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Beyond Connectivity: Strategic Orientation and Business Outcomes of Mobile Telephone Networks in an Emerging African Economy

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Abstract

Business outcomes in Nigeria's mobile telecommunications sector encompassing customer patronage, customer retention, competitive advantage, and market share growth remain critically constrained by inadequate strategic orientation adoption, yet the collective and individual effects of customer orientation, technology orientation, competitive orientation, and market orientation on these outcomes remain empirically underexplored in the Nigerian context. Addressing this gap, this study examined the effect of strategic orientation on the business outcomes of Mobile Telephone Networks (MTN) in Lagos State, Nigeria, adopting a positivist philosophy, deductive approach, and survey design, with data collected from 388 valid responses out of 408 distributed copies of questionnaire representing an excellent 95.0% response rate and analysed through descriptive statistics and multiple linear regression at the 5% significance level. Findings revealed that strategic orientation had a statistically significant positive effect on MTN business outcomes ($Adj.\ R^2 = 0.425$, $F(4, 387) = 72.555$, $p < 0.05$), with competitive orientation and technology orientation emerging as the primary performance drivers, leading to the recommendation that MTN management prioritise competitive intelligence systems, accelerate technology adoption, and institutionalise customer engagement frameworks that convert strategic orientations into measurable and sustainable business outcome improvements.

Background to the Study

The global telecommunications industry, despite generating revenues of approximately US$1.55 trillion in 2025 and serving as the irreplaceable backbone of modern economic exchange, is confronting a convergence of business outcome crises that no volume of infrastructure investment has thus far proven sufficient to reverse crises that manifest with particular severity across the dimensions of customer patronage, retention, competitive advantage, market share, and operational efficiency that collectively define the long-term sustainability of Mobile Telephone Network (MTN) operators worldwide. The International Telecommunications Union (ITU, 2024) documents that revenues from conventional SMS and voice call services have declined by 35% globally, driven by the mass migration of over 3.8 billion users to Over-the-Top (OTT) platforms including WhatsApp, WeChat, and Telegram, while the World Economic Forum (2023) confirms a corresponding 28% reduction in conventional service revenues with developing economies disproportionately absorbing a 42% collapse in traditional service utilisation that has structurally impaired the revenue models upon which MTN business outcomes depend. Customer patronage has deteriorated globally at an alarming rate, with the Global Telecommunications Quality Index (2024) recording a 31% drop in customer satisfaction attributable to slow response mechanisms, inadequate issue resolution, and limited service personalisation while McKinsey's Global Telecommunications Report (2024) reveals that 55% of operators globally lack robust systems for understanding and meeting customer expectations, producing a 40% decline in customer retention rates that translates directly into billions of dollars in lost lifetime subscriber value.

In the United States of America, telecommunications business outcomes are increasingly imperiled by the dual pressures of mounting 5G debt obligations and hyperscale cloud provider encroachment on traditional connectivity market share, with network reliability deterioration including a 45% increase in service outage incidents in vulnerable regions eroding subscriber trust and accelerating churn, while first-call resolution rates languishing at 45% against a global standard of 70% expose systematic failures in customer experience management that undermine competitive differentiation in one of the world's most saturated telecommunications markets (Telecommunications Industry Association, 2023; McKinsey, 2024). In the United Kingdom, the Global Digital Report (2024) confirms that traditional SMS traffic has declined by 45% and Average Revenue Per User (ARPU) has contracted by 38% as VoIP adoption surged 65% between 2020 and 2024, while customer patronage metrics collapsed satisfaction scores falling from 78% in 2020 to 52% in 2024, network reliability deteriorating by 35%, and market share shrinking by 48% with average complaint resolution times extending from four hours to eighteen hours, signalling a profound and compounding failure of strategic orientation to sustain competitive business outcomes in a market undergoing fundamental structural transformation (ITU, 2024; Global Digital Report, 2024).

Across Asia, the GSMA Intelligence Report (2024) confirms that despite the Asia-Pacific region being projected to add 287 million subscribers by 2025, business outcomes metrics are deteriorating across all key dimensions customer satisfaction has fallen by 42%, network downtime has increased by 35%, and competitive advantage has declined by 38% with OTT competition reducing traditional voice revenue by 45% and network reliability scores falling below 85% in 58% of markets, while 75% of users report frequent service disruptions, 68% experience poor network reliability, and average complaint resolution times extend to 68 hours against an industry benchmark of 24 hours (McKinsey Global Telecommunications Analysis, 2024; World Telecommunications Report, 2024). In Africa, the GSMA Intelligence Report (2024) reveals that customer patronage satisfaction rates have declined by 45% across major markets, with only 55% of the continent's population having reliable mobile broadband access leaving approximately 685 million people without consistent service coverage while Sub-Saharan African network reliability averages 62%, far below the global standard of 95%, and average resolution times of 86 hours dwarf the international benchmark of 24 hours; in South Africa, a 38% decline in business outcomes metrics persists despite competition among Vodacom (34%), MTN (31%), and Cell C (16%), while Kenya's Safaricom-dominated market records customer satisfaction declines of 42% and network reliability deterioration of 35%, and rural service expansion across the continent confronts electricity reliability of 48%, network coverage of 39%, and maintenance costs 215% above urban equivalents conditions that collectively render telecoms business outcomes structurally fragile across the African continent (African Development Bank, 2024; World Bank Digital Economy Report, 2024).

In Nigeria Africa's largest and most consequential telecommunications market the business outcomes crisis achieves its most acute and structurally complex expression, combining macro-environmental adversity, regulatory dysfunction, infrastructure decay, and strategic orientation deficiencies to produce a sector-wide performance deterioration whose scale and persistence demand both scholarly attention and urgent managerial response. The Nigerian Communications Commission (NCC, 2024) confirms that only 68% of urban areas receive consistent 4G coverage while rural coverage remains critically low at 39%, that the national call drop rate of 2.8% exceeds regulatory benchmarks, that average monthly service downtime per operator stands at 4.2 hours, and that customer service response times average 15.3 minutes for call centres a figure five times above the international benchmark of 3 minutes while the Mobile Number Portability system recorded over 448,040 net port migrations in 2023, a volume of subscriber defection that constitutes incontrovertible empirical evidence of widespread dissatisfaction with the business outcomes delivered by all four major operators. The market's oligopolistic structure dominated by MTN (38.5%), Globacom (27.8%), Airtel (27.5%), and 9mobile (6.2%), collectively controlling approximately 99% of total market share has paradoxically suppressed the competitive dynamism that strategic differentiation requires, producing homogeneous service offerings, inadequate customer experience investment, and systemic market share stagnation despite cumulative capital expenditure reaching N695.1 billion for MTN alone in 2023 and N1.9 trillion industry-wide (NCC, 2024; PwC Nigeria, 2024).

Infrastructure limitations further compound these business outcomes deficiencies with base station density at 0.8 per 1,000 users against the recommended 1.2 per 1,000, spectrum allocation inefficiencies affecting the majority of operators, rights-of-way challenges constraining 65% of network expansion projects, and power supply instability forcing excessive dependence on diesel generation whose costs surged over 220% between 2022 and 2024 creating a self-reinforcing cycle of under-investment and under-performance that depresses customer patronage ratings to 5.8 out of 10, reduces technical support resolution rates to 45% against a global standard of 70%, and produces network congestion affecting 65% of urban users during peak hours, with service interruptions occurring an average of 3.2 times weekly (NCC, 2023, 2024; Nigerian Bureau of Statistics, 2024; GSMA, 2024). The strategic significance of these failures is underscored by subscriber mobility data documenting that mobile operators are collectively losing over a third of young subscribers annually to rival networks generating revenue losses exceeding US$1.8 billion annually while Mobile Number Portability records confirm that operators with consistently superior business outcomes metrics attract net positive subscriber transfers, validating the causal link between strategic orientation implementation and measurable business outcome advantage (Shen et al., 2020; NCC, 2024).

The root of Nigeria's and indeed the global telecommunications industry's business outcomes crisis lies not solely in the macro-environmental disruptions wrought by OTT platforms, infrastructure inadequacy, or regulatory complexity, but in the persistent failure of MTN operators to adopt, integrate, and operationalise the full spectrum of strategic orientation dimensions customer orientation, technology orientation, competitive orientation, and market orientation that the contemporary management literature identifies as the primary strategic levers through which telecommunications firms translate environmental challenges into durable competitive advantage and sustained business performance. While strategic orientation is widely recognised in the management literature as a foundational determinant of organisational performance, theoretical development on the simultaneous adoption of multiple strategic orientation dimensions has failed to keep pace with contemporary organisational practice, leaving a critical empirical gap in understanding how these orientations interact to affect telecommunications business outcomes a gap that is particularly acute in the Nigerian context, where the relationship between strategic orientation and MTN business outcomes across the dimensions of customer patronage, customer retention, competitive advantage, and market share has neither been comprehensively theorised nor rigorously tested (Pscheidt-Gieseler et al., 2021; Buzzao & Rizzi, 2021; Danish et al., 2021).

The majority of extant studies focus on the direct relationship between a single strategic orientation dimension and business outcomes, disregarding both the moderating effects of complementary orientations and the contextual contingencies including market volatility, technological disruption, and institutional complexity that determine whether strategic orientation investments translate into measurable business outcomes improvements in structurally demanding emerging economy environments such as

Nigeria (Bankole et al., 2020; Cacciolatti & Lee, 2021; Sulaimon et al., 2021; Tutar et al., 2019; Dastmalchian et al., 2020). This study addresses this multidimensional gap by empirically examining the effect of strategic orientation operationalised through customer orientation, technology orientation, competitive orientation, and market orientation on the business outcomes of Mobile Telephone Networks in Lagos State, Nigeria, thereby generating theoretically grounded, empirically rigorous, and practically actionable evidence that advances the strategic management and telecommunications literatures while offering MTN executives, the Nigerian Communications Commission, and policymakers a robust evidence base upon which to design the strategic orientation investments needed to reverse the business outcomes deterioration that continues, in real time, to undermine Nigeria's digital economic ambitions and the welfare of its 141.2 million mobile subscribers (ITU, 2024; NCC, 2024; GSMA, 2024; Penrose, 1959; Teece et al., 1997). The null hypothesis for this study is consequently stated as follows*: strategic orientation dimensions of market orientation, technology orientation, customer orientation and competitive orientation have no significant effect on the* business outcomes *of Mobile Telephone Network in Lagos State, Nigeria.*

Literature Review

Business outcomes constitute the foundational dependent construct of this study, defined as the tangible and measurable consequences that an organisation attains through its strategies, operations, and activities, encompassing both financial and non-financial dimensions that collectively reflect organisational effectiveness and long-term sustainability (Ojini & Ohaja, 2021; Mirza et al., 2021). Beyond conventional financial metrics such as profitability and revenue growth, business outcomes extend to market-oriented indicators including market share, competitive positioning, and customer acquisition as well as operational dimensions encompassing employee engagement, risk management, compliance, and innovation capacity, all of which collectively define how effectively an organisation fulfils its mission and generates value for its diverse stakeholders (Choji et al., 2022; Feng et al., 2021; Olu-Egbuniwe & Maeyouf, 2022). Business outcomes are inherently quantifiable, monitored through key performance indicators (KPIs), and grounded in realistic, strategically aligned targets that translate managerial decisions into observable, benchmarkable results serving as both a compass for strategic direction and a metric for competitive evaluation (Ifediora, 2022; Saqib et al., 2021). For the purpose of this study, business outcomes are operationalised through four sub-variables: customer patronage, customer retention, competitive advantage, and market share.

Customer patronage represents the sustained, repeated, and emotionally anchored support that customers extend to a preferred business over time, reflecting deep loyalty, brand trust, and a long-term relational commitment that transcends individual transactional interactions (Williams & Kwofie, 2022; Choji et al., 2022). It encompasses both behavioural dimensions including repeat purchases, visit frequency, and expenditure levels and attitudinal dimensions such as willingness to advocate and recommend, collectively constituting a critical revenue-stabilising mechanism that simultaneously reduces customer acquisition costs and strengthens competitive market positioning (Feng et al., 2021; Yu & Moon, 2021). Customer patronage is shaped by both rational factor's product quality, price, and service efficiency and emotional factors such as trust, attachment, and satisfaction, with the interplay of these forces determining the depth and durability of the customer–firm relationship (Bustinza et al., 2021; Sujata et al., 2022). This study defines customer patronage as the consistent and repeated choice of a specific company or brand by customers over its competitors.

Customer retention encompasses all deliberate organisational strategies, policies, and practices deployed to sustain existing customer relationships, reduce voluntary customer departure, and preserve the long-term loyalty of valuable clientele in an increasingly competitive market environment (Schuler & Jackson, 2019; Chaminade, 2021). It reflects an organisation's capacity to create an environment of sustained engagement and satisfaction addressing diverse customer needs, fostering trust, and delivering consistent service quality that renders customers resistant to competitive switching and motivated to maintain their commercial relationship with the firm (Akila, 2022; Zineldin, 2021). High customer retention rates not only reduce the substantial costs associated with acquiring new customers but also preserve organisational knowledge, maintain brand goodwill, and sustain competitive momentum outcomes that are directly observable in the MTN sector's escalating churn rates and Mobile Number Portability migration volumes (Oliver, 2021; Kassim & Souiden, 2021). This study defines customer retention as the strategies and activities employed by a business to retain its existing customers over an extended period.

Competitive advantage denotes the unique configuration of qualities, resources, strategies, and capabilities that enables a firm to consistently outperform rivals, attract and retain customers, and generate superior profitability in ways that competitors cannot easily replicate (AlTaweel & Al-Hawary, 2021; Mirza et al., 2021). It manifests through multiple pathways including product differentiation, cost leadership, technological superiority, supply chain mastery, strong brand equity, talent retention, intellectual property protection, and agile market responsiveness with the most durable forms of competitive advantage rooted in resource configurations that are valuable, rare, inimitable, and non-substitutable (Gyemang & Emeagwali, 2020; Chakraborty et al., 2020). In the telecommunications context, competitive advantage is particularly contingent on the ability to anticipate customer and market needs ahead of rivals, adapt to regulatory change, invest in emerging technologies, and maintain high-quality network reliability standards that exceed industry norms and build subscriber trust (Ifediora, 2022; Choji et al., 2022). This study defines competitive advantage as the unique qualities or assets that allow a business to outperform its rivals in a given market or industry.

Market share quantifies the proportional fraction of total industry sales captured by a specific firm within a defined period, serving as both a performance benchmark and a direct indicator of the firm's competitive strength, customer preference, and market positioning relative to rivals (Bianchi, 2020; Folarin, 2022). In the Nigerian telecommunications sector where MTN, Globacom, Airtel, and 9mobile collectively control approximately 99% of the market market share is not merely a metric of size but a reflection of subscriber satisfaction, service quality, pricing competitiveness, and network reliability, with higher market share correlating with reduced customer acquisition effort and stronger barriers to competitive entry (Woo & Cooper, 2021; Schwalbach, 2021). Critically, market share is understood as an outcome of efficiency rather than a cause efficient firms secure larger shares through superior service delivery and cost-effectiveness, while stagnant or declining shares signal strategic misalignment with evolving subscriber demands (Devinaga, 2020; Akintokunbo, 2021). This study defines market share as a company's sales in relation to total industry sales for a specified period.

Strategic orientation constitutes the central independent construct of this study, defined as the principles, strategic directions, and philosophical dispositions that guide and shape an organisation's behaviours, resource allocation decisions, and market responses in pursuit of continuous and superior business outcomes (Gatignon & Xuereb, 2017; Bhatti et al., 2016). It reflects the organisation's adaptive relationship with its external environment encompassing its aggressiveness, future orientation, risk proclivity, and competitive intensity and serves as the overarching framework through which firms dynamically create capabilities, recognise market opportunities, and align internal processes with external strategic demands (Hawrysz, 2020; Buzzao & Rizzi, 2021). Strategic orientation is not a monolithic concept but a composite of interacting dimensions each generating distinct behavioural patterns that collectively determine the firm's capacity for sustained competitive advantage and superior performance in volatile, technology-intensive markets such as the Nigerian telecommunications industry (Ali et al., 2016; Bankole et al., 2020). This study defines strategic orientation as an option that dynamically creates capabilities in a constantly changing business environment and enables companies to respond swiftly and effectively to these changes.

Customer orientation denotes an organisation's systematic commitment to understanding, anticipating, and continuously satisfying the expressed and latent needs of its target customers through the creation of superior, value-added offerings, making the customer the central organizing principle of all firm activities (Lee et al., 2020; Baber et al., 2020). Unlike market orientation which encompasses a broader competitive and inter-functional intelligence mandate customer orientation is distinctively responsive in character, focusing on identifying and immediately addressing current customer demands to guide product and service development, foster repeat purchasing, and build the relational loyalty that anchors long-term business outcomes (Muafi, 2020; Naala et al., 2017). In the MTN context, customer orientation manifests in the firm's ability to gather granular subscriber intelligence, reduce perceived sacrifices in service consumption, and deliver consistently personalised experiences that convert transactional interactions into durable relational commitments (Kyei & Bayoh, 2017; Kerdpitak & Boonrattanakittibhumi, 2020). This study defines customer orientation as a process involving the identification of customers' present and future needs in order to provide superior value-added offerings.

Technology orientation reflects a firm's strategic disposition to acquire, deploy, and leverage advanced technologies, innovations, and technical knowledge in the design, development, and delivery of products and services that create superior customer value and sustain long-term competitive leadership (Kyengo et al., 2016; Pantano et al., 2017). It is multi-dimensional, encompassing technology-enabled new product development, proactive adoption of emerging technological solutions, innovation-oriented leadership and culture, and the systematic application of R&D resources to maintain a technological edge over rivals in rapidly evolving market environments (Adams et al., 2019; Costa & Zeinalipour-Yazti, 2018). In the telecommunications sector where 5G infrastructure investment, artificial intelligence, and data analytics are redefining competitive benchmarks technology orientation is not merely a source of operational efficiency but a primary generator of the differentiated service experiences that drive subscriber acquisition, retention, and competitive advantage (Lemon & Verhoef, 2016; Mourtzis et al., 2018). This study defines technology orientation as a strategic departure from conventional management principles toward the proactive adoption and application of new technologies to achieve superior business outcomes.

Competitive orientation embodies the integrative processes through which a firm applies its collective knowledge, skills, and resources to address market-related competitive demands enabling the organisation to add value to its offerings, adapt to market conditions, seize emerging opportunities, and overcome competitive threats more effectively than rivals (Vorhies, 2019; Nobar & Rostamzadeh, 2018). It encompasses the capabilities required to gather and disseminate competitive market intelligence, build profitable and sustainable customer relationships, successfully launch differentiated products, and develop the supplier and distributor partnerships that strengthen the firm's competitive ecosystem (Morgan et al., 2018; Prifti & Alimehmeti, 2017). In the Nigerian MTN where four operators compete for subscriber loyalty within a market characterised by escalating churn, OTT platform encroachment, and infrastructure-driven service disparities competitive orientation is the strategic capability that transforms market intelligence into actionable differentiation initiatives that protect and grow market share (Guo et al., 2018; Shen et al., 2020). Market orientation, as the fourth strategic orientation dimension, denotes the organisation-wide generation, dissemination, and responsive application of market intelligence pertaining to current and future customer needs, competitor strategies, and inter-functional coordination translating collective market knowledge into superior customer value and sustained competitive advantage through both programmatic and market-back approaches (Cacciolatti & Lee, 2016; Dalvi & Seifi, 2014). This study defines competitive orientation as the firm's skills and competences in gathering, sharing, and acting on market information across the organisation, and defines market orientation as a strategic posture through which a company obtains, disseminates, and responds to internal and external market intelligence to achieve superior business outcomes.

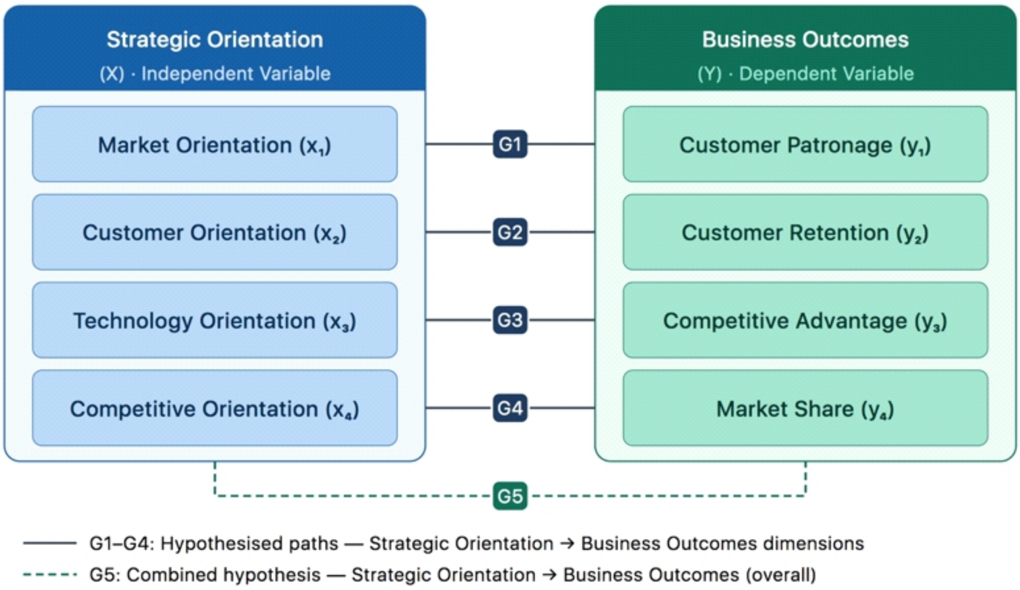
Strategic Orientation and Business Outcomes

The empirical literature robustly affirms that strategic orientation across its customer, competitor, technology, market, and competitive dimensions had significant positive effects on business outcomes across diverse organisational contexts and geographical settings. Adi et al. (2018) established that customer orientation and competitor orientation each exert positive and significant effects on customer value, which in turn significantly enhances competitive advantage among mini-market operators in Makassar City a finding corroborated by Mahmoodean et al. (2014), who confirmed that both competitor orientation and customer orientation maintain significant positive relationships with business outcomes among SMEs in Ilam Province, Iran. Mueller et al. (2018) extended this evidence to new software ventures, revealing that customer orientation's positive effect on business outcomes operates independently of perceived market dynamism, while competitor orientation's influence is moderated by competitive intensity underscoring the context-contingent nature of strategic orientation effects.

Ali et al. (2016) demonstrated that Chinese firms combining technology orientation and customer orientation simultaneously outperform those adopting a singular dimension, with organisational characteristics such as firm size and collectivism positively moderating this relationship, while Rizan et al. (2019) confirmed that strategic orientation, organisational innovation capability, and strategic planning collectively exert positive and significant effects on business outcomes with Obeidat (2016) adding that strategic orientation's effect on business outcomes is significantly mediated by innovation capacity. Al-Ansaari et al. (2015) found market orientation to be the strongest predictor of business outcomes among SMEs in the UAE Dubai marketplace relative to technology and alliance orientations, while Sarker and Palit (2015) established statistically significant linkages between strategic orientation and SME business outcomes in Bangladesh. Muafi (2020) confirmed positive and significant effects of strategic orientation on MSME business outcomes when complemented by social networks and knowledge sharing, and Agu et al. (2019) demonstrated within the Nigerian manufacturing context that market orientation significantly enhances customer satisfaction, technology orientation positively influences product quality, and entrepreneurship orientation drives creativity and innovation collectively providing strong empirical justification for the present study's examination of strategic orientation's effect on MTN business outcomes in Lagos State, Nigeria (Krzakiewicz & Cyfert, 2019; Kerdpitak & Boonrattanakittibhumi, 2020; Gupta & Gupta, 2015).

Research Conceptual Model
The conceptual model for this study

Figure 1.



Source: Researcher's Model (2026)

The conceptual model presented above specifies a direct hypothesised relationship between Strategic Orientation (X) operationalised through four theoretically grounded dimensions of Market Orientation (x_1), Customer Orientation (x_2), Technology Orientation (x_3), and Competitive Orientation (x_4) and Business Outcomes (Y) as the dependent variable, comprising Customer Patronage (y_1), Customer Retention (y_2), Competitive Advantage (y_3), and Market Share (y_4), with four individual hypothesised paths (G1–G4) positing that each strategic orientation dimension exerts a distinct and significant direct effect on its corresponding business outcome dimension among Mobile Telephone Networks in Lagos State, Nigeria (Bankole et al., 2020; Cacciolatti & Lee, 2021; Tutar et al., 2019). The fifth hypothesised path (G5), represented as a combined dashed route below both panels, posits that the joint and simultaneous adoption of all four strategic orientation dimensions collectively exerts a statistically significant positive effect on Business Outcomes as a composite construct a proposition empirically validated by the study's multiple regression findings.

Theoretical Review
This study is theoretically anchored on the Resource-Based View (RBV) and Configuration Theory as complementary and mutually reinforcing frameworks for explaining the effect of strategic orientation on the business outcomes of Mobile Telephone Networks in Lagos State, Nigeria. The RBV, rooted in Penrose (1959) and

advanced by Barney (1991) and Teece et al. (1997), posits that a firm's sustained competitive advantage and superior business outcomes derive from the possession and strategic deployment of resources and capabilities that are valuable, rare, inimitable, and non-substitutable positioning strategic orientation dimensions as VRIN-compliant intangible assets whose effective configuration determines the firm's capacity to capitalise on market opportunities, satisfy customer needs, and outperform rivals in dynamic and institutionally complex environments (Wernerfelt, 1984; Grant, 2001; Prahalad & Hamel, 1990). Complementarily, Configuration Theory propounded by Walker and Ruekert (1987) and advanced by O'Cass and Ngo (2007) asserts that superior business outcomes are achieved when there exists a strategic fit between a firm's internal organisational characteristics and its strategic focus, emphasising that the synergistic integration and dynamic reconfiguration of individual firm resources generates value-added advantages that exceed the sum of isolated resource contributions (Eisenhardt & Martin, 2000; Zhou & Wu, 2010). The combination of both theories provides the appropriate theoretical nexus for explaining how strategic orientation through the alignment of customer, technology, competitive, and market orientations with internal capabilities drives measurable and sustained business outcomes among MTN operators in Lagos State, Nigeria.

Methodology

A positivist research philosophy, deductive research approach, and survey research design were adopted for this study. The population comprised management and professional staff of Mobile Telephone Network (MTN) operating in Victoria Island, Lagos State, Nigeria, spanning top, middle, and lower-level management categories. A sample size of 408 was determined and a structured questionnaire was administered to respondents. Of the 408 copies of questionnaire distributed, 388 were duly completed and returned, representing a response rate of 95.0%. Data analysis was conducted using both descriptive statistics and multiple linear regression analysis at a 5% level of significance. A six-point Likert scale was employed, and the study instrument demonstrated satisfactory reliability for all constructs.

Variables Identification

$Y = f(X)$
Y = Dependent Variable
X = Independent Variable
Y = Business Outcomes (BO)
X = Strategic Orientation (SC)

$Y = (y_1, y_2, y_3, y_4)$

Where:
Y = Business Outcomes (BO)
y_1 = Customer patronage (CP)
y_2 = Customer Retention (CR)

y_3 = Competitive Advantage (CA)
y_4 = Market Share (MS)

$X = (x_1, x_2, x_3, x_4)$

Where:
X = Strategic Orientation (SO)
x_1 = Market Orientation (MO)
x_2 = Technology Orientation (TO)
x_3 = Customer Orientation (CUO)
x_4= Competitive Orientation (COO)

Functional Relationship
The functional model for the study variables is denoted in the equation below:
$Y = f(X)$ -- (eqtn)

Regression Model
The regression equations model of the study based on the research hypotheses are as follows:

Hypothesis
$MS = \beta_0 + \beta_1 X + \varepsilon_i$--- (eqtn)

Where:
$\beta_0 - \beta_5$ = Coefficient of the independent variables for objective
β_0 = constant of the equation or constant term
$\beta_0 - \beta_5$= Parameters to be estimated
εi = error or stochastic terms

Data Analysis, Results and Discussion
A total number of 408 questionnaires were distributed to the top, middle, and lower-level management staff of Mobile Telephone Network (MTN) operating in Victoria Island, Lagos State, Nigeria. 388 copies which represent approximately (95.0%) were returned and found usable for the analysis. While twenty (20) which represented 5.0% of the copies administered were not returned and some were incompletely filled hence these were deemed invalid and unusable for the analysis. The response rate was adequate for the research, and this indicated that the analysis could be done using the study instrument. PLS-SEM was employed to test the null hypothesis that strategic orientation dimensions of market orientation, technology orientation, customer orientation and competitive orientation have no significant effect on the business outcomes of Mobile Telephone Network in Lagos State, Nigeria, with bootstrapped path coefficients and t-statistics assessed at the 5% significance level. The empirical results provided compelling grounds to reject the null hypothesis, as all strategic orientation dimensions returned statistically significant path coefficients, confirming that the integrated strategic orientation dimensions had a positive and significant effect on business outcomes.

Table 1: Summary of multiple regression analysis for the effect of Strategic Orientation Dimensions on the Business Outcomes of selected MTNs

N	Model	*B*	T	Sig.	ANOVA (Sig.)	R	Adjusted R^2	F (4, 387)
388	(Constant)	45.181	14.060	.000	.001[b]	657[a]	.425	72.555
	Market Orientation	.443	4.595	.000				
	Customer Orientation	.299	2.566	.011				
	Technology Orientation	.679	5.738	.000				
	Competitive Orientation	.786	6.765	.000				
	a. Dependent Variable: Business Outcomes							
	b. Predictors: (Constant), Competitive Orientation, Technology Orientation, Market Orientation, Customer Orientation							

Source: Researcher's Field Survey, 2026

Table 1 shows the multiple regression analysis results for the effect of strategic orientation dimensions on the business outcomes of selected MTNs in Lagos State, Nigeria. The results revealed that market orientation ($\beta = 0.443$, $t = 4.595$, $p < 0.05$), customer orientation ($\beta = 0.299$, $t = 2.566$, $p < 0.05$), technology orientation ($\beta = 0.679$, $t = 5.738$, $p < 0.05$), and competitive orientation ($\beta = 0.786$, $t = 6.765$, $p < 0.05$) all have significant positive effects on business outcomes of the selected MTNs in Lagos State, Nigeria. The results of the analysis revealed that all four components of strategic orientation (market orientation, customer orientation, technology orientation, and competitive orientation) have positive and significant effects on business outcomes of the selected MTNs in Lagos State, Nigeria. This suggests that these strategic orientations are strong and important predictors of overall business outcomes. The correlation R value was 0.657. This indicates that strategic orientation has a strong and positive relationship with business outcomes of the selected MTNs. The adjusted R^2 was 0.425, implying that 42.5% of the variation in business outcomes of the selected MTNs in Lagos State, Nigeria, is attributable to the strategic orientation dimensions (competitive orientation, technology orientation, market orientation, and customer orientation), while the remaining 57.5% of the variance is explained by other variables not captured in the model. This indicates a relatively high explanatory power compared to other models, suggesting that strategic orientation plays a substantial role in driving business outcomes.

The predictive and prescriptive multiple regression models are thus expressed:
$BO = 45.181 + 0.443MO + 0.299CUO + 0.679TO + 0.786COO + Ui$ ----- Eqn v (Predictive Model)
$BO = 45.181 + 0.443MO + 0.299CUO + 0.679TO + 0.786COO + Ui$ ----- Eqn v (Prescriptive Model)

Where:
BO = Business Outcomes
MO = Market Orientation
CUO = Customer Orientation
TO = Technology Orientation
COO = Competitive Orientation

The regression model revealed that if strategic orientation dimensions were held constant at zero, business outcomes of the selected MTNs in Lagos State, Nigeria, would be 45.181. This implies that in the absence of strategic orientation, business outcomes would still exist at a baseline level of 45.181. From the predictive model, all the dimensions of strategic orientation (market orientation, customer orientation, technology orientation, and competitive orientation) have significant positive effects on business outcomes and are thus strongly recommended for managerial emphasis. From the prescriptive model, a unit increase in competitive orientation, technology orientation, market orientation, and customer orientation would increase business outcomes by 0.786, 0.679, 0.443, and 0.299, respectively. This result implies that competitive orientation is the strongest predictor of business outcomes, followed by technology orientation, market orientation, and customer orientation. The overall model, the F-statistic (df = 4, 387), was 72.555 with $p < 0.05$, indicating that the overall model is statistically significant in predicting the effect of strategic orientation dimensions on business outcomes. This implies that the regression model is a very good fit. Also, since the p-value is less than 0.05, this suggests that strategic orientation dimensions have a significant effect on business outcomes. Based on these results, the null hypothesis (H_0), which states that strategic orientation dimensions have no significant effect on business outcomes, is rejected.

Discussion

The empirical results of this study confirm that strategic orientation dimensions exert a statistically significant and practically meaningful positive effect on the business outcomes of Mobile Telephone Networks in Lagos State, Nigeria, with the model explaining approximately 42.5% of the variance in business outcomes (Adj. $R^2 = 0.425$, $F(4, 387) = 72.555$, $p < 0.05$) an explanatory power that is both statistically robust and substantively consequential, affirming that organisations which effectively implement and integrate strategic orientation dimensions are meaningfully better positioned to achieve superior performance. These findings are strongly corroborated by a convergent body of empirical evidence: Adi et al. (2018), Mahmoodean et al. (2014), and Mueller et al. (2018) collectively established that customer orientation and competitor orientation positively influence customer value, competitive advantage, and business outcomes; Ali et al. (2016) demonstrated that firms combining multiple strategic orientations outperform those adopting singular approaches; and Rizan et al. (2019), Al-Ansaari et al. (2015), and Sarker and Palit (2015) confirmed significant positive relationships between strategic orientation and firm performance across diverse national contexts. Further convergent support is provided by Muafi (2020), Krzakiewicz and Cyfert (2019), and Agu et al. (2019), who established that strategic orientation drives innovation, organisational learning, and sustained business success though Obeidat (2016) introduces an important qualification, demonstrating that strategic orientation's effect on business outcomes may operate indirectly through innovation as a mediating mechanism, suggesting that the full performance dividend of strategic orientation is contingent on complementary organisational capabilities. Theoretically, the findings validate the core propositions of both the Resource-Based View which positions strategic orientation as a VRIN-compliant intangible capability generative of sustained competitive advantage and Configuration Theory, which underscores that strategic orientation achieves its maximum performance effect when aligned with matching internal capabilities including innovation capacity, information sharing systems, and operational processes (Barney, 1991; Teece et al., 1997; O'Cass & Ngo, 2007), collectively affirming that the deliberate, integrated, and capability-aligned implementation of strategic orientation dimensions constitutes a primary and empirically validated driver of competitive business outcomes in the Nigerian mobile telecommunications environment.

Conclusion and Recommendations

This study concluded that strategic orientation operationalised through customer orientation, technology orientation, competitive orientation, and market orientation constitutes a statistically significant, practically consequential, and multi-dimensional determinant of business outcomes among Mobile Telephone Networks (MTN) in Lagos State, Nigeria, affirming that the integrated and capability-aligned implementation of all four strategic orientation dimensions collectively drives superior customer patronage, customer retention, competitive advantage, and market share performance in one of Sub-Saharan Africa's most volatile and structurally demanding telecommunications environments. On the basis of these findings, MTN management is strongly recommended to develop a comprehensive, organisation-wide strategic orientation framework that integrates market intelligence generation, dissemination, and responsiveness into all operational decision-making levels prioritising customer insight systems, competitive intelligence infrastructure, technology adoption accelerators, and market-responsive strategy formulation processes that convert strategic orientations into measurable and sustained business outcome improvements.

Conceptually, the study advances a novel integrated framework linking all four strategic orientation dimensions to four distinct business outcome dimensions within a single, empirically validated analytical model a contribution that meaningfully extends the strategic orientation literature beyond its predominantly single-dimension and developed-economy focus into the Nigerian mobile telecommunications context. Theoretically, the study simultaneously extends and validates both Resource-Based Theory and Configuration Theory within the specific institutional context of Nigeria's telecommunications industry, demonstrating that strategic orientation dimensions function as VRIN-compliant intangible capabilities whose performance potential is maximised through alignment with complementary internal organisational capabilities. Empirically, the study provides the first dimensionally disaggregated, statistically validated evidence of all four strategic orientation dimensions' effects on all four business outcome dimensions within MTN's Lagos State operations a contextual and analytical specificity absent from the prior published strategic management literature. Future research should examine the joint moderating effect of digital transformation capabilities including artificial intelligence, big data analytics, and cloud-based platforms on the strategic orientation business outcomes relationship in African telecommunications markets.

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