or weak discriminant validity, depending on the
 240 theoretical relationship and the magnitude of the coefficient. Alternatively, if the correlation
 241 coefficients are low to moderate, this demonstrates that the measure has discriminant validity.

242 **4.2 Structural Model**

243 The test of the structural model, the PLS technique was used to estimate the path coefficients
 244 and *t*-statistics of the relationships between the leadership styles, market orientation and firm
 245 growth. Figure 1 shows the path coefficients of the relationships between the variables.



246 **Figure 1: Structural model**
 247 Source: Fieldwork, 2015

249 **Hypotheses testing**

251 The study examined the effect of owner/manager leadership style on market
 252 orientation of manufacturing SME's in the Accra metropolis. The interpretations of the
 253 hypotheses are summarized in Table 3.

254 **Table 3: Path Coefficients**

Path Coefficients	Original Sample (O)	Standard Error (STERR)	T Statistics (O/STERR)
Transac -> ComOrient	-0.1565	1.1012	1.5469
Transac -> CustOrient	-0.3347	0.0806	4.1499***
Transac -> IntCoord	-0.1852	0.0867	2.1359**

p*<.10. *p*<.05. ****p*<.01.

255 Source: Fieldwork, 2015

256 Table 3 shows that transactional leadership style had a negative but significant
257 relationship with customer orientation ($\beta=-.33$, $t= 4.15$, $p< .05$.), and inter-functional
258 coordination ($\beta=-.19$, $t=2.14$, $p< .05$.) This implies a transactional leader does not encourage
259 market orientation. The results are consistent with that of Wong, Saunders, and Doyle (1989),
260 who also surveyed a manufacturing industry and found the most dominant impediment to
261 market orientation practice being management attitudes and behaviours. Likewise, Harris and
262 Ogbonna (1998) also confirmed that a leadership style that seeks to be directive impedes
263 market orientation. The transactional leadership style seeks to allocate tasks and procedures
264 which do not support market orientation development. Harris and Piercy (1999) additionally
265 revealed that formalised, conflicted, or politically motivated management behaviours are
266 negatively associated with the extent of market orientation practiced.

267 The market orientation concept is explained as a distinct organisational culture, with
268 set of beliefs and values that put the customer at the centre of the business' thinking about
269 strategy and operations (Deshpande & Webster, 1989). Thus, from an individual manager's
270 perspective, top management behaviour is frequently mentioned as a key barrier to
271 developing a market oriented culture (Harris, 1996; Harris & Ogbonna, 1998). Founders of
272 companies play an important role as symbols and influence organisational culture (Harris,
273 1996). According to Harris, if the owner/manager of the company has a dominant personality
274 and influence in the company; his/her behaviour acts as a major restriction on marketing
275 activity. In sum, existing research of obstacles to market orientation has consistently found
276 leadership behaviour which does not transform followers' behaviour, as a significant obstacle
277 to market orientation development and practice.

278

279 **5.0 Conclusions and implications**

280 The findings of this study have implications for the owner/managers of SME's,
281 academic and policy makers with particular interest in how important leadership style is, and
282 also in developing a market orientated culture for manufacturing SME's in the Accra
283 Metropolis in Ghana. The study revealed that an unrelated antecedent to market orientation is
284 transactional leadership style. Thus, owner/managers of manufacturing SME's should avoid
285 transactional leadership behaviours if they indeed want to encourage market orientated
286 culture. Accordingly, transactional leadership style is an impediment to the market
287 orientation development. It buttresses the fact that, leaders must rally support from followers
288 if growth is to be achieved. Further, it is widely acknowledged that developing a market
289 orientation is a complex process (Howell & Avolio, 1993) and hence will need support from
290 the whole firm for it to be actualised. For academic purposes, the study contributes to
291 knowledge by providing evidence of relevant market orientation antecedent. It further
292 provides divergent view on transactional leadership style and market orientation and also
293 broadens understanding of leadership style and it linkages with market oriented culture. The
294 study recommends that owner managers not to adopt transactional leadership style if they
295 hope to practice a market oriented culture as it stiffens processes and leaves no room for
296 creativity by workers. Policy makers should encourage owner/managers to adopt market
297 oriented cultures that may achieve growth in the long run.

298

299 **5.1 Limitations and directions for future studies**

300 The study focused on manufacturing SMEs in the list compiled by the NBSSI. The
301 results should therefore, not be generalized for all other sectors of SMEs in other areas.
302 Furthermore, this current study only concentrated on a single style of leadership as it relates
303 to market orientation. Further research is suggested on investigating other leadership styles in
304 relation to market orientation. Finally, a longitudinal study is highly recommended if a

305 replication of this study is made due to the high chances of respondents (owner/managers)
 306 changing their preferences in terms of their leadership styles.

307

308

309 REFERENCES

310

311 Armario, J. M., Ruiz, D. M., & Armario, E. M. (2008). Market orientation and
 312 internationalization in small and medium-sized enterprises. *Journal of Small Business*
 313 *Management*, 46(4), 485-511.

314 Avolio, B. J., & Bass, B. M. (1998). You can drag a horse to water but you can't make it drink
 315 unless it is thirsty. *Journal of Leadership Studies*, 5(1), 4-17.

316 Bartlett, J., Kotrlik, J., Higgins, C., & Williams, H. (2001). Exploring factors associated with
 317 research productivity of business faculty at National Association of Business Teacher Education.
 318 *Published Report*.

319 Bass, B. M. (1985). *Leadership and performance beyond expectations*. Collier Macmillan.

320 Bass, B. M. (1997). Does the transactional–transformational leadership paradigm transcend
 321 organizational and national boundaries?. *American psychologist*, 52(2), 130.

322 Bass, B. M., & Avolio, B. J. (1990). *Transformational leadership development: Manual for the*
 323 *multifactor leadership questionnaire*. Consulting Psychologists Press.

324 BASTIAT Ghana report (2014). SMEs in Ghana. Retrieved from: www.bastiatghana.org

325 Campbell, D. T., & Fiske, D. W. (1959). Convergent and discriminant validation by the
 326 multitrait-multimethod matrix. *Psychological bulletin*, 56(2), 81.

327 Carpenter, M. A., Geletkanycz, M. A., & Sanders, W. G. (2004). Upper echelons research
 328 revisited: Antecedents, elements, and consequences of top management team composition.
 329 *Journal of management*, 30(6), 749-778.

330 Chin, W. W. (2010). How to write up and report PLS analyses. In *Handbook of partial least*
 331 *squares* (pp. 655-690). Springer, Berlin, Heidelberg.

332 Cleveland, J. N., Stockdale, M., Murphy, K. R., & Gutek, B. A. (2000). *Women and men in*
 333 *organizations: Sex and gender issues at work*. Psychology Press.

334 Dansereau Jr, F., Graen, G., & Haga, W. J. (1975). A vertical dyad linkage approach to leadership
 335 within formal organizations: A longitudinal investigation of the role making process.

336 *Organizational behavior and human performance*, 13(1), 46-78.

337 De Pree, M. (2004). *Leadership is an Art*. New York: Dell.

338 Deshpande, R., & Webster Jr, F. E. (1989). Organizational culture and marketing: defining the
 339 research agenda. *The journal of marketing*, 3-15. 2

340 Duchon, D., Green, S. G., & Taber, T. D. (1986). Vertical dyad linkage: A longitudinal
 341 assessment of antecedents, measures, and consequences. *Journal of applied psychology*, 71(1),
 342 56.

343 Fiedler, F. E. (1996). Research on leadership selection and training: One view of the future.
 344 *Administrative science quarterly*, 241-250.

345 Fiedler, F. E. (1996). Research on leadership selection and training: One view of the future.
 346 *Administrative science quarterly*, 241-250.

347 Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable
 348 variables and measurement error. *Journal of marketing research*, 39-50.

349 Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and
 350 measurement error: Algebra and statistics. *Journal of marketing research*, 382-388.

351 Ghana Investment Promotion Centre (2010). Available at: <http://www.gipcghana.com/previous-gc-100-editions/2010-edition.html>

352
 353 Hambrick, D. C., & Mason, P. A. (1984). Upper echelons: The organization as a reflection of its
 354 top managers. *Academy of management review*, 9(2), 193-206.

- 355 Hambrick, D. C., & Mason, P. A. (1984). Upper echelons: The organization as a reflection of its
356 top managers. *Academy of management review*, 9(2), 193-206.
- 357 Harland, C., Knight, L., Lamming, R., & Walker, H. (2005). Outsourcing: assessing the risks and
358 benefits for organisations, sectors and nations. *International Journal of Operations & Production
359 Management*, 25(9), 831-850.
- 360 Harris, G. (1999). *Staging femininities: Performance and performativity*. Manchester University
361 Press.
- 362 Harris, K. R. (1996). *Making the writing process work: Strategies for composition and self-
363 regulation*. Brookline Books.
- 364 Harris, L. C., & Ogbonna, E. (1998). A three-perspective approach to understanding culture in
365 retail organizations. *Personnel Review*, 27(2), 104-123.
- 366 Harris, L. C., & Piercy, N. F. (1997). Market orientation is free: the real costs of becoming
367 market-led. *Management Decision*, 35(1), 33-38.
- 368 Harris, L. C., & Piercy, N. F. (1999). Management behavior and barriers to market orientation in
369 retailing companies. *Journal of Services Marketing*, 13(2), 113-131. 3
- 370 Harris, M. S. (1998). The association between competition and managers' business segment
371 reporting decisions. *Journal of accounting research*, 36(1), 111-128.
- 372 Hayat, N., & Riaz, M. T. (2011). The influence of the SMEs top-level managers' leadership
373 styles and their entrepreneurial orientation on the business performance.
- 374 Hollander, E. P. (1958). Conformity, status and idiosyncratic credit. *Psych. Rev*, 65: 117-127
- 375 Howell, J. M., & Avolio, B. J. (1993). Transformational leadership, transactional leadership,
376 locus of control, and support for innovation: Key predictors of consolidated-business-unit
377 performance. *Journal of applied psychology*, 78(6), 891.
- 378 Jaworski, B. J., & Kohli, A. K. (1993). Market orientation: antecedents and consequences. *The
379 Journal of marketing*, 53-70.
- 380 Keskin, H. (2006). Market orientation, learning orientation, and innovation capabilities in SMEs:
381 An extended model. *European Journal of innovation management*, 9(4), 396-417.
- 382 Kirca, A. H., Jayachandran, S., & Bearden, W. O. (2005). Market orientation: A meta-analytic
383 review and assessment of its antecedents and impact on performance. *Journal of marketing*,
384 69(2), 24-41.
- 385 Koech, P. M., & Namusonge, G. S. (2012). The effect of leadership styles on organizational
386 performance at state corporations in Kenya. *International Journal of Business and Commerce*,
387 2(1), 1-12.
- 388 Kohli, A. K., & Jaworski, B. J. (1990). Market orientation: the construct, research propositions,
389 and managerial implications. *The Journal of Marketing*, 1-18.
- 390 Kumar, V., Jones, E., Venkatesan, R., & Leone, R. P. (2011). Is market orientation a source of
391 sustainable competitive advantage or simply the cost of competing?. *Journal of marketing*, 75(1),
392 16-30.
- 393 Langerak, F. (2003). An appraisal of research on the predictive power of market orientation.
394 *European Management Journal*, 21(4), 447-464.
- 395 Langerak, F. (2003). The effect of market orientation on positional advantage and organizational
396 performance. *Journal of strategic marketing*, 11(2), 93-115.
- 397 McGuire, E., & Kennerly, S. M. (2006). Nurse managers as transformational and transactional
398 leaders. *Nursing Economics*, 24(4), 179.
- 399 Narver, J. C., & Slater, S. F. (1990). The effect of a market orientation on business profitability.
400 *The Journal of marketing*, 20-35. 4
- 401 Nunnally, J. (1978). *Psychometric methods*. New York: McGraw-Hill.
- 402 Ogbonna, E., & Harris, L. C. (2000). Leadership style, organizational culture and performance:
403 empirical evidence from UK companies. *International Journal of Human Resource Management*,
404 11(4), 766-788.
- 405 Robbins, S. P., & Coulter, M. (2007). *Principles of management*. Prentice Hall Inc.

- 406 Ruckert, R. W. (1992). Developing a market orientation: an organizational strategy perspective.
407 *International journal of research in marketing*, 9(3), 225-245.
- 408 Senge, P.M. (1990). *The Fifth Discipline*, Doubleday, New York, NY.
- 409 Shriberg, A., Shriberg, D. L., & Lloyd, C. (2002). *Practicing leadership: Principles and*
410 *applications*.
- 411 Slater, S.F. and Narver, J.C. (1995), "Market orientation and the learning organization", *Journal*
412 *of Marketing*, Vol. 59 No. 3, pp. 63-74.
- 413 Tarabishy, A., Solomon, G., Fernald Jr, L. W., & Sashkin, M. (2005). The entrepreneurial
414 leader's impact on the organization's performance in dynamic markets. *The Journal of private*
415 *equity*, 20-29.
- 416 Varela, J. A., & del Río, M. (2003). Market orientation behavior: an empirical investigation using
417 MARKOR. *Marketing Intelligence & Planning*, 21(1), 6-15.
- 418 Warrilow, S. (2012). Transformational Leadership Theory-The 4 Key Components in Leading
419 Change & Managing Change.
- 420 Weihrich, H., Cannice, M. V., & Koontz, H. (2008). Management-globalization and
421 entrepreneurship perspectives.
- 422 Wong, V., Saunders, J., & Doyle, P. (1989). The barriers to achieving stronger marketing
423 orientation in British companies: an exploratory study.
- 424 Yukl, G., & Van Fleet, D. (1992). *Theory and Research on Leadership in Organizations*.-Palo
425 Alto.