



Strategic Orientation and Operational Sustainability of Telecommunication Firms in Nigeria

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ABSTRACT

This study examined strategic orientation and operational sustainability of telecommunication firms in Nigeria. The research was guided by the following objectives: the effects technology orientation, entrepreneurial orientation, market orientation and sustainable reputation on operational sustainability of telecommunication firms in Nigeria. The study adopted cross sectional survey research design method as an aid in creating priorities definite to the target population. Primary data was sourced through the administration of structured questionnaire to the employees of selected communication firms in Nigeria. While secondary data was gotten through review of related literature. A total of 214 copies of questionnaire were administered adopting stratified random sampling technique. The data were presented and analyzed using the multiple regression statistics (statistical package for social sciences (SPSS) version 24.0). The four hypotheses were tested at 0.05 level of significance. The result from the regression analysis shows that technology orientation has positive effects on operational sustainability ($\beta = 0.208, P > 0.05$). Entrepreneurial orientation exhibit positive effects on operational sustainability ($\beta = 0.411, P > 0.05$), Market orientation has positive effects on operational sustainable ($\beta = 0.210, P > 0.05$), sustainable reputation have positive effects on operational sustainable ($\beta = 0.166, P > 0.05$). Conclusion drawn from the study is that strategic orientation has strong impact on operational sustainability, and this suggests that strategic orientation is indeed a cornerstone of firm activities and a vital strategic management practice to gain operational sustainability. The study recommended that Telecommunication companies should capitalize on their strengths to enhance sustainable reputation. This could involve leveraging market insights to identify opportunities for sustainable product development and innovation, as well as

utilizing technology to streamline operations and reduce resource consumption.

Keywords: *Strategic Orientation, Technology Orientation, Entrepreneurial Orientation, Market Orientation And Operational Sustainability*

I. INTRODUCTION

In the evolving modern-day paradigm, firms are under a great deal of strain from the dynamic environmental changes and multiple challenges, including factors like governmental regulations and intense competition, rising consumer demands, and substitute services. As a result, organisations strive to adopt novel concepts that guide their strategies, the framework for making decisions, and the nature and extent of how they operate, thus ensuring the survival and expansion of the company (Lutfi, Alkhasawneh, Almaiah, Alsyouf, & Alrawa, 2022). In such complicated and unstable markets, achieving a strategic edge might be challenging (Shaheen et al., 2023). Companies employ a variety of strategies and approaches to gain a competitive edge and work to resolve these problems, which exacerbate and build up (Qushtom et al., 2022).

There is no doubt that the telecommunication sector plays a crucial role in providing the requisite tools for growing the economy of nations. This sector has not only been adjudged as one of the major support services needed to promote growth and modernization across all other sectors of economy, but also acts in its own right as an enabler to drive socio-economic transformation as well as bringing out radical changes in the way people transact commercial activities and work (Danbatta, 2025). For instance, the country's telecommunication sector was the largest contributor to growth in 2023, expanding by 34.2 percent. The percentage contribution of Telecommunication sector to GDP was 7.05 percent in 2012, higher than financial services and manufacturing sectors (Business Day, 2025). Accordingly, the share of Nigeria's



telecommunication sector in GDP for the end of 2017 was 9.16%.

The strategy of a company may have an impact on its investments, activities, market relationships and, eventually, performance (Lutfi, Al-Khasawneh, Almaiah, Alshira'h, 2022). Strategy may serve as a framework to assist a company and its management in allocating necessary assets and determining fresh prospects to offer customers appropriate products or services (Lutfi, 2021). Strategies can be used by organisations to build new capabilities and solve problems. Strategic management, entrepreneurship, and marketing research all frequently integrate the idea of strategic orientation. The strategic directives used to create the proper actions for the long-term viability and exceptional efficiency of a company's operations could be reflected in the strategic orientation of that organisation (Dang-Van & Wang, 2022). It is indubitable that the firms' "competitive landscapes" are continually shifting, compelling them to learn, adapt, and change so as to thrive to encourage better adaptability to the firm's needs and to alter the environment. Additionally, organisations must use an assortment of strategies to help them manage the assets they possess.

Strategic orientation is the core element to success for many organizations in creating proper behaviors to achieve superior performance (Hakala, 2020), since strategic orientation focuses on the way a firm adapts and interacts with its external environments. Strategic orientation represents an approach to business and it contains various dimensions including technology, market, entrepreneurial, and learning orientations that are expected to make the firm better suited to confront the business challenges that keep on emerging every other day. For instance, firms with a high level of technology have strong orientation to research and development (R&D) and use sophisticated technology to develop new products while a market orientation requires organizations to focus on customers and their needs (Keskin, 2018). He further points that by a firm being able to strategically oriented, it will be able to develop new skills, a strong strategic vision in their business, establish a good strategy and realign their structure, systems, leadership behavior, human resource policies, culture, values and management processes.

According to Chatterjee et al. (2021), operational sustainability results from an endeavor that assesses whether or not a company has the potential to retain its current practices without jeopardizing its access to future resources. The research scholars and practitioners in the field have

collectively proposed two levels of sustainability, including operational and financial self-sufficiency (Kinde, 2012). The goal of operational sustainability is to ensure that an organization can continue to operate in the long run while not yielding any adverse impacts on the environment or the well-being of people. Despite the importance of integration between strategic orientation and operational sustainability to achieve the required organizational performance, there is a literature gap and an inadequate number of studies linking organizational performance and strategic orientation via operational sustainability.

Therefore, this study will examine the effect of strategic orientation on organizational performance, and the mediating role of operational sustainability in strengthens that relation. The telecommunications industry in Nigeria stands as one of the most crucial and rapidly expanding sectors within the nation's economy. It constitutes approximately 12% of the gross domestic product (GDP). This sector plays a pivotal role in propelling digital transformation, fostering technological innovation, and encouraging entrepreneurship in Jordan. Dominated by three major international operators, namely MTN and Airtel Nigeria. This sector significantly contributes to the country's economic, social, and technological advancement. This importance is underscored by its influence on various facets of the national agenda, contributing comprehensively to the overall progress of the country.

However, survival in today's dynamic, sophisticated and turbulent environment requires firms to have superior performance compared to their competitors (Obeidat, 2023). That is performing better if possible in all ramifications compared to competitors. Achieving superior performance entails determining the needs and wants of target markets and working assiduously to supply those needs by offering desired satisfaction more efficiently and effectively than competing firms. Organizations who adopt strategic orientation should be ready to adapt to changes both in the internal and external environment. This adaptation enables them to develop skills, capabilities and competencies that will help them gain competitive advantage. Competitive advantage leads to increased market share and improved superior performance. Strategic orientation positions an organization for superior performance which in turn, packages firms to outweigh their rivals. A firm achieves its goals in markets by taking risks, adapting to the dynamics of the environment, investing in innovation and creativity, becoming proactive, and developing



future-oriented foresight (Kumar, Boesso, Favotto and Menini, 2022). Strategic orientation ensures that scarce resources are efficiently and effectively deployed to achieve desired results (Grawe, Chen & Daugherty, 2019). Desired results can only be attained when resources are judiciously channeled appropriately in the right direction, time and place.

The decision to focus on studying the Nigerian telecommunications sector is justified by its economic significance, role in technological innovation, impact on market dynamics, strategic importance, and adherence to regulatory frameworks, societal contributions, global connectivity, and practical implications for both the sector itself and the broader economy. This research seeks to close the knowledge gap by making contributions to this field of study.

II. Research Problem

In the dynamic business environments of today, the traditional, hierarchical, top down management approaches have come to be thought ineffective. Technology, product and production orientations essentially approach the dilemma of adaptation from the internal angle and link closely with the resource-based view of the firm by suggesting that the performance is a result of the development of unique resource combinations that result in new technologies, products or processes that enable firms to survive.

The competition in the Nigerian telecommunications sector has intensified recently resulting in a number of telecom firms adopting various strategies in order to improve their operational performance. Despite the economic and technological change in business organizations, as well as the healthy competitions among firms, some organizations still have the problem of adapting to these changes and also having the competitive advantage over others. Strategic orientation in the telecommunications sector demand that they should have effective systems in place to counter unpredictable events that can sustain their operations and minimize the risks involved through market orientations. Only those organizations that is able to adapt to the changing environment and adopt new ideas and ways of doing business that can be guaranteed hope of survival. The Nigerian telecommunications sector has different characteristics of strategic orientation which are important for firm innovativeness and sustainability. Strategic orientation is important in the examination of organization culture's through employees focus on their time, energy and resources in decision making.

Consequently, it is evident that the Nigeria economy lack innovation, capacities, and capabilities in digital technology management, these have resulted to low economic productivity and performance in Nigeria as a whole. The adoption of digital technology in Nigeria organizations is for the development of certain skills, knowledge and retraining of employee on and off the job, increases in productivity and profitability of the organization while attaining organization efficiency and effectiveness. However, digital technology to an extent has not been able to relief the complexity to manual aspect of organization activities. This is since some stored data on the system can be lost if not manually documented. Even though the introduction of digital technology has made the organization to be simple and faster, it has not been able to eradicate fraud and irregularities that occur in the organization. Firms have to spend a vast amount of resources in order to improve their competitiveness and sustainability by looking at their internal processes. Firms may improve the value of their established performance through their strategic orientation. Strategic orientation has been gaining more attention since it was recognized as the core element to success for many organizations. Therefore, this research work tends to look in depth to this problem to add more knowledge on existing one.

Objectives of the Study

The objective of the study are as follow

- i. examine the effect of technology orientation on operational survival of telecommunications firms in Nigeria
- ii. evaluate the effect of Entrepreneurial orientation on operational survival of telecommunications firms in Nigeria
- iii. ascertain the effect of market orientation on operational survival of telecommunications firms in Nigeria

Research Hypotheses

1: technology orientation does not significantly have effect on operational survival of telecommunications firms in Nigeria

2: there is no significant effect between entrepreneurial orientation and operational survival of telecommunications firms in Nigeria

3: market orientation has no significant effect on operational survival of telecommunications firms in Nigeria

III. REVIEW OF RELATED LITERATURE

Strategic Orientation



The concept of strategic orientation entails preserving limited resources in order to bolster the competitive edge. It reflects the strategic routes a business might take to achieve growth, sustainability, and superior performance (Chahal, 2016). Strategic orientation, according to Nasir (2017), is the strategic direction chosen by an organization to encourage the right behaviours for a firm's ongoing and outstanding performance. The relationship between an organization and its environment is largely transactional in that a given organization affects, and is affected by, the very environment in which it operates. Regardless of the organization's size, type, or location, without exception, they engage in two activities: administrative and technical or functional activities, as they achieve objectives and goals particular to the firm (Scott & Davis, 2015).

However, the objectives and goals taken on depend largely on how the firm responds and interacts with the changes and fluctuations in the environment as they occur in real time at the local, regional, and global levels of market activity. If a firm is to succeed, it demands the application of strategic management to help develop goals, ascertain directions for the firm's future, allocate finite resources, create effective leadership, and develop skills (Al-Majali & Sunna'a, 2023). According to Fuertes (2020), strategic management refers to the set of activities associated with forming and implementing strategy through the process of setting out oriented, organized, and controlled decisions and activities within the framework of the organization's strategy, all in the pursuit of achieving the goals of the organization. In addition, Cook (2022) enlightened that strategic management, and all that is contained within it, differs from firm to firm, so although two or more may operate in the same environment, facing the same issues, they do not necessarily handle these challenges in the same way. The firm's strategic orientation largely decides its response. The way an organization adjusts to its external environment is known as its strategic orientation (Obeidat, 2016). Strategic orientation, according to Kumar et al. (2012), describes the kinds of reactions a company has to its operational environment in order to achieve a competitive edge and enhance performance.

According to Grawe (2019), strategic orientation refers to the strategic directives that a company implements to foster the right behaviours for consistently outstanding business performance. According to market researchers, the aforementioned "strategic orientation" refers to the firm's strategy direction in establishing the

behaviours necessary for the company to maintain its outstanding performance (Wang, 2015). There are several distinct strategic orientations, according to Obeidat (2016) and Mu (2021). Examples include a focus on the market, technical advancements, entrepreneurship, and networking. Market orientation, quality orientation, entrepreneurial orientation, technology orientation, innovation orientation, and productivity orientation are only a few of these orientations. The elements of strategic orientation, on the other hand, are best summed up by Hakala (2021) as follows: market orientation fundamentally focuses on the organization's external environment, including its customers and competitors, in an effort to extract actionable insights from this market knowledge. Technology orientation, which focuses on the internal environment, comes close to the same customer value conundrum. However, it places a strong emphasis on the creation of novel goods, services, and technology. According to this viewpoint, developing these is essential for generating client value and supplying a competitive edge. According to entrepreneurial orientation, some actions or procedures are essential for achievement. In the entrepreneurial mindset, invention, initiative, and risk-taking are highly valued qualities. Three different strategic orientations market orientation, technological orientation, and entrepreneurial orientation will be further examined for the study's objectives.

2.1.2 Market Orientation

Due to the crucial role that market orientation (MO) plays in a company's performance, both the academic and business sectors have shown a great deal of interest in it (Ahmed & Saber, 2024). This orientation is described as the organization's culture or actions that successfully develop the behaviours needed for outstanding performance, and it has long been a cornerstone of marketing literature. Furthermore, market orientation is seen as both a management approach and a marketing philosophy, according to Mokhtar et al. (2024). In the marketing literature, several academics have put forth numerous definitions of market orientation. Market orientation is a common technique of management decision-making within the firm, claims Obeidat (2016).

On the other hand, other translations would define the advertiser introduction component as the organization-wide creation of advertising data relating to customers' display and future needs, with a vital necessity to spread this data over divisions and facilitate organization-wide responsiveness to



this data (Mahmoud et al., 2016). Furthermore, Laukkanen et al. (2016) noted that market orientations could be broadly viewed as including elements that include clients and rivals. Customer orientations and competitor orientations refer to gathering and disseminating market intelligence, while the cultural perspective acknowledges the significance of doing both in a coordinated effort to create value for customers, in contrast to inter-functional coordination, which more broadly refers to using this intelligence to coordinate the creation of customer value. It also emphasizes how crucial norms and values are in promoting this sort of market-oriented behaviour. The combination of these aspects represents a strategic perspective that is valuable, uncommon, and challenging to mimic.

The degree to which a company is "market-oriented" indicates how adaptable its plans and operations are to shifts in the marketplace. According to Zahra (2018), companies with a strong focus on the market are more likely to prioritise their customers and develop innovative products and services that their clients would find valuable. Customers' expectations and needs must be anticipated, and the organization's activities must be geared towards meeting those needs and making customers feel valued (Kaya & Patton, 2011). To obtain an edge in a competitive market, an organisation must have a culture that encourages and rewards value creation in the marketplace. Being market-oriented means being more attuned to potential advantages over rivals who are less so (Powell, 2021). Market orientation, which typically entails modifying existing practises to accommodate, shifting consumer tastes, may be interpreted as a form of inventive conduct. Given that the ultimate aim of market orientation is to produce value and happiness for consumers, it follows that market orientation is crucial to an organization's success.

Technology Orientation

In the ever-evolving landscape of technology, its orientation plays a pivotal role in shaping how societies, industries, and individuals engage with and adapt to technological advancements. Kramer and Krafft (2023) describe technological orientation as the alignment of an organization's strategies and activities with the technological trends prevailing in its industry. It encompasses the utilization of technology to achieve strategic goals, optimize processes, and enhance competitiveness. This perspective sees technological orientation as a proactive stance that drives innovation and allows organizations to exploit

technological opportunities effectively. On a broader societal level, technological orientation can denote a culture of readiness to adopt and integrate new technologies into everyday life. Soetjijto et al. (2023) emphasize the role of individuals and communities in embracing digital tools, from smartphones to smart cities, to improve efficiency and quality of life.

Businesses have been motivated to increase their specialized capability in order to compete in their respective industries as a result of technological advancement and the shortened life expectancy of goods and services (Abidin, 2024). According to Taherparvar et al. (2024), company's technology orientation (TO) may also be an indicator of propensity to introduce novel products, advancements, or technologies. This infers that modern innovation progressions, advancements, forms, products, and administrations are fundamental for the organization's long-term execution and the esteem of its clients. In light of this, Tsou et al. (2014) proposed that a company's innovation introduction ought to advance the creation of innovatively progressed, predominant products in comparison to elective offerings from competitors. According to Freitas et al. (2013), technology-oriented firms should focus their efforts on developing and improving outstanding goods rather than researching consumer demands. This argument is in accordance with this school of thought. On the other side, Hakala (2021) said that new technology advancements, innovations, manufacturing techniques, or goods and services might be used to increase consumer value and a company's long-term success. Technology orientation is a strategic orientation with advanced skills that is based on an organization's culture. This strategy is motivated by a firm's resource-based viewpoint. Management makes decisions in accordance with the firm's strategic orientation, including whether to invest in research and development (R&D), create technology domestically, or purchase it outside, and to what extent; to compete or to cooperate with rival firms. A technology-oriented firm makes these decisions to align with the mission and vision of the firm and, in so doing, attempts to decide what is best for the firm now and in the future (Halac, 2015).

Entrepreneurial Orientation

The entrepreneurial orientation (EO), the third type of strategic orientation, is focused on the entrepreneurial aspects of a firm's strategy (Hakala, 2021). The strategy method through which businesses respond entrepreneurially to recently



discovered possibilities is often referred to as entrepreneurial orientation. A company can develop an entrepreneurial mindset by taking action and making decisions in order to increase the value of its goods and services in response to market needs. According to Ruiz-Ortega et al. (2023), this emphasis may also be seen of as an ongoing process that creates new businesses and secures a strong competitive edge.

In order to increase the value of production inputs like raw materials, labour force, and capital, entrepreneurs employ a wide range of strategies (Matsuno, Mentzer, & Ozsomer, 2022). The entrepreneurial mindset is centred on originality and experimentation. Innovation is the use of these creative ideas to help businesses adapt to an environment that is always shifting and evolving, while creativity is the process through which new ideas, initiatives, and intuitions are generated. It has been suggested in the literature on both entrepreneurship and management that an entrepreneurial mindset is crucial for successful business operations. This is because a company with an entrepreneurial mindset is more likely to spot and capitalise on openings in the market. In a similar vein, Zahra (2018) maintains that an organization's entrepreneurial orientation reveals its propensity to identify and capitalise on emerging market trends. Successful businesses often have executives that are proactive and creative enough to spot and capitalise on opportunities when they arise (Zahra, 2018). A company's ability to innovate, make decisions, and embrace new technologies, among other things, are all sources of competitive advantage that may be cultivated and used to boost revenues. Core organisational outcomes, such as inventiveness and strategic flexibility, have also been linked to an entrepreneurial mindset, in addition to business success. Strategic orientation has been studied extensively, and its positive effects on innovation and/or performance have been confirmed by a wide range of studies (Baker & Sinkula, 2019).

Entrepreneurial orientation is a firm's tendency towards searching for new market opportunities, strengthening and restoring its current market status (Balatbat, 2020). This orientation involves being highly proactive against market opportunities, tolerant to risks and sensible to innovations. In an economy, entrepreneurship means all kinds of efforts to make raw material, labor force and other production resources more valuable than they were in the beginning (Matsuno, Mentzer & Ozsomer, 2009). Entrepreneurial orientation reflects a mentality that consists of decisions, application and continuous searching which creates new

business opportunities (Micheels & Gow, 2020). Nonetheless, in contemporary entrepreneurship studies, entrepreneurship is considered as an organizational level. Entrepreneurial orientation is a firm's tendency to try to reach new markets, search for new market opportunities and hold on to current markets; in short, its tendency towards being able to show marketing dynamism and its ability to react to the changes in the market. Entrepreneurial orientation or tendency is an understanding that requires being highly proactive against market opportunities and market dynamism, tolerant to risks and flexible against changes (Hayton, 2015). In addition; being pacesetter for change, taking risks and making innovations are distinguishing qualifications of entrepreneurial orientated firms. Being more proactive against new opportunities and being able to behave properly to innovation strategies against the mentioned opportunities are requirements of entrepreneurial orientation.

Sustainable Reputation

Sustainable reputation encompasses a multifaceted concept that intersects sustainability and corporate reputation. At its core, sustainable reputation refers to a company's enduring efforts to simultaneously enhance its environmental, social, and economic performance while maintaining a positive image among stakeholders. A company with a sustainable reputation is one that not only seeks profit but also strives to minimize its ecological footprint, enhance societal well-being, and ensure ethical business practices (Salam & Ali, 2020). This multifarious concept draws upon several definitions that emphasize its holistic nature. One prevalent definition highlights sustainable reputation as the culmination of a firm's ethical and responsible behavior, enhancing its long-term viability and enhancing stakeholder perceptions (Wardani & Widodo, 2020). This perspective emphasizes the connection between a company's sustainable actions and the preservation of its brand integrity. A second definition accentuates the alignment between a company's environmental initiatives, societal contributions, and economic prosperity, asserting that a sustainable reputation is built upon creating shared value across these dimensions (Unal & Tascioglu, 2022). A more comprehensive interpretation posits that a sustainable reputation entails an ongoing commitment to responsible behaviour, including transparency, inclusivity, and accountability, fostering stakeholder trust and loyalty (Han et al., 2021). Another facet of sustainable reputation revolves around a company's ability to



communicate its sustainability efforts effectively. From this perspective, a sustainable reputation involves skillful storytelling that conveys a company's dedication to societal and environmental betterment, thus fostering a deep emotional connection with stakeholders (Carter et al., 2021). Additionally, a sustainable reputation was seen as an intangible asset that enhances a company's resilience in the face of adversity, indicating its capacity to adapt and thrive amidst changing market dynamics (Del-Castillo-Feito et al., 2020). A broader viewpoint portrays sustainable reputation as a catalyst for innovation, encouraging companies to devise novel solutions that address pressing global challenges while simultaneously bolstering their corporate image (Pollak et al., 2021). A closer examination of the definitions reveals the intricate interplay between environmental stewardship, social responsibility, and financial performance. This reinforces the notion that a sustainable reputation encapsulates a delicate equilibrium where businesses need to harmonize diverse goals and practices to create a positive and lasting impact on society, the environment, and their own prosperity.

Operational Sustainability

Operational sustainability (OS) in business became a major concern for many organizations world-wide. According to Marei (2022) and Liu et al. (2023) operational sustainability refers to the approach for assessing and evaluating if organizations able to keep or sustain their current

practices without adding expose future for risk. It consists of numerous areas and is always connected to ecological as a holistic approach and accounting is a part of that process ranging from buying raw materials and control waste and so on. According to Marei et al. (2022) and Mustafa et al. (2023), businesses manage sustainable operations taking in consideration the natural resources, environmental and governance factors. Previous studies reported that applying operational sustainability helps organizations to minimize environmental effect, increase social responsibility, enhance efficiency and improves overall economic viability. Benitez-Amado et al. (2015) observed that only particular behaviours and actions geared toward operational, social, and environmental sustainability appeared to improve the financial performance of small and medium-sized enterprises (SMEs). Various scholars as Kinde (2022) articulated that there are two levels of sustainability: operational and financial self-sufficiency. The goal of operational sustainability is to ensure that an organization can continue to operate in the long term without negatively impacting the environment or the well-being of people. For the purpose of this study, operational sustainability was used.

IV. METHODOLOGY

The study employed a cross sectional survey research design method for the study, The targeted population of this study consists of nine (9) MTN branches in three States (Delta, Anambra and Edo.

Table 1 Population Distribution of the Study

S/N	FIRM/STATES/LOCATION/NO	STAFF STRENGTH	FREQUENCY
1	Delta state/Asaba		
a	MTN Nigeria (1)	45	9.72
b	Airtel Nigeria (1)	50	10.80
c	GLO Nigeria (1)	42	9.07
2	Edo state/ Benin		
a	MTN Nigeria (1)	55	12
b	Airtel Nigeria (1)	52	11.23
c	GLO Nigeria (1)	57	12.31
3	Anambra/Awka		
a	MTN Nigeria (1)	52	11.23
b	Airtel Nigeria (1)	56	12.10
c	GLO Nigeria (1)	54	11.66
		463	100%

Source: Staff List Catalog of selected Telecom Firms (2025)

The sample size of the study was derived using the Taro Yamani's formula (Mark et al., 2009) as stated below:

$$n = \frac{N}{1+N(e)^2}$$

Where: n = The Sample size
 N = the population of study



$$n = \frac{463}{1 + 463(0.05)^2}$$

$$n = 214$$

Therefore, the total sample size for this study is 214 employees spread across 9 branches in three states

For this study, data were collected through primary sources. Questionnaire was physically administered to employees of selected telecommunication firms across 9 branches in three states capitals (Asaba (Delta State, Benin (Edo State and Ukwu (Anambra State). The Statistical Package for Social Science (SPSS) was used to analyze the descriptive data

while the four hypotheses were tested using multiple regression analysis.

Analysis of Data

Two hundred and fourteen (214) copies of questionnaire were administered for this study but 140 copies of the questionnaire were retrieved and used for the study. The data were analyzed using Regression statistical method. Data analyzed are as presented below:

Table 2: Questionnaire Administration

Questionnaire	Number	Percentage
Retrieved questionnaire	175	82
Questionnaire not retrieved=0	39	18
Properly filled	140	65
Not properly filled	35	16
Distributed questionnaire	214	100%

Source: Field Survey, 2025.

As indicated in Table 2, a total of 214 questionnaire were distributed, 175(82%) copies of the questionnaire were retrieved, but 140 copies were properly filled while 35 copies were not properly filled.

4.2 Analysis of Personal Bio- Data

Table 3. Gender of Respondents

S/N	Gender	Respondents	Percentage
1	Male	73	52.1
2	Female	67	47.9
	Total	140	100

Source: Field Survey, 2025.

Table 3, shows that 73(52.1%) of the respondents are males while 67(47.9%) are females. This indicates that the males were more in number than the female respondents in this study.

Table 4: Age of Respondents

S/N	Age	Respondents	Percentage
1	Below 30 Years	20	14
2	31-39 Years	50	36
3	40-49 Years	60	43
4	50 and above	10	7
	Total	140	100

Source: Field Survey, 2025.

Table 4, shows that 20(14%) of the respondents were below 30 years, 50 respondents representing 36% were of the age ranging from 31-39 years, 60(43%) were 40-49 years and 50 years and above were 7% which represent 10 respondents. This indicates that respondents who are between the ages of 40-49 years were more in the study area.



Table 5: Marital Status of Respondents

S/N	Educational Qualification	Respondents	Percentage
1	Married	105	75.0
2	Singled	35	25.0
3.	Divorced	-	-
	Total	140	100

Source: Field Survey, 2025.

Table 5, shows that 105(75%) of the respondents are married, 35(25%) are divorced. This indicates that there are higher numbers of married respondents in the study area.

Table 4.5: Educational Qualification of Respondents

S/N	Department	Respondents	Percentage
1	Operations	46	32.9
2	Marketing	81	57.9
3.	Customer service	13	9.3
4.	I.T	-	-
	Total	140	100

Source: Field Survey, 2025.

Table 5, shows that 46(32.9%) of the respondents had were in the operations department, 81(57.9%) were marketing department, while 13(9%) are the customer service. This clearly indicates that most respondents are in the marketing department.

Table 6: Management Category of Respondents

S/N	Management Category	Respondents	Percentage
1	Top Level	38	27.1
2	Middle Level	86	61.4
3.	Lower Level	16	11.4
	Total	140	100

Source: Field Survey, 2025.

Table 6, shows that 38(27.1%) of the respondents are Top-level staff, 86(61.4%) are Middle level while 16(11.4%) represent Lower level staff.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866 ^a	.549	.456	1.028

a. Predictors: (Constant), market orientation, entrepreneurial orientation, technology orientation, sustainable reputation

Table 7, revealed the extent to which strategic orientation accounted for change in operational sustainability as indicated by the adjusted R Squared value which showed that 45.6% (0.456) of the change in operational sustainability is brought about by the use of strategic orientation

Table 8: ANOVA

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24.966	4	6.241	5.901	.000 ^b
	Residual	142.777	136	1.058		
	Total	167.743	140			

a. Dependent Variable: Operational Sustainability

b. Predictors: (Constant), market orientation, entrepreneurial orientation, technology orientation, sustainable reputation



The *F*- ratio in the table above test whether the overall regression model is a good fit for the data. The table indicated that strategic orientation statistically significantly predict operational sustainability, $F(4, 135) = 5.901, p < 0.05$ (this indicates that the regression model is a good fit for the model)

Table 9: Multiple Regression

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.194	.565		5.658	.000
	Technology Orientation	.183	.083	.208	2.198	.030
	Entrepreneurial Orientation	.544	.122	.411	4.450	.000
	Market Orientation	.153	.063	.210	2.438	.016
	Sustainable Reputation	.154	.083	.166	1.863	.065

a. Dependent Variable: Operational Sustainability

Source: Field Survey (2025).

The result from the regression analysis on table 9, showed that technology orientation positive effects on Operational Sustainability ($\beta = 0.208, P > 0.05$). Entrepreneurial orientation exhibit positive effects on Operational Sustainability ($\beta = 0.411, P > 0.05$), market orientation has positive effects on Operational Sustainability ($\beta = 0.210, P > 0.05$), sustainable reputation have positive effects on Operational Sustainability ($\beta = 0.166, P > 0.05$).

Test of Hypotheses

Decision rule:

The null hypotheses will be accepted if the p-value (calculated value) is greater than the set level of significance (critical value) of 0.05(5%) and reject the null hypotheses (i.e. accept the alternate) if it is less than the critical value.

Hypothesis one

H01: technology orientation does not significantly have effect on operational survival of telecommunications firms in Nigeria

Decision Rule: Reject null hypothesis (H0) if p-value is less than 0.05 if not, do not reject.

The results from the regression analysis on table 4.9 showed that the calculated level of significance which is 0.030 is less than the p-value of 0.05 i.e. (sig value $0.030 < p$ value 0.05). The stated null hypothesis is rejected thereby accepted the alternate hypothesis which implies that technology orientation does significantly have effect on operational survival of telecommunications firms in Nigeria

Hypothesis Two

H02: there is no significant effect between entrepreneurial orientation and operational survival of telecommunications firms in Nigeria

From the results showed from the regression analysis on table 4.9 the calculated level of significance which is 0.000 is less than the p-value of 0.05 i.e. (sig value $0.00 < p$ value 0.05). The stated null hypothesis is rejected thereby accepted the alternate hypothesis which implies that there is significant effect between entrepreneurial orientation and operational survival of telecommunications firms in Nigeria

Hypothesis Three

H03: market orientation has no significant effect on operational survival of telecommunications firms in Nigeria

Results from the regression analysis on table 4.9 showed that the calculated level of significance which is 0.016 is less than the p-value of 0.05 i.e. (sig value $0.016 < p$ value 0.05). The stated null hypothesis is rejected thereby accepted the alternate hypothesis which implies that market orientation has significant effect on operational survival of telecommunications firms in Nigeria

Hypothesis Four

H04: adoption of sustainable reputation does not have significant effect on operational survival of telecommunications firms in Nigeria

Results revealed from the regression analysis on table 4.9 the calculated level of significance which is 0.015 is less than the p-value of 0.05 i.e. (sig value $0.015 < p$ value 0.05). The stated null hypothesis is rejected thereby accepted the alternate hypothesis which implies that adoption of sustainable reputation does have significant effect on operational survival of telecommunications firms in Nigeria.



V. Summary of Findings

- i. Technology orientation has a significant effect on operational survival of telecommunications firms in Nigeria
- ii. there is significant effect of entrepreneurial orientation on operational survival of telecommunications firms in Nigeria
- iii. market orientation has significant effect on operational survival of telecommunications firms in Nigeria
- iv. adoption of sustainable reputation has a significant effect on operational survival of telecommunications firms in Nigeria

VI. Conclusion

The study looked at the relationship between strategic orientations (market, technical, and entrepreneurial) and operational sustainability. The study concludes that orientations improve performance because market orientation, technological orientation, entrepreneurial orientation, and organizational performance are positively correlated. Strategic orientations that prioritize sustainability improve the organizational performance of an organization and enhance benefit from market orientation. It was shown that enhancing organizational performance was significantly aided by operational sustainability. Organizations may enhance their performance by integrating sustainable practices into their strategic orientations. The study highlights how important strategic orientations are to accomplishing organizational goals and how important it is to take operational sustainability into account throughout the strategic planning phase.

5.3 Recommendations

Based on the findings, the study recommends thus:

- i. Telecommunication firms should undertake entrepreneurial orientation activities especially those that enhance the stakeholder's view of the firm in terms of purpose, direction and objectives as well as those that increase motivation of the stakeholders as they have significant effect on the performance of the organization.
- ii. Telecommunication companies should capitalize on their strengths to enhance sustainable reputation. This could

involve leveraging market insights to identify opportunities for sustainable product development and innovation, as well as utilizing technology to streamline operations and reduce resource consumption.

- iii. Managers in the Nigerian telecommunications sector should improve their implementation of digital technology compatibility, especially in the use of website and social networks, by proper management of the technology portfolio and capabilities. Thus, the alignment between the functionality of digital technologies and organizational efficiency is needed to take advantage of digital technologies, which requires suitable strengthening of workers' digital capabilities.

- iv. Managers of the telecommunication sector today are well informed, with the introduction of new technology the world has become like a small village. Thus, if firms want to maintain a sustainable reputation, they should develop a good relationship with their present customers and try to maintain the same in the future also.

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