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**ADDIS ABABA UNIVERSITY**

**COLLEGE OF BUSINESS AND ECONOMICS**

**DEPARTMENT OF BUSINESS ADMINISTRATION (MANAGEMENT)**

The Effect Strategic Orientation on Creative Performance: The moderating effect of innovation culture: Evidence from the Ethiopian Telecommunications Sector.

**BY**

**BETELHEM TESFAYE**

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The Effect Strategic Orientation on Creative Performance: The moderating effect of innovation culture: Evidence from the Ethiopian Telecommunications Sector.

**Advisor: Lakew Alemu (PhD)**

**October, 2024**

**ADDIS ABABA, ETHIOPIA**

## Approval Statement

This dissertation, titled " The Effect Strategic Orientation on Creative Performance: The moderating effect of innovation culture: Evidence from the Ethiopian Telecommunications Sector," has been submitted to the Addis Ababa University, School of Graduate Studies for evaluation under my supervision as a university advisor.

### APPROVED BY BOARD OF EXAMINERS

X



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Lakew Alemu (PhD)  
Advisor

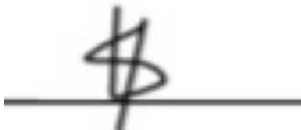
X



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Baymot Tadesse (PHD)  
External exa

X



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Demeke Chimdesa (PHD)  
Internal examiner

## Declaration

I, Betelhem Tesfaye, hereby assert that the research titled " The Effect Strategic Orientation on Creative Performance: The moderating effect of innovation culture: Evidence from the Ethiopian Telecommunications Sector," reflects my own dedicated efforts and investigation. I confirm that all sources referenced in this study have been duly acknowledged. This work is a product of my independent research, aside from the guidance and suggestions provided by my Research Advisor. Additionally, I affirm that this study has not been previously submitted for any degree at this university or any other institution. It is submitted in partial fulfillment of the requirements for the Master's in MBA program.

By: Betelhem Tesfaye

Signature: \_\_\_\_\_



Date: 15 October 2024

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## ***Abstract***

*This study aimed to examine the impact of strategic orientations—market, entrepreneurial, technological, and learning—on creative performance within organizations, while also assessing the moderating role of innovation culture. The research addresses a significant gap in understanding how these orientations contribute to organizational success, particularly in a rapidly evolving business environment. Employing a quantitative research design, the study utilized a cross-sectional approach, gathering primary data through questionnaires administered to 228 employees and managers directly involved in strategic decision-making. A purposive sampling technique was employed to ensure the selection of relevant participants, and data were analyzed using SPSS version 26, incorporating multiple regression analyses to evaluate the relationships between variables. The findings reveal a strong positive relationship between SO and creative performance, with dimensions such as learning, entrepreneurial, technological, and market orientation significantly influencing creative outcomes. The moderation analysis indicated that innovation culture does not significantly alter this relationship, suggesting that while it plays a role, the foundational impact of SO remains paramount. The study concludes that fostering a robust strategic orientation is vital for enhancing creative performance in firms. It is recommended that organizations prioritize the development of their strategic orientations, particularly focusing on the dimensions identified, to cultivate a culture of creativity and innovation. This research is significant as it not only deepens the understanding of the role of SO in driving creative performance but also emphasizes the need for a strategic framework that can support sustainable innovation without relying solely on external moderating factors like innovation culture. The findings contribute to the literature on strategic management and creativity, providing valuable insights for practitioners in the telecommunications industry and beyond.*

***Keywords: Strategic Orientation, Creative Performance, Telecommunications, Innovation Culture, Organizational Strategy.***

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## Acronyms

MO – Market Orientation

TO – Technological Orientation

EO – Entrepreneur Orientation

LO – Learning Orientation

CP – Creative Performance

IC – Innovation Culture

IT – Information Technology

# CHAPTER ONE

## 1. INTRODUCTION

### **1.1 Background of the study**

In the rapidly evolving telecommunications sector, market liberalization and technological advancements are significantly reshaping the competitive landscape. For organizations to thrive, it is crucial to understand how innovation culture, strategic orientation, and creative performance interrelate. The Ethiopian telecommunications industry, with its recent liberalization efforts, historical milestones, and emerging competitors, presents a compelling case for such an analysis. This study aims to explore the intricate relationships between strategic orientation, innovation culture, and creative performance within the Ethiopian telecommunications sector. Despite the lack of prior research in this specific area, understanding these dynamics is crucial for organizations navigating this transitional phase. By leveraging extensive academic research and business insights, this study seeks to unravel the complex interactions influencing organizational strategy and performance in this rapidly changing environment. It aspires to offer valuable concepts and insights that will guide strategic decision-making and foster positive outcomes for telecom companies operating in Ethiopia and beyond.

Ethiopia has a notable history in telecommunications, beginning with the establishment of its telephone system in 1886 during the reign of Menelik II. The initial connection between Addis Ababa and Harar through telephone and telegraph services laid the foundation for a growing network that now links many of the country's major cities. The formal recognition of Ethio Telecom on November 29, 2010, highlighted telecom services as a critical component of national development (Source: Ethio Telecom website).

Ethiopian Telecom employs a rolling strategy model that integrates intentional and emergent approaches to strategy formulation, adapting to changing conditions. This dynamic model reflects the sector's evolving nature and ongoing market reforms, analyzing and reevaluating industry trends, international best practices, and regulatory frameworks to ensure competitiveness and sustainable growth. The model incorporates stakeholder interests, historical performance, organizational resources, and external factors such as opportunities, threats, and the future competitive landscape (Source: Ethiopian Telecom website).

In 2022, Ethiopia adopted the "Digital Transformation Strategy 2025," which addresses an

integrated approach toward leveraging technology in ensuring good governance, economic growth, and improvement in the living standard as a whole. Development of infrastructure, expansion of connectivity, digital innovation, e-government services, digital skills, cyber security, and inclusive digital transformation are some of the broad areas.

A pivotal moment in Ethiopia's telecom history occurred in June 2023 with the opening of bidding for a second international telecom license. This move aimed to break the long-standing monopoly and foster competition and innovation. The previous monopoly ended in May 2021 when Kenya's Safaricom, through a successful consortium bid, obtained the telecom license. Safaricom, renowned for its success in Kenya, brought significant resources and cutting-edge technology to Ethiopia, partnering with British International Investment, Vodafone Group, Vodacom Group, and Sumitomo Corporation (Paula Gilbert, 2023).

The consortium's launch of a national network in October 2022, covering Addis Ababa and ten other cities, marked a new era in Ethiopian telecommunications by expanding coverage and introducing competition. Safaricom Ethiopia added 4.5 million new users in the first nine months, riding on high demand for telecom services that is most likely to ensure market expansion. Secondly, the launching of M-Pesa-an Safaricom mobile financial services platform-in August 2023 might revolutionize empowering people and businesses through better financial inclusion, (Paula Gilbert, 2023). These developments signify a substantial shift marked by liberalization, competition, and innovation.

Organizations historically face a tension between the need for change and the forces of stability. Strategic management, in particular strategic orientation, would be foundational in today's fast and complex changing environment to the success and survival of any organization, (National Academies of Sciences, Engineering, and Medicine, 1997; Jones & George, 2020). This approach involves disseminating strategic thinking across the organization, which significantly impacts firm performance (Acar, 2017). Investigating various strategic orientations, such as market, technology, entrepreneurial, and learning orientations, is essential for understanding their impact on organizational effectiveness (Hakala, 2011; Ifeoma, 2020).

Creative performance is vital for success in the service and telecommunications sectors. It involves creating novel ideas and behaviors and can be assessed through various methods, including personality assessments and divergent thinking tests (Rodrigues, 2018; Hocevar, 1981; Wang, 2004). Innovation culture is the commitment of the organization towards fostering and

promoting innovation. Innovation culture is seen to drive organizational success in keyways, (Arikan, 2010; Kalyanai, 2011). Innovation culture impacts both product and process innovation performance, and the roots of its determinants lie in national culture, (DaeSoo, 2016; Zafar, 2019).

Previous studies have highlighted the significance of innovation culture and strategic orientation in the telecom industry. For example, Olatunbosun (2021) found a strong correlation between innovation and strategic orientation, emphasizing the need for advanced technology, customer communication, and staff development. Lomatenkov (2019) and Lartey (2020) further underscored the impact of innovation and market orientation on company performance. Maslennikova (2021) identified tools for fostering an entrepreneurial culture, such as external accelerators and internal venture capital incubators.

Whereas these insights are useful, the extant literature has not considered how innovation culture may moderate the relationship between strategic orientation and creative performance, at least in Ethiopian telecom firms. In this regard, the study investigates how innovation culture influences the various dimensions of strategic orientation-creative performance relationships. The study will, therefore, seek to shed light on these dynamics with a view to assisting in organizational strategies aimed at improving innovation and creative performance in the Ethiopian telecommunication sector. From the analysis undertaken, the findings are expected to yield useful guidelines for telecom companies operating in Ethiopia and elsewhere toward an enhanced understanding of the interplay between strategic orientation, innovation culture, and creative performance.

## **1.2 Statement of the problem**

In the fast-paced telecommunications industry, maintaining competitiveness and achieving sustainable growth demand a continuous stream of innovation and enhanced creative performance. Existing research consistently highlights the critical roles of strategic orientation, innovation culture, and creative performance in organizational success.

For instance, Geranbaha (2017) demonstrated that companies with a distinctive strategic focus tend to achieve higher overall performance. Similarly, Carmona-Osorio, (2017) located that the strategic focus on innovation positively influences the strategies of knowledge management that in turn raises organizational creativity. Such would mean that a strategic focus on innovation may substantially enhance an organization's ability in making use of the knowledge base and

stimulating creativity. Zambaldi (2016) also identified a positive link between creative marketing strategies, effective execution, and business performance, with strategic orientation acting as a moderating factor. This indicates that business outcomes can be substantially improved by integrating a strategic approach that values marketing creativity and effective execution. Moreover, Song & Jing (2017) explored how technology and entrepreneurial approaches directly impact creative performance, underscoring the importance of aligning technological advancements and entrepreneurial initiatives with strategic goals to optimize performance.

Even with these revelations, the ways in which innovation culture influences the interplay between different aspects of strategic orientation and creative performance especially in the context of Ethiopian telecommunications remain unclear. Innovation culture is crucial for sustaining competitive advantage, especially amidst intense international competition and rapidly evolving market conditions (Gandotra, 2010). An innovation culture fosters value creation, customer satisfaction, and respect, cultivating adaptability, creativity, and resilience (Steele, 2004). Characteristics of this culture include innovative goal-setting, democratic communication, flexibility, collaboration, and effective reward systems (Dombowski, 2007; Chandler, 2000). Augusto (2014) highlighted that strategic orientation's success heavily depends on a robust innovation culture, suggesting that innovation acts as a mediator between strategic objectives and actionable outcomes. Similarly, Lee's (2014) findings also identified the dependency among the strategic orientations upon each other and making their effect through innovativeness. The findings of Lee identified that firm innovativeness mediates the relationship between different strategic orientations and business success.

Innovation culture is greatly influenced by corporate culture, which is made up of an organization's beliefs, policies, procedures, and information (Gorton, 2020). Martín-de Castro et al. (2013) define innovation culture as the collective attitudes, beliefs, and practices that support new product development. Empirical studies reveal that variations in corporate culture can significantly influence business performance, with some cultures demonstrating greater impact than others (Pasch, 2018). Additionally, innovation cultures can vary between companies, even within the same industry (Lau, 1996; Pasch, 2018).

As such, Ghasemzadeh et al. (2019) say, companies with a strong innovation culture support the generation of ideas and information sharing-things relevant to creating new ideas. However, how strategic orientation translates into creative performance may be influenced by contextual

factors. A strong innovation culture can enhance the benefits of strategic orientation on creative outcomes, while a poor innovation culture may undermine these efforts. In industries like telecommunications, where market conditions and technical breakthroughs are often changing, companies with strong innovation cultures often modify their strategic orientation to encourage creativity (Gong et al., 2009; Edmondson, 1999). However, in businesses with a bad innovation culture, resistance to change and a fear of failing are typical barriers to innovation (Naranjo-Valencia et al., 2011).

This study is dedicated to examining how innovation culture moderates the relationship between different dimensions of strategic orientation and creative performance within Ethiopian telecommunications firms. Specifically, it aims to explore how innovation culture influences the association between various strategic orientations—such as market, entrepreneurial, learning, and innovation orientations—and creative performance outcomes. By uncovering these complex dynamics, the study seeks to provide actionable insights that can inform organizational strategies, enhance innovation capabilities, and amplify creative performance within the Ethiopian telecommunications sector.

The implications and recommendations that emanate from the findings of this study will go a long way toward contributing to the development of innovation capabilities in Ethiopian and other international telecommunications companies. This would be very instrumental in fostering a culture that allows creativity to flourish and lays the foundation for sustainable growth and success in business. This research study will also contribute to the general pool of knowledge by furthering our understanding of how strategic orientation, innovation culture, and creative performance influence one another in organizational settings.

### **1.3 Research Questions**

1. What is the effect market orientation on creative performance?
2. What is the effect technology orientation on creative performance?
3. What is the effect learning orientation on creative performance?
4. What is the effect entrepreneurial orientation and creative performance?
5. What is the moderating role of innovation culture on the effect strategic orientations on creative performance?

## **1.4 Objective of the study**

### **1.4.1 General Objective**

The study's general objective is to examine the Effect Strategic Orientation on Creative Performance: The moderating effect of innovation culture: Evidence from the Ethiopian Telecommunications Sector.

### **1.4.2 Specific Objective:**

1. To identify the effect market orientation on creative performance.
2. To identify the effect technology orientation on creative performance.
3. To identify the effect learning orientation on creative performance.
4. To identify the effect entrepreneurial orientation on creative performance.
5. To identify the moderating role of innovation culture on the effect strategic orientation on creative performance.

## **1.5 Significance of the Study**

This study on the Ethiopian telecommunications sector will hold significant value. It will explore how an organization's focus on innovation moderates the impact of strategic choices on creative outcomes. This will not only advance our theoretical understanding of how companies cultivate creativity in developing economies, but also provide practical guidance for Ethiopian telecom firms. By understanding how strategic direction interacts with their company culture, these organizations will be able to develop targeted strategies to enhance creative output and achieve a competitive edge. Ultimately, the research will contribute to a broader knowledge of how innovation flourishes within the telecommunications industry, informing future research and benefiting companies across emerging economies.

## **1.6 Scope of the Study**

### **➤ Geographical and Time Scope:**

This study was conducted within the Ethiopian telecommunications sector, specifically focusing on major telecommunications firms such as Ethio Telecom and Safaricom Ethiopia. The research targeted senior management and key decision-makers within these organizations to gather insights on the influence of innovation culture on creative performance. The study was carried out over a defined period, covering the years [insert specific time frame], ensuring that the data collected reflects the most current trends and challenges within the industry.

### ➤ **Theoretical and Methodological Scope:**

The theoretical scope of the study centered on the relationship between strategic orientation dimensions—namely market orientation, entrepreneurial orientation, learning orientation, and technological orientation—and creative performance. The research explored how innovation culture moderates these relationships, contributing to the existing body of knowledge on organizational strategy and innovation in developing economies. Methodologically, the study employed both qualitative and quantitative approaches, utilizing surveys and interviews with relevant stakeholders. Appropriate statistical and analytical techniques were applied to examine the data and uncover significant patterns and relationships between the variables under investigation.

### **1.7 Limitation of the study**

This study has some limitations that should be considered when interpreting the findings. First, the research relied solely on a quantitative approach, which may limit the depth of understanding regarding the complex relationships between strategic orientation, innovation culture, and creative performance. While quantitative data provides valuable insights into the general trends and patterns, it may not capture the nuances and contextual factors that could be revealed through qualitative methods, such as interviews or case studies. Second, the geographical scope of the study was confined to the head offices of major telecommunications firms in Ethiopia, such as Ethio Telecom and Safaricom Ethiopia. This focus on head office locations may not fully represent the perspectives and experiences of employees or stakeholders in regional or branch offices, potentially limiting the generalizability of the findings to the broader telecommunications sector across the country.

### **1.8 Organization of the Paper**

This research was organized into five distinct chapters, beginning with the introduction. The first chapter introduced the study by covering the background, outlining the problem statements, establishing the objectives, explaining the significance, and detailing the scope and limitations of the research. The second chapter focused on an in-depth review of the relevant literature, including theoretical insights, empirical studies, and the development of conceptual frameworks. Chapter three outlined the research methodology used in the study, while chapter four presented, analyzed, and interpreted the collected data. The final chapter, Chapter Five, provided conclusions based on the research findings and offered recommendations from the study's

results.

### **1.9 Operational terms**

1. **Strategic Orientation:** Refers to an organization's long-term approach to achieving competitive advantage through market orientation, entrepreneurial orientation, learning orientation, and technological orientation.
2. **Creative Performance:** The ability of individuals or organizations to generate novel and useful ideas, processes, or products that enhance organizational effectiveness.
3. **Innovation Culture:** The set of shared values, beliefs, and practices within an organization that promotes and supports innovation and creative thinking.
4. **Market Orientation:** A business philosophy where the focus is on meeting customer needs and preferences as a key driver for decision-making.
5. **Entrepreneurial Orientation:** The strategic posture of a firm characterized by innovation, reactivity, and risk-taking behavior in pursuing new opportunities.
6. **Learning Orientation:** An organization's commitment to continuous learning and knowledge acquisition to improve performance and adapt to changes.
7. **Technological Orientation:** A firm's emphasis on the adoption and utilization of new technologies to enhance operations and drive innovation.
8. **Moderating Variable:** In this study, innovation culture serves as a moderating variable, influencing the strength or direction of the relationship between strategic orientation and creative performance.

## **CHAPTER TWO**

### **2. REVIEW OF RELATED LITERATURE**

#### **2.0 Introduction**

This chapter is concerned with literature that relates to strategic orientation, creative performance, and innovation culture which are relevant for understanding the topic. It is covering strategic perspectives, types of strategic orientations, strategic orientation in telecommunications, their relationship with creative performance, innovation culture and its dimensions, and the moderating role of innovation. Theoretical and empirical reviews, along with the conceptual framework of the study, are also presented in this chapter.

#### **2.1 Theoretical Literature Review**

##### **A) Resource-Based View (RBV)**

According to Resource-Based Theory (RBT), a firm must undergo a fundamental reorientation in order to achieve sustained competitive advantage; simple modifications to organizational characteristics are not enough. Porter's framework (1989), which primarily concentrates on external market pressures, is in opposition to this viewpoint. A firm's profitability potential is mostly determined by its internal resources and competencies, as highlighted by Barney's landmark work on strategic resources (1991). This is further highlighted by the Resource-Based View (RBV) theory, which highlights the vital role that internal resources and capabilities play in creating and preserving competitive advantage (Madhani, 2010; Bertram, 2016).

The development of RBT into a comprehensive theory that views a firm's resources as the key to gaining and maintaining competitive advantage has been greatly aided by Barney's contributions (Bertram, 2016). In the field of construction project management, RBV has had a notable influence, especially when it comes to leveraging skills for long-term competitive advantage (Mansour, 2022).

Within the context of Resource-Based Theory, resources are any number of assets, practices, knowledge, and abilities that a company controls in order to maximize efficiency and effectiveness (Barney, 1991). Physical capital resources, human capital resources, and organizational capital resources are the three primary categories into which these resources can be divided (Barney, 1991). The criterion of organizational embeddedness is introduced by the VRIO model, which is an extension of the VRIS model used in RBT. This model emphasizes the

significance of organizational structure in resource use (Barney, 1991; Barney, 2007). This change emphasizes how strategic resource management under the RBT framework is dynamic.

The implications of RBV theory for performance and strategic direction have been studied. The applicability of the RBV theory in comprehending the performance-resource link was confirmed by Adnan (2018). Building on this work, DeSarbo (2007) provided a more nuanced understanding of the universality of RBV theory to a wide range of businesses and sectors.

The RBV avers that a company's inner endowments like the case of its creativeness constitute the fundamental factors for the attainment and maintenance of a competitive advantage. This theory is the basis of the hypothesis which states that innovation culture can strongly develop the link between strategic orientation dimensions (for instance, market orientation, entrepreneurial orientation) and creative performance, as firms that use internal capabilities are in a good position to innovate and perform creatively.

### **B) Dynamic Capabilities Theory**

Dynamic Capabilities Theory, as a key concept in strategic management, has been applied across various fields, including accounting, marketing, and production (Evayani, 2022).

The Dynamic Capabilities Theory was introduced by David J. Teece, Gary Pisano, and Amy Shuen in their influential paper titled "Dynamic Capabilities and Strategic Management" published in the Strategic Management Journal in 1997 (Teece, Pisano, & Shuen, 1997). This theory builds upon the Resource-Based View (RBV) of the firm and focuses on a firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. According to Teece, dynamic capabilities are essential for businesses operating in the creative industries since they promote creative performance, especially in the audiovisual production industry (Naldi, 2014). In addition, organizational structure and level of competition influence how dynamic capabilities influence performance (Wilden, 2013).

This theory emphasizes the necessity of the firm's capability of adapting, integrating, and reconfiguring the internal and external competencies in the environment that is rapidly changing. It is directly in line with the hypothesis that a high innovative culture enhances the relationship between strategic orientation and creative performance by allowing firms to react properly to market changes and technological advancements.

## **B) Contingency Theory**

Contingency Theory, as explained by Rigtering (2017) and Tosi (1984), states that the success of a certain organizational strategy is completely dependent on its agreement with the internal and external factors such as the environment, strategy, and culture of the organization. The theory is relevant in fast-moving and heterogeneous industries, e.g. the Ethiopian telecommunications sector where the companies have to cope with different challenges and find their own way.

The application of Contingency Theory in Ethiopia's telecommunication industry can be interpreted as implying that the companies need to align their strategies with the fast-changing environment they are exposed to. For instance, the firms under strict regulatory constraints may prefer strategies relying on compliance and stability rather than regulatory arbitrage. This makes them the perfect match for dealing with regulatory constraints and maintaining operational continuity. On the other hand, companies working in a highly contested marketplace may be more likely to gain from a proactive, innovation-centered strategic orientation. That way, they can stay flexible, utilize new opportunities, and stand out from the competition.

A thought-provoking example of contingency theory is the strategy performance that always is the function of how it fits into a unique situation, rather than it being a universally applicable one. This is especially critical in the ever-changing Ethiopian telecommunications market, where, depending on the case, the existence or non-existence of a vibrant innovation culture can be a determining factor in the relationship between strategic orientation and creative performance. Firms that have a robust innovative culture are likely to find that their strategic orientations are more effective at steering creative performance and getting the competitive advantage. On the other hand, in a constantly changing field, companies which have a low innovation culture may not be able to fully implement the strategy.

In conclusion, contingency theory provides a very potent tool that we can use to understand why certain strategies are more successful in particular contexts. It underscores the importance of strategizing fit by presenting the view that innovation culture in an organization can significantly determine the level of creative performance in the strategic orientation-creative performance relationship in the telecom sector in Ethiopia. The Ethiopian telecom enterprises can increase their efficiency and gain deeper understanding of the complexities of their operation environment in two ways by aligning strategy with the internal and external factors.

## **2.2. Concept of Strategic Orientation**

Strategic orientation has become a critical factor in shaping the competitive landscape across various industries, and the telecommunications sector is no exception.

In a competitive market, an organization's strategic orientation indicates its long-term focus and direction toward accomplishing its goals and objectives, according to Day and Nedungadi (1994). According to Adeniyi (2014) and Dobni & Luffman (2000), strategic orientation is also described as the guiding concepts that affect an organization's decision-making and resource allocation processes. In industries as dynamic and rapidly changing as telecommunications, these guiding principles are especially important for helping firms manage the intricacies of their surroundings. Market, technological, entrepreneurial, and learning orientations are only a few of the important facets that make up strategic orientation. Via the distinct lenses that each of these dimensions offers, businesses may match their plans to internal capabilities, market demands, and technology breakthroughs.

Strategic orientation, a key area of study in strategic management literature, has been heavily influenced by the work of Miles and Snow (1978), who categorized firms into four strategic types: prospectors, defenders, analyzers, and reactors. Prospectors are characterized by their innovative approach and growth-focused strategies. They continuously explore new markets and opportunities, thriving in dynamic environments where flexibility and innovation are crucial for maintaining a competitive advantage. Defenders prioritize stability and efficiency. They focus on securing their current market positions and are more prevalent in stable environments where the emphasis lies on controlling costs and making incremental improvements. Analyzers attempt to balance between maintaining existing operations and exploring new opportunities, thereby navigating both stability and innovation with caution. Unlike other strategies, reactors don't have a clear, consistent approach and often just react to changes in their environment without a solid plan, which usually results in weaker performance.

Since Miles and Snow introduced their framework, researchers have delved into other elements that shape a company's strategy, like its culture, leadership, and the surrounding environment. For instance, a workplace that encourages innovation, taking risks, and continuous learning is more likely to follow a prospector approach, helping the company seize new opportunities. Leadership style also plays a crucial role, as visionary and adaptive leaders are better equipped to guide their organizations toward a strategic orientation that matches the external environment.

Additionally, the external environment, including market volatility, technological advancements, and regulatory changes, heavily influences the effectiveness of a chosen strategic orientation. Companies in rapidly changing environments might benefit from entrepreneurial or technology-driven strategies, while those in stable markets might find a market or defender strategy more suitable.

Studies also emphasize how a company's strategic choices affect its overall success. Research indicates that aligning a company's strategic orientation with its external environment, a concept known as "strategic fit," can lead to superior performance outcomes. This alignment is particularly vital in industries like telecommunications, where constant technological advancements and competitive pressures require firms to remain agile; a company's success is heavily dependent on its culture, driven by its leaders and the external environment in which it operates in all of which impacts its competitive advantage. With the telecom industry changing so rapidly, businesses need to make sure their strategy fits both their internal strengths and the external market to keep growing and performing well over time. The integration of dynamic capabilities further enhances this strategic alignment, enabling firms to stay agile and responsive in an increasingly complex and competitive industry landscape.

## **2.3 Dimensions of Strategic Orientation**

The dimensions of strategic orientation—market technological, entrepreneurial, and learning orientation—have a big impact on corporate performance and competitive advantage. Each dimension adds its own value to how companies navigate their environments and succeed.

### **2.3.1 Market Orientation**

Understanding and meeting the wants of the consumer is the focus of market orientation, which improves marketing abilities and, consequently, business performance. According to Liu et al. (2021), an organizations performance is impacted by market orientation, but this effect is greatly boosted when marketing capacity acts as a mediating factor. According to Gotteland et al. (2020), maintaining a firm's market position is facilitated by a proactive market orientation, which also has a favorable impact on sales and growth.

Kanagal (2017) suggests that market orientation can give firms an edge over competitors by allowing them to craft strategies that adapt to shifting market conditions and customer likes.

### **2.3.2 Technological Orientation**

Technological orientation has a connection to innovation and new technology adoption, which can boost a company's market performance. Gotteland et al. (2020) pointed out that this orientation has a positive link to proactive market strategies strengthening its role in gaining a competitive edge (Gotteland et al. 2020).

### **2.3.3 Entrepreneurial Orientation**

A spirit of entrepreneurship fosters creativity and risk-taking, two qualities that are essential to a company's success. According to Markin et al. (2022), there may be better results in organizations if high achieving employees are matched with entrepreneurial character. Additionally, Sa'id (2022) found that SMEs' worldwide performance is significantly impacted by their entrepreneurial approach (Sa'id 2022).

### **2.3.4 Learning Orientation**

Adjusting and innovating through learning orientation enables organizations to leverage insights from benchmarking and other enterprises. According to Ngatno and Listyorini (2023), learning orientation is a mindset that places a high priority on learning in all organizational operations, which has an impact on overall performance and adaptability.

Strong learning orientations in organizations lead to better customer retention and service delivery, both of which are critical for remaining competitive in ever-changing markets (Magut & PhD 2022). Strong learning orientations in organizations lead to better customer retention and service delivery, both of which are critical for remaining competitive in ever-changing markets (Magut & PhD 2022).

A study that was done by Mukhtar et al. (2024) assert that SMEs' marketing techniques must be improved by embracing modern technologies and innovations. They contend that improving overall marketing efficacy is greatly aided by this combination.

## **2.4 Creative Performance**

Creative performance, a key aspect of organizational innovation, is a multifaceted construct that has garnered significant attention in literature. One prominent theoretical framework for understanding creative performance is the Componential Theory of Creativity, which posits that creativity emerges from the interaction of individual, domain, and field factors (Amabile, 1983). According to this theory, individual factors such as domain-relevant skills, intrinsic motivation,

and creative thinking styles play a crucial role in facilitating creative performance. Additionally, domain-specific knowledge and expertise, as well as the socio-cultural context within which individuals operate, influence the generation and recognition of creative ideas within organizations (Amabile, 1996).

Moreover, social exchange theories offer valuable insights into the role of interpersonal dynamics and organizational culture in fostering creative performance. Social exchange perspectives emphasize the importance of trust, collaboration, and supportive work environments in promoting knowledge sharing, risk-taking, and experimentation among employees (Cropanzano & Mitchell, 2005). Within such contexts, employees feel empowered to express their creative ideas without fear of criticism or rejection, leading to higher levels of creative performance (George & Zhou, 2001).

## **2.5 Control Variables**

To account for potential confounding effects, organization size and company age will be included as control variables in this study.

- A. **Organization Size** can influence various organizational outcomes, such as performance, innovation capacity, and strategic decision-making processes. Larger companies often possess greater resources, access to advanced technologies, and more established operational procedures. These factors can skew the results if not controlled, potentially masking the true effects of strategic orientation or other independent variables on creative performance.
- B. **Company Age** plays a significant role in shaping organizational behavior. Older companies may benefit from accumulated experience, well-developed corporate cultures, and stable customer bases, all of which can affect their ability to innovate, adapt, or grow. By controlling for company age, this study ensures that any observed relationships between the independent and dependent variables are not unduly influenced by the organization's longevity in the market.

Including these control variables will help to isolate the specific effects of the key variables under investigation, providing a clearer understanding of the dynamics at play.

## 2.6 Empirical Review

Several studies have explored the relationship between strategic orientation, innovation, and performance across diverse organizational settings. Song and Jing (2017) examined how entrepreneurial, technological, and market orientations affect the performance of new businesses. Analyzing a sample of 199 startups, they found that performance was significantly enhanced by the interaction between entrepreneurial and technological orientations. This finding emphasizes the need to combine different strategic orientations to boost performance in new ventures. However, their focus on newly established firms leaves a gap in understanding how these orientations affect performance in established firms, particularly in developing markets such as Ethiopia.

In a similar vein, Lee and Choi (2013) examined a number of Korean IT firms and discovered that taking chances and remaining open to new concepts greatly aided in their ability to produce innovative work. But focusing too much on technology or market trends didn't seem to make much difference. This shows that different companies need different strategies to succeed. Sometimes, being creative is more important than knowing all the latest tech or understanding your customers.

Businesses that prioritized customer satisfaction, kept an eye on market developments, and promoted cross-departmental cooperation had a better chance of succeeding, according to Han et al. (1998). They maintained that the relationship between market orientation and performance is largely dependent on organizational inventiveness. Businesses that prioritize their customers and embrace innovation can attain noteworthy enhancements in performance through the introduction of novel goods, optimization of workflows, and implementation of creative approaches. This highlights the strategic significance of innovation.

Hult and Abrahamson (1998) further explored the intersection of market orientation and innovation, finding a positive relationship between organizational learning, adaptation, and participative decision-making. These factors contribute to a firm's capacity for innovation, positioning learning and participative practices as enablers of innovative performance.

In the Ethiopian context, Arega and Elifneh (2024) investigated the effect of strategic management practices on organizational performance at Ethio Telecom, the leading telecommunications provider in Ethiopia. Their explanatory research design, based on responses from 206 employees, found that strategic evaluation was the most significant predictor of

performance, followed by strategic formulation. Strategic implementation, though moderately related, had a lesser impact. These findings emphasize the role of strategic management in driving organizational performance in Ethiopia's telecommunications sector.

In the Jordanian telecommunications industry, Obeidat (2016) found that strategic orientation significantly influences innovation, although it does not directly impact performance. Innovation played a big role in connecting how companies think about strategy and how they do. This helped to explain why some companies outperformed others. Nganga (2017) similarly highlighted the moderating role of innovation in the relationship between strategic orientation and performance in Kenya's telecommunications sector. Firms with strong innovation cultures and entrepreneurial orientations demonstrated higher creative performance and market responsiveness, leading to improved organizational outcomes.

Information sharing is critical to promoting innovation, especially in companies with robust innovation cultures, as noted by Ghasemzadeh et al. (2019). Their research suggested that innovation-oriented companies create work environments that empower employees to experiment, thereby enhancing the positive impact of strategic orientations on performance.

Studies on innovation culture have shown time and time again how important it is for nurturing creativity. For instance, Gong et al. (2009) and Edmondson (1999) discovered that companies with strong innovation cultures promote experimentation and measured risk-taking, leading to an increase in the production of creative work. In contrast, poor innovation cultures often hinder creativity due to resistance to change and fear of failure.

Pesout and Nietfeld's (2021) study investigated the accuracy of self-assessment in creative performance. According to their research, female students outperformed male students in terms of originality and fluency, and they also displayed less overconfidence, even if students often overstated their creative ability. The best predictor of creative performance was shown to be openness to experience, highlighting the importance of character attributes in nurturing creativity.

In the telecommunications sector, creativity plays a vital role in improving organizational performance and adaptability. Al-Shaeer and Kanghong (2024) studied the Yemeni Telecommunications Corporation, finding that innovative, supportive, and bureaucratic organizational cultures positively influenced administrative creativity, which in turn boosted task performance and reduced counterproductive behaviors.

Najm and Ali (2024) identified key organizational readiness dimensions—culture, climate, and capability—that influence innovation. While climate and capacity positively affected process innovation, organizational culture had no significant impact on innovation types, suggesting that cultural resistance can hinder innovation in competitive sectors like telecommunications.

Knowledge-sharing processes are another crucial driver of innovation in the telecommunications industry. Al-Shammari and Almulla (2024) found that enjoyment in helping others and top management support significantly facilitated knowledge-sharing, which in turn enhanced firm innovation capabilities in Bahrain. However, resistance to change remained a challenge, reinforcing the importance of an organization's corporate culture in fostering knowledge-sharing. Knowledge production and sharing, two knowledge management procedures that foster creative performance, are what Lee and Choi (2003) highlighted as the connection between knowledge management and organizational creativity. Firms with a strong focus on knowledge creation saw improvements in creativity and overall performance, emphasizing the importance of aligning knowledge management with innovation goals to gain a competitive advantage.

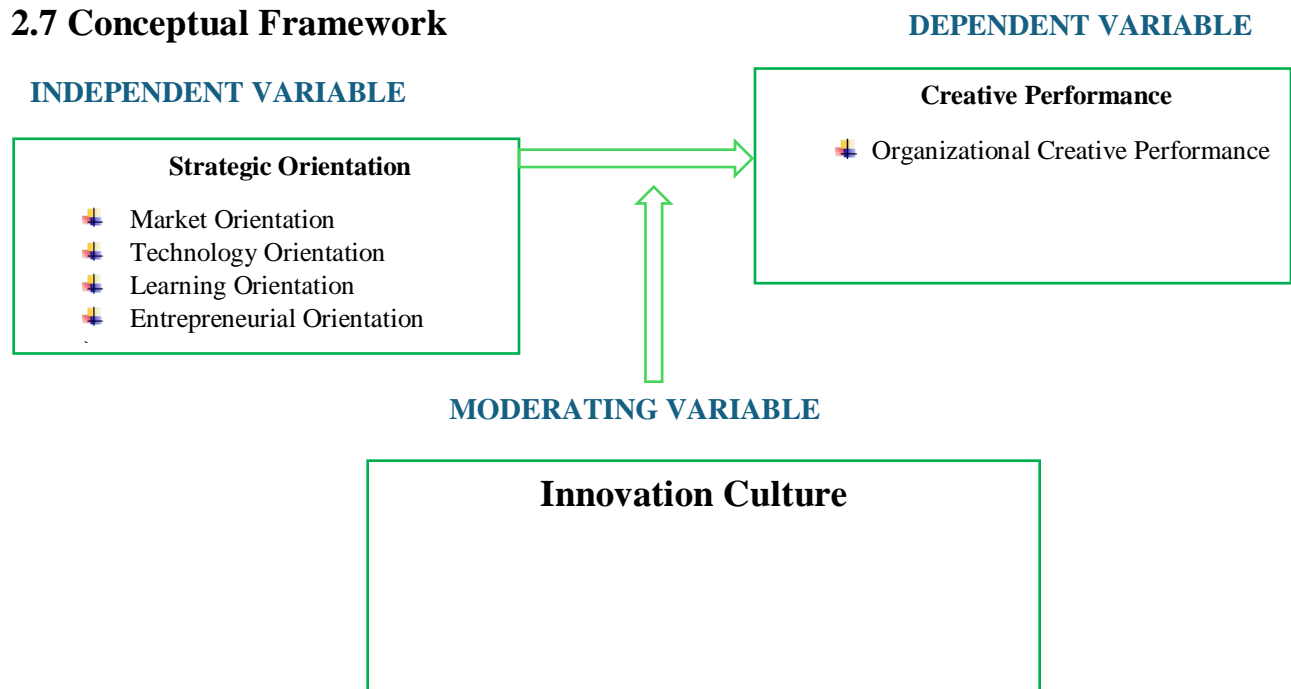
Park, Lee, and Kim (2016) explored how innovation culture in the public sector influences performance. They found that innovative culture fosters a dynamic environment conducive to creative solutions, though its interaction with participative management can introduce complexities that weaken perceived performance benefits.

Finally, LO is critical in fostering organizational learning and innovation. Sinkula, Baker, and Noordewier (1997) emphasized that commitment to learning, open-mindedness, and shared vision help organizations process market information and adapt to environmental changes, thereby enhancing innovation and competitive advantage. Similarly, Zhou and Li (2010) also showed how market orientation helps businesses build dynamic capabilities, which are essential for adjusting to changes in fast changing marketplaces. Lumpkin and Dess (2001) examined entrepreneurial orientation (EO), showing that proactiveness and competitive aggressiveness influence firm performance differently depending on environmental conditions.

Despite the extensive research on strategic orientation and innovation culture, several gaps remain that my study aims to address. Although studies such as those by Nganga (2017) and Al-Shaer & Kanghong (2024) have investigated various facets of innovation culture, there is a notable absence of research focusing on innovation culture as a moderator in the relationship between strategic orientation and creative performance, particularly within the

telecommunications sector. Furthermore, the dearth of industry-specific studies on Ethiopian telecom companies emphasizes the necessity for understanding how strategic orientations impact performance in this setting. Furthermore, while previous research frequently examines strategic orientations separately, little is known about how several strategic orientations—such as technological, market, and entrepreneurial orientations—interacts and how this affects creative performance. By addressing these gaps, my research will offer a comprehensive view of how innovation culture moderates the relationship between strategic orientation and creative performance, providing valuable insights into the Ethiopian telecommunications sector.

## 2.7 Conceptual Framework



**Figure 3. 1 Conceptual Framework**

Source: Conceptual framework adapted from Dess et al. (2007) and Hair et al. (1998). With some modification for this study

## 2.8 Hypotheses of the study

### *Market Orientation and Creative Performance*

Creative performance inside businesses is greatly influenced by market orientation, which is defined by an in-depth knowledge of client demands and preferences. The resource-based view (RBV) of the company holds that market orientation is an important asset for increasing creative pursuits. The RBV stresses using internal resources and capabilities for competitive advantage

(Barney, 1991). Businesses may efficiently identify new trends, customer preferences, and unmet needs by carefully collecting and assessing market intelligence. This information may then be used to inform innovative efforts. This customer-focused strategy increases the relevance and appeal of creative outputs by ensuring that they are in line with market demands and encouraging innovation (Slater & Narver, 1995). Furthermore, according to (Kohli & Jaworski, 1990), market orientation fosters an environment of responsiveness and adaptability that makes it possible for creative teams to quickly adjust to shifting consumer demands and market conditions.

As a result, businesses that place a high priority on market orientation are better positioned to thrive in continuously changing markets, guaranteeing long-term prosperity and enduring competitive advantages via improved innovation. These companies skillfully adapt their creative projects to appeal to their target audience by having a thorough awareness of consumer expectations, tastes, and market trends. This customer-focused strategy promotes innovation, keeps things important, and makes innovative items look even better. Such businesses also preserve their adaptability by taking advantage of expansion opportunities, being at the forefront of their respective industries, and consistently adjusting to changing market conditions. Businesses can improve their creative outputs and ensure higher competitiveness by actively engaging with market changes, consumer feedback, and competitor strategies. By embracing a culture that values ongoing learning and change, companies with a focus on the market combine market intelligence into their creative processes, improving their creative output and ensuring their continued existence in a changing business environment. Based on this, this study hypothesizes that.

*H1: Market orientation positively influences creative performance.*

### ***Technology Orientation and Creative Performance***

Enhancing creative performance in businesses can be greatly assisted by technology orientation, or the willingness to adopt and use new technologies. Technology orientation enables the integration of cutting-edge tools and platforms into the creative process by drawing on the absorptive capacity theory (Cohen & Levinthal, 1990), which suggests that firms that possess the capacity to obtain, assimilate, and utilize external knowledge possess a competitive advantage. Damanpour and Aravind (2012) state that technology orientation also cultivates an environment that encourages experimentation and ongoing learning, enabling staff members to stay up to date on technical advancements and use them to drive creative thinking. According to Liu et al.

(2022), there is a positive expectation that continual incorporation of technology into daily life will promote creativity.

Thus, in an increasing digital economy, companies that adopt a technology-oriented attitude are better positioned for rapid innovation, improve creative performance, and stand out. Through digital tools that speed up processes, collaborative platforms that facilitate real-time teamwork, data analytics that inform decision-making, and access to developing technologies that foster creative expression, technology enables companies to improve creative performance. Organizations can position themselves for success in today's competitive and dynamic landscape by utilizing these breakthroughs in technology to generate innovation, cross-disciplinary collaboration, and a creative culture. Based on this, this study hypothesizes that;

*H2: Technology orientation positively influences creative performance.*

### ***Learning Orientation and Creative Performance***

A commitment to gaining new information and abilities is the hallmark of a learning orientation, which is critical in promoting innovative performance in businesses. Based on the idea that companies may enhance their performance by gaining and disseminating information, as proposed by Argote and Miron-Spektor (2011), learning orientation fosters an atmosphere that is favorable to trial and error, reflection, and creativity. Organizations can foster creativity and open up new channels for artistic expression by empowering staff members to investigate various viewpoints, question assumptions, and learn from both successes and mistakes (Crossan & Apaydin, 2010). Additionally, learning orientation promotes collaboration and the cross-pollination of creativity by facilitating the sharing of best practices and the exchange of ideas all through teams (Edmondson & Roloff, 2009).

Thus, Organizations that place a high priority on learning orientation are therefore better positioned to develop a culture of continual development and adaptation in response to changing market needs, which will enhance their creative performance. These companies foster a dynamic workplace that promotes creativity by encouraging staff members to experiment with fresh concepts, embrace lifelong learning, and explore new ideas. Teams that are dedicated to lifelong learning are better equipped to anticipate consumer needs, keep ahead of industry trends, and provide creative solutions that propel business success in a constantly shifting environment. Based on this, this study hypothesizes that.

*H3: Learning Orientation positively influences creative performance.*

### ***Entrepreneur Orientation and Creative Performance***

The creative performance of businesses is significantly impacted by entrepreneur orientation, which is defined by a proactive and risk-taking mindset. Based on the principle of entrepreneurial orientation (Lumpkin & Dess, 1996), which highlights the strategic actions that propel innovative businesses to flourish, entrepreneur orientation promotes an innovative and creative culture. Organizations can encourage a sense of ownership as well as independence in their workforce by encouraging them to think creatively and boldly, which will motivate people to pursue new ideas and unexpected solutions (Kuratko, 2020). According to Huyghe et al. (2016), entrepreneur orientation also cultivates a tolerance for uncertainty and failure, which creates an environment that is conducive to creativity and creative exploration.

Thus, by implementing revolutionary changes and establishing an advantage in fast-paced, uncertain circumstances, organizations that embrace an entrepreneurial viewpoint are better positioned to improve their creative performance. By cultivating an environment that rewards creativity, adventurous, and adaptability, these companies enable staff members to take chances, try out fresh concepts, and grasp chances for expansion and uniqueness. This entrepreneurial mindset fosters constant innovation and adaptation, which helps businesses thrive in the face of uncertainty and change and ultimately drives their success in the quickly changing business environment of today. Based on this, this study hypothesizes that;

*H4: Entrepreneur Orientation positively influences creative performance.*

### ***Innovation Culture and Market Orientation***

In dynamic markets, how well an organization performs relies on both its innovation culture and strategic orientation. Innovation culture fuels creativity and experimentation, while strategic orientation focuses on understanding and meeting consumer needs. According to Barney's (1991) resource-based view, companies with effective innovation cultures leverage their internal resources to stay responsive to the market. Recent research by Zhang et al. (2020) underscores the importance of blending innovation culture with strategic orientation to gain a competitive edge. Moreover, varying levels and types of innovation may be necessary depending on market conditions, requiring adaptive strategies (Danneels, 2002).

Strategic orientation ensures alignment with customer preferences and market trends, while innovation culture fosters creativity and experimentation. However, the effectiveness of innovation efforts may vary depending on the degree and type of innovation required to meet

specific market demands. Disruptive innovation, as described by Nunez (2019), involves significant, game-changing shifts that often originate from the bottom of the market and disrupt established competitors. On the other hand, incremental innovation, or improvement, is more common and focuses on meeting particular customer preferences (Nunez, 2019).

Therefore, the researcher argues that by promoting a customer-centric approach, responsiveness to market dynamics, and innovation in product or service offerings, strong innovation cultures are likely to positively influence strategic orientation. Conversely, a weak innovation culture could hinder market orientation, leading to reduced competitiveness, lack of responsiveness to customer needs, and missed innovation opportunities.

A strong innovation culture enhances the positive impact of strategic orientation on creative performance. Companies' adept at understanding customer needs (high market orientation) and fostering creativity (strong innovation culture) experience greater improvements in creative performance compared to those lacking in either aspect (Conrad, 1999). Conversely, a weak innovation culture may diminish the positive effects of strategic orientation. Even with a deep understanding of customer needs, a lack of creativity and experimentation may impede the ability to innovate effectively. Anning-Dorson (2017) and Yuan (2019) further suggest that a weak innovation culture can hinder the translation of customer insights into innovative outputs and those strong ties with competitors may weaken a firm's market orientation practices, ultimately leading to a decline in innovative performance.

In essence, a strong innovation culture serves as a catalyst, unlocking the full potential of market orientation and driving superior creative performance.

*H5: Innovation Culture positively influences the relationship between strategic orientation and creative performance.*

## **CHAPTER THREE**

### **3. RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter outlines the research methodology employed in the study, providing a detailed description of the approaches, techniques, and procedures used to collect and analyze data. The methodology serves as the foundation for addressing the research questions and achieving the set objectives. It includes the research design, population and sampling techniques, data sources, instruments used for data collection, and the methods for data analysis. Additionally, the chapter discusses the reliability and validity of the research instruments, as well as ethical considerations to ensure the integrity of the research process. The aim is to ensure that the methodology is robust, appropriate, and aligned with the study's objectives.

#### **3.1 Study siting area**

The study focuses on the Ethiopian telecommunications sector, which has undergone significant transformation since its inception. Telecom services were first introduced in Ethiopia by Emperor Menelik II in 1894, beginning with the installation of a telephone line between Harar and Addis Ababa. This initial step laid the groundwork for a nationwide inter-urban network that connected key centers through landlines, facilitating long-distance communication. The market experienced a major shift with the licensing of Safaricom Telecommunications Ethiopia (STE) on July 9, 2021, aimed at liberalizing the telecom industry and introducing competition to the previously state-monopolized market led by Ethio Telecom. Despite facing challenges related to socio-economic conditions and security, STE planned to invest \$8 billion over the next decade, highlighting its commitment to enhancing telecom services in the country. Furthermore, the establishment of a Tier III data center in February 2022, with an investment of \$100 million, underscores STE's efforts to bolster its network infrastructure. The collaboration between STE and Ethio Telecom, allowing access to essential network elements, further illustrates the evolving dynamics of the telecommunications landscape in Ethiopia, making it a pertinent area of study for understanding the impact of strategic orientation and innovation culture on creative performance in this emerging market.

## **3.2 Research Design**

A research design, as defined by Kothari (2004), is the framework within which an investigation is carried out; it lays out the steps to be taken in gathering, analyzing, and reporting findings. A research design is essentially the overall strategy that a researcher chooses to combine different study components in a coherent and logical way, guaranteeing that the research problem and questions are effectively addressed. It acts as the conceptual foundation for carrying out the research. In order to conduct this study, the researcher combined descriptive and explanatory research methods. To investigate and comprehend the link between the independent and dependent variables, the study employed an explanatory research design, collecting primary data based on the ideas presented in the research question. The causes of conflicts and the efficiency of conflict resolution were also better understood and explained by this method.

## **3.3 Research Approach**

This study employs a quantitative research approach, which is characterized by the systematic collection and analysis of numerical data to test hypotheses and examine relationships between variables. A quantitative approach is particularly suitable for this research as it allows for the objective measurement of the moderating effect of innovation culture on the relationship between strategic orientation dimensions and creative performance in the Ethiopian telecommunications sector. Quantitative research is beneficial for identifying patterns, generalizing findings, and establishing statistical relationships (Creswell, 2014). By utilizing structured questionnaires, the study will gather data from a large sample of relevant stakeholders, enabling robust statistical analysis that can provide insights into the interactions between the variables of interest. This approach enhances the reliability of the findings and supports the ability to make informed conclusions based on the data collected (Bryman, 2016).

## **3.4 Population sample size and sampling technique**

### **3.4.1 Target population of the study**

The target population for this study encompassed employees and managers who were directly involved in strategic decision-making, innovation initiatives, and performance evaluation within the telecommunications sector in Ethiopia. This included individuals from various levels of management and departments within major firms, such as Ethio Telecom and Safaricom Telecommunications Ethiopia. The focus was on gathering insights from those actively engaged

in shaping the strategic direction of their organizations and implementing innovative practices to enhance creative performance. By targeting this specific group, the study aimed to capture the perspectives and experiences of key stakeholders who influence the operational and strategic landscape of the industry.

**Table 3. 1 Total Population Distribution**

No.	Telecommunications sector	Total population	Percentage
1	Ethio Telecom	65	28.51%
2	Safaricom Ethiopia	163	71.49%
	Total	228	100%

Source: Human Resource department of study area, 2024

### **3.4.2 Sample Size**

To minimize sampling error and ensure comprehensive data collection, the study utilized a census approach, incorporating the entire target population of 228 managers and other senior staffs involved in strategic decision-making, innovation initiatives, and performance evaluation within the Ethiopian telecommunications sector. By including all individuals in the population, the research aimed to achieve a high level of accuracy and reliability in the findings. This approach allowed for a thorough exploration of the relationships between strategic orientation, innovation culture, and creative performance, ensuring that the perspectives of all relevant stakeholders were represented in the analysis.

### **3.5 Type of data source of the study**

#### **3.5.1 Type of data**

The study utilized primary data to achieve a comprehensive understanding of the research topic. Primary data was collected through the administration of structured questionnaires distributed to employees and managers directly involved in strategic decision-making, innovation initiatives, and performance evaluation within the Ethiopian telecommunications sector. This direct engagement allowed for the gathering of firsthand insights and perspectives relevant to the study's objectives. By integrating primary data, the research aimed to enhance its validity and reliability, offering a well-rounded exploration of the relationships between strategic orientation, innovation culture, and creative performance.

### **3.5.2 Data Collection Instrument**

In this study, data was collected through a comprehensive approach utilizing both primary sources. The primary data collection instrument involved administering a structured questionnaire to employees and managers within the Ethiopian telecommunications sector. The questionnaire encompassed Likert-scale questions designed to quantify perceptions and attitudes regarding strategic orientation and innovation practices.

The questionnaire for this study was structured around various dimensions and measurements, starting with strategic orientations. According to Morgan's (2007) entrepreneurial orientation (EO) model, five main dimensions were assessed: proactiveness, innovativeness, risk-taking, competitive aggressiveness, and autonomy. The learning orientation dimension, inspired by Sinkula et al. (1997), evaluated the organization's commitment to continuous learning, knowledge sharing, adaptability, and willingness to unlearn obsolete practices. Market orientation, in line with Narver and Slater (1990), assessed the organization's customer-centric approach through the systematic collection of feedback and monitoring of competitors. Technology orientation, as conceptualized by Gatignon and Xuereb (1997), reflected the organization's commitment to leveraging advanced technologies and innovation. Additionally, innovation culture assessed the influence of innovation culture on the relationship between strategic orientation and creative performance, including tolerance for new ideas and experimentation, promotion of innovation at all levels of the organization, and recognition of the importance of innovation for organizational success. The questionnaire included items to evaluate the creative performance of within the Ethiopian telecommunications sector.

#### **3.5.2.1 Survey Questionnaire**

The survey questionnaire serves as a tool for this study's quantitative data collecting. According to Zikmund (1994), the survey questionnaire approach seeks to identify the origins of any particular action and provides an explanation for a phenomenon. To test the theories developed for workers in the Ethiopian telecommunications industry, which comprises both Safaricom Ethiopia and Ethio Telecom, this study has taken the self-administered survey research approach. This approach is widely used, especially in quantitative research, and is commonly used in business management studies (Hair, Bush, and Ortinau, 2003). As a result, this approach was selected to gather the information needed for the study.

A survey can be carried out in a number of ways, the questionnaire being one that is frequently

employed (Cherrie et al., 2021). Primary data is still essential when collected through structured surveys, even with the growing expenses and time commitments related to collecting it. Consequently, a questionnaire survey was used as the main research method in this study.

A questionnaire-based survey with closed-ended questions was used to gather quantitative data for this research. Both an online form and in-person methods were used to obtain the data. With a five-point Likert scale that went from "strongly disagree" (1) to "strongly agree" (5), the questionnaire was broken up into six key sections.

### **3.6 Data Analysis and technique**

Data analysis for this study was conducted using SPSS version 26, powerful statistical software that facilitated both descriptive and inferential analyses. Descriptive statistics were employed to summarize the data, providing measures such as mean and standard deviation to describe the variability of the variables under investigation. This initial analysis helped in understanding the general characteristics of the respondents and their responses.

For inferential statistics, regression analysis was utilized to examine the relationships between strategic orientation dimensions (market orientation, entrepreneurial orientation, learning orientation, and technological orientation) and creative performance, while also assessing the moderating effect of innovation culture. Correlation analysis was performed to identify the strength and direction of the relationships between the variables.

Additionally, SPSS PROCESS macro, developed by Andrew F. Hayes was employed to conduct modeling of the moderating variable. This allowed for a visual representation of the relationships among the variables, providing insights into how innovation culture influences the interactions between strategic orientation and creative performance. By integrating both descriptive and inferential analyses, the study aimed to deliver a comprehensive understanding of the dynamics within the Ethiopian telecommunications sector.

### **3.7 Reliability and Validity Test**

#### **3.7.1. Reliability Test**

The reliability of the instrument, which indicates the consistency of the variables, was evaluated using Cronbach's alpha statistics. This reliability index reflects the degree of variance explained by the true score of the underlying construct (Nunnally, 1978). Cronbach's alpha is applicable to variables measured by multiple questions. According to Nunnally (1978), a value of 0.5 is acceptable, while a value of 0.7 is considered preferable for ensuring reliability. In this study,

Cronbach's alpha was utilized to assess the consistency of the variables, with results presented in Table 3.2 exceeding the 0.7 threshold, thereby meeting the theoretical standards for reliability.

**Table 3. 2 Reliability Test**

Reliability Statistics	Cronbach's Alpha	No of Items	Internal consistency
Market orientation	0.872	15	Good
Entrepreneurial orientation	0.768	11	Acceptable
Technological Orientation	0.790	5	Acceptable
Learning Orientation	0.836	11	Good
Innovation culture	0.732	5	Acceptable
Creative Performance	0.800	5	Good

Source Survey, 2024

The reliability of the measurement instrument was evaluated using Cronbach's alpha, which assesses the internal consistency of the scales used in the study. As shown in the reliability statistics, the results for each dimension indicated varying levels of reliability. Specifically, market orientation demonstrated a strong internal consistency with a Cronbach's alpha of 0.872, categorizing it as "good." Entrepreneurial orientation and technological orientation both achieved acceptable levels of reliability with values of 0.768 and 0.790, respectively. Learning orientation also exhibited good reliability, scoring 0.836. Innovation culture and creative performance had acceptable reliability levels, with Cronbach's alpha values of 0.732 and 0.800, respectively. These results, exceeding the recommended threshold of 0.7 for good reliability (Nunnally, 1978), affirm the instrument's effectiveness in measuring the constructs accurately. The overall high reliability of the scales used supports the validity of the findings and the conclusions drawn from the study.

### **3.7.2 Validity test**

To ensure the validity of the measurement instrument used in this study, both content and construct validity were assessed. Content validity was established through a thorough review of

the literature and expert opinions, which ensured that the items included in the questionnaire adequately represented the constructs being measured. Feedback from industry experts and academic peers helped refine the items, ensuring their relevance and comprehensiveness.

Construct validity was evaluated through a preliminary test, which involved conducting exploratory factor analysis (EFA). This analysis aimed to identify the underlying structure of the variables and confirm that the items grouped together meaningfully corresponded to their respective constructs. The factor loadings from the EFA were examined to ensure that each item loaded significantly onto its intended factor, with loadings above the recommended threshold of 0.4 (Hair et al., 2010). The results indicated that the items clustered appropriately according to their theoretical dimensions, supporting the construct validity of the measurement tool.

### **3.8 Ethical Considerations**

According to the Economic and Social Research Council (2021), research ethics encompass the moral principles and actions that guide and influence every stage of the research process, from inception to completion, including the dissemination of findings and the management of data for future use. In alignment with these ethical guidelines, this study adhered to fundamental research ethics by ensuring that participation was voluntary. Respondents were informed in advance about the study's objectives, and assurances were given regarding the confidentiality of their responses. This commitment to ethical standards aimed to protect the rights and privacy of participants while fostering trust and transparency throughout the research process.

# CHAPTER FOUR

## 4. Data presentation analysis and interpretation

### 4.1 Introduction

This chapter presents the findings from the study, focusing on the analysis of the data collected from respondents in the Ethiopian telecommunications sector. A total of 228 questionnaires were distributed, with 225 completed responses received, resulting in a response rate of approximately 98.7%. This high response rate underscores the relevance and interest of the participants in the research topic. The chapter begins with a descriptive analysis of the demographic characteristics of the respondents, followed by an examination of the key variables related to strategic orientation, innovation culture, and creative performance. The analysis includes both descriptive and inferential statistics, providing insights into the relationships among these variables. By systematically presenting and analyzing the data, this chapter aims to offer a comprehensive understanding of the dynamics within the telecommunications sector and the implications for enhancing creative performance through strategic initiatives.

### 4.1 Examination of Respondents' Characteristics

The distribution of questionnaires employed non-probability sampling methods to gather responses from participants. The demographic attributes analyzed include gender, age, education level, and work experience. This section of the analysis concentrates on personal information, which is presented clearly and succinctly in the tables below. By examining these demographic factors, the study aims to provide a foundational understanding of the respondent profile, which will serve as a context for interpreting the subsequent data analysis and findings.

**Table 4. 1 Demographic information of respondent**

		<b>Gander</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	81	36.0	36.0	36.0
	Female	144	64.0	64.0	100.0
	Total	225	100.0	100.0	
		<b>Age</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25	10	4.4	4.4	4.4
	25 - 35	14	6.2	6.2	10.7
	35 - 45	62	27.6	27.6	38.2

	Above 45	139	61.8	61.8	100.0
	Total	225	100.0	100.0	
<b>Education</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BSc/BA D	100	44.4	44.4	44.4
	Master	125	55.6	55.6	100.0
	Total	225	100.0	100.0	
<b>How many years of managerial experience do you have?"</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 2	72	32.0	32.0	32.0
	2-10 yea	107	47.6	47.6	79.6
	10-30 ye	46	20.4	20.4	100.0
	Total	225	100.0	100.0	

Source Survey, 2024

The demographic information of the respondents reveals important insights into the sample population. In terms of gender, a total of 225 participants were surveyed, with 81 males (36.0%) and 144 females (64.0%), indicating a predominantly female representation in the study. Age distribution shows that the majority of respondents (61.8%) were above 45 years old, followed by those aged 35-45 (27.6%), while younger age groups, specifically those below 25 and between 25-35 years, comprised only 4.4% and 6.2%, respectively. This suggests that the workforce is largely composed of experienced individuals. Regarding educational background, the respondents were well-educated, with 100 participants holding a BSc/BA (44.4%) and 125 having a Master's degree (55.6%), highlighting a highly educated sample. Additionally, when examining managerial experience, 32.0% of respondents had less than two years of experience, while the majority, 47.6%, had between 2 to 10 years. Those with 10 to 30 years of experience represented 20.4% of the sample. This distribution indicates a mix of relatively new and more seasoned managers, providing a diverse range of perspectives that are likely to enrich the findings of the study. Overall, the demographic profile of the respondents suggests a sample that is both experienced and well-educated, which is crucial for the analysis of strategic orientation and creative performance in the Ethiopian telecommunications sector.

## 4.2 Descriptive data analysis

In this section, the researcher presents the findings from the descriptive analysis, interpreting the results using mean and standard deviation. The objective is to compare respondents' perceptions and levels of agreement across various variables. Data were collected through a five-point Likert scale, with the following designations:

- 1 = Strongly Disagree,
- 2 = Disagree,
- 3 = Neutral,
- 4 = Agree,
- 5 = Strongly Agree.

The mean value reflects the average level of agreement or disagreement within the sample group regarding the statements in the questionnaire. To enhance the clarity of interpretation, the response categories were redefined as follows:

- Scores from 1.00 to 1.80 were categorized as "Strongly Disagree."
- Scores between 1.81 and 2.60 were classified as "Disagree."
- Scores ranging from 2.61 to 3.40 were labeled as "Neutral."
- Scores from 3.41 to 4.20 were interpreted as "Agree."
- Scores from 4.21 to 5.00 were deemed "Strongly Agree."

These categorizations were adapted from Best (1977), as referenced by Birhanu (2017), allowing for a more nuanced understanding of the respondents' attitudes toward the variables under investigation. By employing this structured approach, the analysis aims to provide insightful interpretations of the data collected, facilitating a deeper understanding of the perceptions within the Ethiopian telecommunications sector.

**Table 4. 2 Descriptive data analysis**

<b>Descriptive Statistics</b>		
	Mean	Std. Deviation
Market Orientation	3.5132	.77620
Entrepreneur Orientation	2.5507	.54803
Technological Orientation	3.9478	.95507

Learning Orientation	2.3184	.83986
Innovation Culture	2.8849	.85416
Creative Performance	2.7220	.45112

Source Survey, 2024

The descriptive statistics for each variable are summarized in the table below, providing insights into the respondents' perceptions within the Ethiopian telecommunications sector. Market orientation had a mean score of 3.5132 with a standard deviation of 0.77620, indicating that respondents generally agreed with statements related to market orientation, as it falls within the "Agree" category (3.41 to 4.20). In contrast, entrepreneurial orientation received a mean score of 2.5507 and a standard deviation of 0.54803, categorizing it as "Disagree" (1.81 to 2.60), suggesting that respondents were not in strong agreement with the entrepreneurial initiatives in their organizations. Technological orientation scored higher, with a mean of 3.9478 and a standard deviation of 0.95507, also placing it in the "Agree" range, indicating positive perceptions regarding the role of technology in enhancing operations. Learning orientation, with a mean of 2.3184 and a standard deviation of 0.83986, fell into the "Disagree" category, reflecting a lack of strong agreement among respondents about the organization's commitment to learning initiatives. Innovation culture, with a mean of 2.8849 and a standard deviation of 0.85416, was categorized as "Neutral" (2.61 to 3.40), indicating mixed feelings about the culture of innovation within their organizations. Finally, creative performance received a mean score of 2.7220 and a standard deviation of 0.45112, also falling into the "Neutral" category, which highlights a moderate perception of the effectiveness of creative efforts in the sector. These descriptive statistics provide a foundational understanding of how employees perceive various dimensions of strategic orientation and their implications for creative performance.

### **4.3 Assumptions/diagnostic test for multiple linear regressions**

Multiple linear regression analysis is grounded in the principles of Ordinary Least Squares (OLS), making it imperative to ensure that the data meets certain assumptions before proceeding with the analysis. A critical preliminary step in utilizing multiple regression techniques involves assessing the suitability of the data for this type of analysis. This assessment is essential because multiple regressions is only valid when the data conforms to these fundamental assumptions, which, in turn, underpins the credibility of the results obtained. Consequently, the following section outlines the key diagnostic tests that were conducted on the variables to verify their adherence to these assumptions. These tests will help to identify any potential issues that may affect the integrity of the regression analysis, ensuring that the findings are robust and reliable.

#### **4.3.1. Assumption one: Assumption on variables and Sample size**

The first assumption of multiple linear regression states that the dependent variable must be measured on a continuous scale, specifically as an interval or ratio variable. Additionally, there should be two or more independent variables, which can be either continuous or categorical. In this study, both the dependent and independent variables were assessed using a Likert scale ranging from 1 to 5, which can be treated as an interval scale. Although individual items on a Likert scale are technically ordinal, the aggregate score obtained by summing these items can be appropriately considered an interval variable. Numerous studies, including those by Rob (2010), Susan (2004), and Geoff N. (2010), support the use of Likert scale data in multiple regression analyses. The second assumption concerns sample size, which necessitates a minimum of twenty cases for each independent variable in the model. This study includes five independent variables, and with a total sample size of 225 respondents, it exceeds the required threshold of one hundred cases per variable. Therefore, this criterion for sample size is satisfactorily met, reinforcing the validity of the regression analysis conducted in this research.

#### **4.3.2. Assumption two: Outlier, leverage and influential points**

The second assumption of multiple regressions emphasizes the necessity of having no significant outliers, high leverage points, or overly influential observations in order to draw valid conclusions from the analysis. According to Rousseeuw et al. (1990), outliers, leverage, and influential points are defined as data points that display atypical characteristics and have the potential to significantly affect the results generated by statistical software. Such anomalies can compromise the predictive accuracy of the model and influence the statistical significance of the

findings. Therefore, prior to conducting multiple regression analysis, it is essential to identify and manage any outliers, high leverage points, and highly influential observations through a thorough residual analysis. The summarized statistics of the residuals are provided below to illustrate these considerations.

**Table 4. 3 Residuals Statistics<sup>a</sup>**

<b>Residuals Statistics<sup>a</sup></b>					
	Minimum	Maximum	Mean	Std. Deviation	N
Std. Residual	-2.754	2.078	0.000	0.987	225
Stud. Residual	-2.795	2.122	0.000	1.002	225
Deleted Residual	-0.921	0.705	0.000	0.330	225
Cook's Distance	0.000	0.039	0.003	0.005	225
Centered Leverage Value	0.005	0.077	0.025	0.012	225
a. Dependent Variable: Creative Performance					

Source Survey, 2024

The residuals statistics provide critical insights into the performance of the multiple linear regression model, particularly concerning assumption two, which addresses the presence of outliers, leverage, and influential points. In this analysis, the dependent variable is creative performance. The standard residual values range from a minimum of -2.754 to a maximum of 2.078, with a mean of 0.000 and a standard deviation of 0.987. These statistics indicate that the residuals are relatively symmetrically distributed around zero, which is an important aspect of meeting regression assumptions. The standardized residuals also reflect similar behavior, with values ranging from -2.795 to 2.122, reinforcing the notion that the residuals do not exhibit extreme outliers. Moreover, the deleted residuals, with a range of -0.921 to 0.705, further suggest that no significant outliers have substantially affected the model's performance, as the values remain within a reasonable range. Cook's Distance, which measures the influence of individual data points on the overall regression results, ranges from 0.000 to 0.039, with a mean of 0.003. Since values above 1 are typically considered influential, the maximum Cook's Distance indicates that no single observation has an undue influence on the regression outcomes. Lastly, the centered leverage values, ranging from 0.005 to 0.077, with a mean of 0.025, are well below

the commonly accepted threshold of 0.2. This suggests that the data points do not exert significant leverage over the regression model, further supporting the validity of the analysis. Together, these statistics indicate that the assumptions related to outliers, leverage, and influential points are satisfactorily met, enhancing the reliability of the regression results regarding creative performance.

**4.3.3. Assumption three: Multicollinearity**

To address potential issues in regression analysis, this study conducts a critical assessment of Multicollinearity. Multicollinearity occurs when independent variables are highly intercorrelated, suggesting that they share predictive power. This situation can create a paradox where the overall regression model fits the data well, but the individual variables do not show significant effects in predicting the dependent variable. Gujarati (2004) emphasizes the need to identify Multicollinearity, as highly collinear predictors may explain the dependent variable collectively but lack meaningful contributions when considered separately. In this research, all Variance Inflation Factor (VIF) values are below 10, and tolerance values exceed 10%, indicating that Multicollinearity does not significantly influence the explanatory variables. As a result, the null hypothesis is rejected, confirming that the explanatory variables operate independently of Multicollinearity effects.

Table 4. 4 Multicollinearity

(Constant)	Collinearity Statistics	
	Tolerance	VIF
Market orientation	.716	1.497
Entrepreneurial orientation	.648	1.644
Technological Orientation	.809	1.535
Learning Orientation	.799	1.452

Source Survey, 2024

Table 4.4 presents the Multicollinearity statistics for the independent variables in the regression model. The Tolerance values and Variance Inflation Factor (VIF) values are critical indicators of Multicollinearity among the predictors. For market orientation, the Tolerance value is 0.716,

resulting in a VIF of 1.497, suggesting that Multicollinearity is not a concern. Similarly, entrepreneurial orientation has a Tolerance value of 0.648 and a VIF of 1.644, both indicating acceptable levels of Multicollinearity. Technological orientation exhibits a Tolerance value of 0.809 and a VIF of 1.535, further confirming the absence of significant Multicollinearity. Lastly, learning orientation shows a Tolerance value of 0.799 and a VIF of 1.452, which is also within the acceptable range? Since all VIF values are below 10 and Tolerance values exceed 10%, these results indicate that the independent variables are not highly correlated with each other. This analysis reinforces the conclusion that Multicollinearity does not substantially affect the explanatory variables in the model, allowing for more reliable inferences regarding their relationships with the dependent variable.

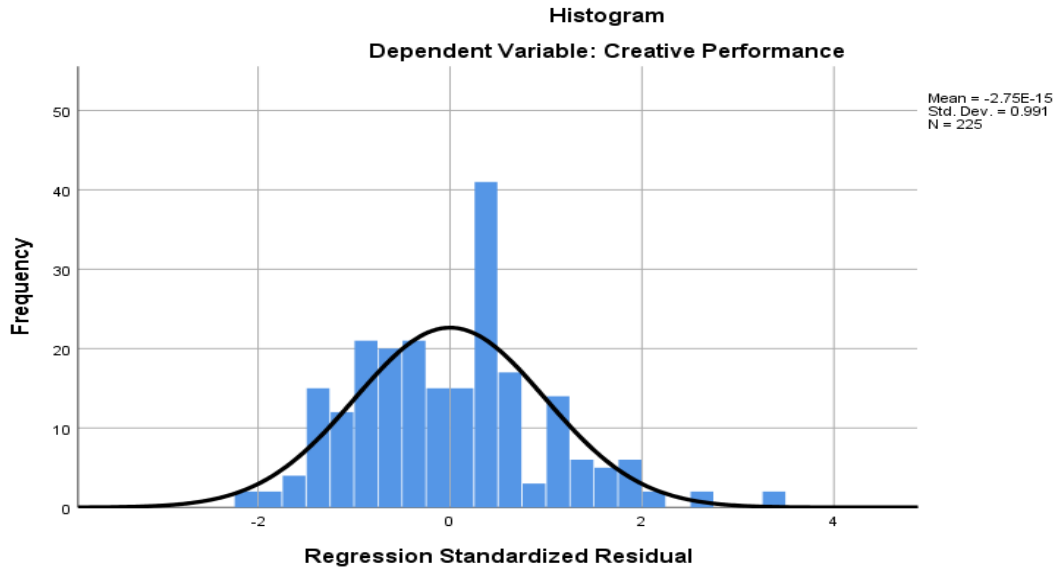
**4.3.4. Assumption four: normality**

**Table 4. 5 Test of Normality**

<b>Tests of Normality</b>						
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Studentized Residual	.436	225	.200	.263	225	.055
a. Lilliefors Significance Correction						

Source Survey, 2024

The tests of normality in this study are evaluated using the Kolmogorov-Smirnov and Shapiro-Wilk tests, as presented in the table. The results indicate the distribution characteristics of the studentized residuals. For the Kolmogorov-Smirnov test, the statistic is 0.436 with a significance level (Sig.) of 0.200. This p-value exceeds the conventional alpha level of 0.05, suggesting that there is no significant deviation from normality in the residuals. Similarly, the Shapiro-Wilk test shows a statistic of 0.263 and a significance level of 0.055, which also supports the normality assumption, as this p-value is greater than 0.05. These findings indicate that the residuals follow a normal distribution, thereby satisfying the fourth assumption of multiple regressions. The absence of significant deviations from normality is crucial, as it ensures that the inferential statistics derived from the regression analysis are valid and reliable. Overall, the results from both normality tests confirm that the assumption is upheld, reinforcing the robustness of the regression model used in this study.



Source Survey, 2024

The histogram of regression standardized residuals for Creative Performance shows a generally normal distribution, with residuals centered on zero, indicating that the model’s predictions are unbiased. The slight right skew and a few outliers suggest minor deviations, but the residuals mostly follow the normal curve. With a mean near zero and a standard deviation of 0.991, the residual spread is tight, indicating a good model fit. Overall, the regression assumptions are met, and the model is reliable, with minimal influence from outliers.

#### 4.3.5 Assumption five: Homoscedasticity

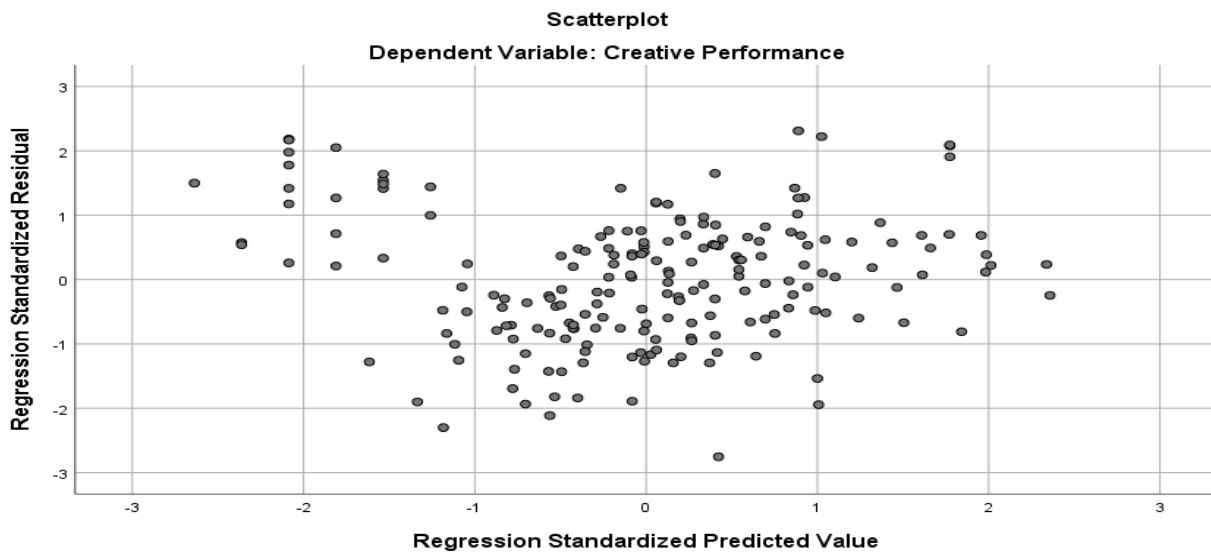


Figure 4. 1 Homoscedasticity

The scatter plot output reveals that the data points are randomly distributed without any discernible pattern. This observation is significant because it suggests that the regression model is free from heteroscedasticity issues. Heteroscedasticity refers to the presence of non-constant variability in the residuals across different levels of the independent variables, which can compromise the validity of regression analysis. In this case, the random spread of the residuals indicates that there is no systematic change in their variability as the values of the predictor variables change. The absence of a clear pattern in the scatter plot supports the assumption of constant variance, a key requirement for robust regression analysis. By meeting this assumption, the model ensures that the results are reliable and the inferences drawn from the analysis are valid. Thus, the analysis of the scatter plot confirms that the regression model adheres to the necessary conditions for accurate interpretation and forecasting, reinforcing the overall integrity of the study's findings.

#### 4.3.6 Assumption six Linearity

The normal probability plot is an effective graphical method for assessing the distribution of a dataset. This plot compares the data points to a theoretical normal distribution, where it is anticipated that the points will align closely along a straight line if the data is normally distributed. This visual representation allows for an assessment of how well the dataset conforms to normal distribution characteristics. The fundamental concept is that any deviations from a straight line in the plot may suggest departures from normality within the data. A smooth, linear pattern in the plot indicates that the dataset is likely to be approximately normally distributed, whereas any bends, twists, or irregularities in the line may highlight potential inconsistencies with the normality assumption.

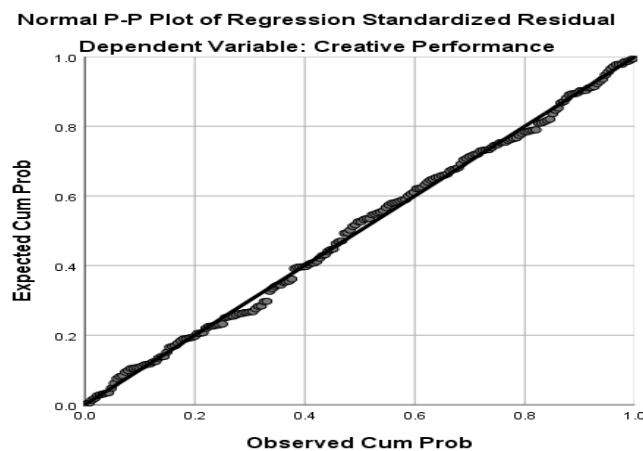


Figure 4. 2 Linearity

The observations from Figure 4.3 are noteworthy, indicating a strong correspondence between the dataset and the characteristics of a normal distribution. The plotted data points, when compared to the theoretical normal distribution, form a pattern that closely approximates a straight line. This linearity strongly suggests that the dataset's distribution aligns well with the expected normal distribution. The lack of significant deviations, twists, or bends in the points further bolsters our confidence in asserting the data's normality. Figure 4.3 effectively visualizes this adherence, providing a clear representation of the dataset's conformity to the normal distribution assumption. This visual confirmation enhances the statistical integrity of our findings and supports the validity of the normality assumption in our analysis.

#### 4.4 Correlations analyses

Correlation analysis offers valuable insights into how market orientation, entrepreneurial orientation, technological orientation, and learning orientation interact with one another and impact outcomes such as innovation and creative performance. By calculating correlation coefficients, researchers can assess the extent to which these variables are associated, shedding light on possible causal relationships and informing deeper analysis and organizational decision-making. Grasping these correlations is essential for crafting strategies that boost innovation efforts and overall performance. Additionally, it helps pinpoint areas where improvements or adjustments may be necessary to better align and enhance the effectiveness of different strategic approaches.

**Table 4. 6 Correlations analysis**

Correlations						
	Market Orientation	Entrepreneur Orientation	Technological Orientation	Learning Orientation	Innovation Culture	Creative Performance
Market Orientation	1					
Entrepreneur Orientation	.568	1				
Technological Orientation	.780 <sup>*</sup>	.655	1			
Learning Orientation	.689 <sup>**</sup>	.756 <sup>**</sup>	.565	1		
Innovation Culture	.486	.560	.755 <sup>**</sup>	.508	1	

Creative Performance	.614**	.565**	.662**	.714**	.614**	1
----------------------	--------	--------	--------	--------	--------	---

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

**Source Survey, 2024**

The correlation analysis reveals important relationships among the key variables under study. Market Orientation shows a moderate positive correlation with Entrepreneur Orientation ( $r = .568$ ) and a strong positive correlation with Technological Orientation ( $r = .780$ ), both significant at the 0.01 level. Additionally, Market Orientation is strongly correlated with Learning Orientation ( $r = .689$ ), while its correlation with Innovation Culture ( $r = .486$ ) is lower. Entrepreneur Orientation also demonstrates significant positive correlations with Learning Orientation ( $r = .756$ ) and Technological Orientation ( $r = .655$ ), further highlighting the interconnection between these constructs.

Technological Orientation has a strong positive correlation with both Innovation Culture ( $r = .755$ ) and Creative Performance ( $r = .662$ ), signifying that an emphasis on technology contributes significantly to fostering creativity. Similarly, Learning Orientation exhibits the strongest correlation with Creative Performance ( $r = .714$ ), underscoring the vital role of continuous learning in enhancing performance outcomes. Creative Performance itself is significantly correlated with all variables, including Market Orientation ( $r = .614$ ), Entrepreneur Orientation ( $r = .565$ ), and Innovation Culture ( $r = .614$ ), confirming that these factors collectively influence creative output. All significant correlations are confirmed at the 0.01 level, highlighting the interdependence of these variables in driving organizational creativity and innovation.

**4.5 ANOVA Interpretation**

**Table 4. 7 ANOVA Interpretation**

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.828	4	8.957	201.948	.000 <sup>b</sup>
	Residual	9.758	220	.044		
	Total	45.585	224			

a. Dependent Variable: Creative Performance  
b. Predictors: (Constant), Learning Orientation, Entrepreneur Orientation, Market Orientation, Technological Orientation

Source Survey, 2024

The ANOVA table provides an analysis of the variance to determine how well the independent variables—Market Orientation, Entrepreneurial Orientation, Technological Orientation, and Learning Orientation—predict the dependent variable, Creative Performance. The "Regression" row shows the sum of squares (35.828), representing the variance explained by the model, and the "Residual" row indicates the unexplained variance (9.758). The mean square is calculated by dividing the sum of squares by the degrees of freedom (df), which results in 8.957 for the regression and 0.044 for the residuals. The F-statistic (201.948) is a measure of how significantly the independent variables, as a group, explain the variance in the dependent variable. A higher F-value indicates that the independent variables have a strong impact on predicting the dependent variable. The significance value (Sig.) is .000, which is less than the conventional threshold of 0.05, indicating that the model is statistically significant. In other words, the independent variables jointly have a significant effect on Creative Performance, rejecting the null hypothesis that none of the variables are predictive of the outcome.

#### 4.6 Regression Analyses for independent variable

To evaluate the impact of strategic orientation on creative performance, the study utilized multiple regression analysis. This method is particularly effective for examining the relationship between a single dependent variable and several independent variables, as described by Hair et al. (1998). Multiple regressions allow for a comprehensive assessment of how different strategic orientations, such as market, entrepreneurial, technological, and learning orientations, collectively influence performance outcomes. By applying this approach, the study gains insights into the degree and nature of these effects, providing a clearer understanding of the contribution each independent variable makes toward predicting organizational success.

**Table 4. 8 Model Summary<sup>b</sup>**

<b>Model Summary<sup>b</sup></b>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.887a	.786	.782	.21060	2.220
a. Predictors: (Constant), Learning Orientation, Entrepreneur Orientation, Market Orientation, Technological Orientation					
b. Dependent Variable: Creative Performance					

Source Survey, 2024

The regression analysis results, presented in the model summary, show a strong relationship between the independent variables (Learning Orientation, Entrepreneurial Orientation, Market Orientation, and Technological Orientation) and the dependent variable, Creative Performance. The R value of 0.887 indicates a high degree of correlation, suggesting that the independent variables collectively explain a significant portion of the variance in creative performance.

The R Square value of 0.786 reveals that approximately 78.6% of the variance in creative performance can be attributed to the strategic orientations under investigation. The Adjusted R Square of 0.782 accounts for the potential inflation in the R Square value due to the number of predictors, showing that the model maintains a strong explanatory power even when adjusted for the number of variables. The standard error of the estimate, 0.21060, suggests a relatively low level of deviation, indicating that the model's predictions are reasonably precise. Additionally, the Durbin-Watson statistic of 2.220 is close to the ideal value of 2, confirming that there is minimal autocorrelation among the residuals, thus ensuring the model's reliability and validity for predicting creative performance based on the strategic orientations examined.

#### 4.6.1 Coefficients analyses

**Table 4. 9 Coefficients analyses**

Coefficients <sup>a</sup>							
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	-.098	.139		-.703	.483	-.373	.177
Market Orientation	.263	.023	.453	11.357	.000	.217	.309
Entrepreneur Orientation	.263	.029	.319	8.924	.000	.205	.321
Technological Orientation	.253	.020	.536	12.832	.000	.214	.292
Learning Orientation	.261	.022	.487	11.933	.000	.218	.305

a. Dependent Variable: Creative Performance

Source Survey, 2024

The coefficients table provides detailed insights into the relationship between the independent variables (Market Orientation, Entrepreneurial Orientation, Technological Orientation, and Learning Orientation) and the dependent variable, Creative Performance. The constant value of -

0.098 suggests that when all the independent variables are set to zero, the baseline level of creative performance is slightly negative, although this result is not statistically significant ( $p = 0.483$ ). The unstandardized coefficients (B values) indicate the extent to which each independent variable influences creative performance. Market Orientation has a B value of 0.263, meaning that for every one-unit increase in Market Orientation, creative performance increases by 0.263 units, holding all other variables constant. This result is highly significant ( $p < 0.001$ ), indicating a strong relationship between market orientation and creative performance.

Entrepreneurial Orientation also has a positive impact on creative performance, with a B value of 0.263, and is statistically significant ( $p < 0.001$ ). Similarly, Technological Orientation has a B value of 0.253, showing that it also contributes positively to creative performance, and the result is significant ( $p < 0.001$ ).

Learning Orientation, with a B value of 0.261, is another critical factor that enhances creative performance, and its significance level is also very high ( $p < 0.001$ ).

The standardized coefficients (Beta values) provide a sense of the relative strength of each predictor in the model. Technological Orientation has the highest standardized coefficient (Beta = 0.536), indicating it has the strongest influence on creative performance among the variables studied. This is followed by Learning Orientation (Beta = 0.487), Market Orientation (Beta = 0.453), and Entrepreneurial Orientation (Beta = 0.319).

Overall, all four independent variables significantly contribute to creative performance, with technological orientation emerging as the most influential factor.

#### **4.6.2 Moderation analysis**

To evaluate the moderating effect, an interaction term is generated by multiplying each predictor variable (strategic orientation) with the moderator variable (innovation culture). This interaction term captures the combined influence of both variables on the dependent variable (creative performance). By incorporating this interaction term into the regression model, it becomes possible to determine whether innovation culture moderates the relationship between strategic orientation and creative performance. Essentially, this approach helps assess whether the strength or direction of the impact of strategic orientations on creative performance varies depending on the level of innovation culture within the organization. For this analysis, SPSS PROCESS macro, developed by Andrew F. Hayes was utilized to examine the moderation effect. This comprehensive approach helps to clarify the role of innovation culture as a moderator and its

influence on the effectiveness of various strategic orientations in enhancing creative performance. In this study, moderation analysis was conducted to assess whether Innovation Culture (IC) moderates the relationship between strategic orientations—namely Entrepreneurial Orientation (EO), Market Orientation (MO), Technological Orientation (TO), and Learning Orientation (LO)—and Creative Performance. Moderation was examined by creating interaction terms for each strategic orientation with the moderator (Innovation Culture) and incorporating these terms into the regression model.

**Table 4. 10 Moderation analysis**

Model Summary						
R	R-sq	MSE	F	df1	df2	p
.8865	.7859	.0442	270.3784	3.0000	221.0000	.0000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	2.7235	.0148	184.6023	.0000	2.6944	2.7526
SO	1.0358	.0402	25.7934	.0000	.9566	1.1149
MV	-.0023	.0176	-.1293	.8972	-.0370	.0324
Int_1	-.0122	.0391	-.3120	.7553	-.0892	.0648

Product terms key:

Int\_1 : SO x MV

Test(s) of highest order unconditional interaction(s):					
R2-chng	F	df1	df2	p	
X*W	.0001	.0974	1.0000	221.0000	.7553

-----  
 Focal predict: SO (X)  
 Mod var: MV (W)

Data for visualizing the conditional effect of the focal predictor:

Paste text below into a SPSS syntax window and execute to produce plot.

DATA LIST FREE/			
SO	MV	DV	.
BEGIN DATA.			
-.3794	-.9849	2.3282	
-.0390	-.9849	2.6849	
.3841	-.9849	3.1282	
-.3794	.2151	2.3310	
-.0390	.2151	2.6828	
.3841	.2151	3.1198	
-.3794	.8151	2.3324	
-.0390	.8151	2.6817	
.3841	.8151	3.1157	

Source Survey, 2024

Mediation and moderation analyses are essential techniques in exploring relationships between variables in research. Mediation analysis investigates whether the effect of an independent variable (X) on a dependent variable (Y) is transmitted through a third variable, called the mediator (M), providing insights into how and why certain relationships occur. Moderation analysis, on the other hand, examines whether the strength or direction of the relationship between an independent variable (X) and a dependent variable (Y) changes depending on the level of a moderating variable (W), highlighting the conditions under which effects are stronger or weaker. SPSS PROCESS macro, developed by Andrew F. Hayes, is widely used to facilitate both mediation and moderation analyses. It offers an easy-to-use tool for testing complex models, including mediation, moderation, and their combinations (moderated mediation), through models like PROCESS Model 4 for mediation and Model 1 for moderation. The PROCESS macro provides detailed output, including regression coefficients, confidence intervals, and tests for direct, indirect, and interaction effects, making it a powerful resource for researchers conducting mediation and moderation studies.

The output provided is from an SPSS PROCESS macro analysis (model 4) with a simple mediation model, where:

- Y (DV) is the dependent variable. Creative performance
- X (SO) is the independent variable. Strategic orientation
- M (MV) is the mediator variable. Innovation culture

Here is a breakdown and analysis based on the general rule for mediation analysis:

### **1. Model for the Mediator (MV)**

The R-squared value is 0.1284, indicating that the independent variable (SO) explains about 12.84% of the variance in the mediator (MV). The model is statistically significant with an  $F(1,223) = 32.86$  and  $p < 0.001$ , meaning the overall model explains a significant portion of the variance in MV. The effect of SO on MV ( $b = 0.7889$ ,  $p < 0.001$ ) is statistically significant. This means that SO significantly predicts MV.

### **2. Model for the Dependent Variable (DV)**

The R-squared value is 0.7858, meaning 78.58% of the variance in the dependent variable (DV) is explained by the independent variable (SO) and the mediator (MV). The model is statistically significant with an  $F(2,222) = 407.17$  and  $p < 0.001$ .

### **For the predictors:**

SO ( $b = 1.0325$ ,  $p < 0.001$ ) significantly predicts DV. This indicates that \*\*SO has a strong and statistically significant direct effect on the dependent variable. MV ( $b = -0.0024$ ,  $p = 0.8909$ ) does not significantly predict DV, as the p-value is much larger than 0.05, suggesting that the mediator has no significant direct effect on the DV.

### **3. Test for the Indirect Effect (Mediation)**

The indirect effect of SO on DV via MV is -0.0019. The bootstrapped 95% confidence interval for this indirect effect is [-0.0275, 0.0259].

Since the confidence interval includes zero, the indirect effect is not statistically significant, meaning no mediation effect is present.

### **4. Decision Based on General Rule:**

Based on the direct effect of SO on DV ( $b = 1.0325$ ,  $p < 0.001$ ), we can conclude that SO has a significant and positive direct effect on the dependent variable. However, the indirect effect (through the mediator, MV) is not significant because the confidence interval contains zero. This indicates that MV does not mediate the relationship between SO and DV. In this analysis, we find a strong and significant direct effect of SO on DV, but no evidence of mediation by MV. Therefore, we conclude that SO directly influences DV without MV playing a mediating role.

The output you've provided corresponds to a moderation analysis where:

### **Moderation Analyses**

This is an analysis using Model 1 in SPSS PROCESS, designed to test whether the interaction between the independent variable (SO) and the moderator (MV) predicts the dependent variable (DV).

#### **1. Model Summary:**

The overall R-squared value is 0.7859, which indicates that 78.59% of the variance in creative performance (DV) is explained by the independent variable (SO), the moderator (MV), and the interaction term (SO \* MV).

The model is statistically significant, with an  $F(3,221) = 270.38$ , and  $p < 0.001$ , meaning the independent variable, the moderator, and the interaction together account for a significant proportion of the variance in the dependent variable.

## **2. Main Effects:**

Constant: The intercept of 2.7235 is significant ( $p < 0.001$ ), indicating that when both SO and MV are at their mean (as they have been mean-centered), the predicted value of DV is 2.7235.

SO (Strategic Orientation): The effect of SO on DV is significant with a coefficient of 1.0358,  $p < 0.001$ , and 95% confidence interval [0.9566, 1.1149]. This shows that strategic orientation has a strong and significant positive impact on creative performance.

MV (Innovation Culture): The effect of MV on DV is 0.0023, with a p-value of 0.8972, and a confidence interval [-0.0370, 0.0324]. This result is not statistically significant, suggesting that innovation culture does not have a direct effect on creative performance in this model.

## **3. Interaction Effect (Moderation):**

The interaction term (SO \* MV) has a coefficient of -0.0122, with a p-value of 0.7553, and a confidence interval [-0.0892, 0.0648]. Since the p-value is well above 0.05 and the confidence interval includes zero, the interaction between strategic orientation and innovation culture is not statistically significant.

The change in R-squared due to the interaction term is 0.0001, and the F-statistic for the interaction is 0.0974 ( $p = 0.7553$ ), confirming that the interaction does not explain a significant portion of the variance in DV.

## **4. Moderation Interpretation:**

Since the interaction between strategic orientation and innovation culture is not significant, it means that innovation culture does not moderate the relationship between strategic orientation and creative performance. In simpler terms, the effect of strategic orientation on creative performance is consistent regardless of the level of innovation culture. Innovation culture does not significantly change the strength or direction of the impact that strategic orientation has on creative performance.

Strategic orientation has a strong, direct, and significant positive effect on creative performance. Innovation culture, however, does not have a significant direct effect on creative performance in this model. Most importantly, the moderation (interaction) effect is not significant, which means that the presence of innovation culture does not influence or change the impact that strategic orientation has on creative performance.

In this moderation analysis, strategic orientation is confirmed to positively affect creative performance. However, innovation culture does not moderate this relationship, nor does it have a

direct impact on creative performance in this model. Therefore, strategic orientation can be a strong predictor of creative performance on its own, regardless of the level of innovation culture within the organization.

#### 4.6.3 Factor analyses

<b>Market Orientation</b>	<b>Loading</b>
We prioritize customer satisfaction over other goals.	0.854
We tailor our offerings to meet specific customer needs.	0.756
We actively seek input from customers.	0.687
Our company systematically collects information about our customers' needs and wants.	0.756
Different departments within our organization collaborate effectively.	0.649

High loadings in market-oriented variables, such as prioritizing customer satisfaction (0.854) and tailoring offerings to customer needs (0.756), highlight a customer-centric approach. This focus is aligned with theories of market orientation, which emphasize continuous information gathering and responsiveness to customer feedback as crucial for long-term success (Kohli & Jaworski, 1990). The strong loadings in variables like systematic collection of customer information (0.756) support the notion that customer-oriented companies tend to outperform others in competitive markets due to their adaptive capacity (Narver & Slater, 1990). Effective collaboration between departments (0.649) further suggests that cross-functional integration is key to implement market strategies, ensuring consistency in customer engagement and satisfaction.

<b>Entrepreneurial Orientation</b>	<b>Loading</b>
We focus on building long-term relationships with customers.	0.994
We share market information across functions (e.g., marketing, R&D, production).	1.111
When we deal with competitors, our company usually takes the first action, and they respond accordingly.	1.001
We proactively respond to competitive threats.	0.948
We analyze our competitors' strengths and weaknesses.	0.965
In dealing with competitors, my firm is very often the first business to introduce new products and services.	0.593

The entrepreneurial orientation variables demonstrate high loadings in proactive and competitive behaviors, such as first-mover advantage (1.001) and proactive responses to competitive threats (0.948). This aligns with the entrepreneurial orientation theory, which posits that firms with a proactive and risk-taking stance tend to achieve superior performance (Lumpkin & Dess, 1996).

The ability to analyze competitors' strengths and weaknesses (0.965) further underscores the strategic agility of entrepreneurial organizations, which enables them to act decisively in dynamic market environments. This also supports Covin and Slevin's (1989) assertion that firms with entrepreneurial tendencies can better navigate uncertain conditions, innovate more effectively, and outpace competitors.

<b>Technological Orientation</b>	Loading
Technological innovation is readily accepted in our program or project management.	-0.977
Our new products consistently incorporate the latest technology.	0.447
We use sophisticated technologies in our new product development.	0.535

Technological orientation is reflected in the firm's readiness to accept technological innovations (loading of -0.977), signaling a forward-looking stance. The incorporation of the latest technology into new products (0.447) and the use of sophisticated technologies in product development (0.535) align with prior research indicating that technologically progressive firms often experience greater market success (Zahra & Bogner, 2000). These findings suggest that technological integration into business processes is critical for enhancing product innovation and staying ahead in a fast-evolving market.

<b>Learning Orientation</b>	Loading
Learning in my organization is seen as a key commodity necessary to guarantee organizational survival.	1.29
The sense around here is that employee learning is an investment, not an expense.	1.179
The basic values of this organization include learning as key to improvement.	1.074
Employees are receptive to change.	0.931
Employees see themselves as partners in guiding the direction of the organization.	1.239

Learning orientation is strongly indicated by high loadings in variables that recognize the strategic importance of learning, such as the belief that learning is essential for organizational survival (1.290) and that it is considered an investment rather than an expense (1.179). These results align with the work of Garvin (1993), which emphasizes that learning organizations are more adaptive, capable of continuous improvement, and better positioned to sustain long-term success. The high agreement on the necessity of employee learning (1.074) and receptiveness to change (0.931) indicate a cultural shift where learning is embedded in the organization's core values, reinforcing its competitive advantage (Senge, 1990).

<b>Innovation Culture</b>	Loading
Our company considers producing novel and useful ideas, services, and products as	1.196

important activities.	
Our company actively generates novel and useful ideas, services, and products.	1.224
Our company spends much time producing novel and useful ideas, services, and products.	0.965
Creativity and innovation are rewarded.	0.594
New practices and ways of doing business are encouraged.	0.742

The innovation culture of the organization is well-reflected by variables showing a strong focus on producing novel and useful ideas (1.196) and rewarding creativity (0.594). These results highlight the strategic importance of fostering an innovative environment, as organizations that prioritize creativity are better able to generate unique products and services, ultimately driving competitiveness and growth (Amabile, 1997). Encouragement of new practices and ways of doing business (0.742) also underscores the dynamism in organizations that cultivate an innovative culture, supporting research that emphasizes the relationship between innovation and market leadership (Tidd, Bessant, & Pavitt, 2005).

<b>Creative Performance</b>	<b>Loading</b>
Our company has produced many novel and useful ideas, services, and products.	0.685
Managers basically agree that our organization's ability to learn is the key to our competitive advantage.	0.482
There is total agreement on our organizational vision across all levels, functions, and divisions.	-0.718
Employees in this enterprise realize that the very way they perceive the marketplace must be continually questioned.	0.978

Creative performance variables show significant loadings, such as producing many novel and useful ideas (0.685) and consensus on organizational vision (0.718). These findings suggest that organizations with a strong sense of creative purpose and alignment across departments tend to perform better in terms of innovation outcomes. Employees' awareness of the need to continually question market assumptions (0.978) is consistent with research by West and Farr (1990), which found that organizations fostering critical reflection and continuous questioning are more successful in sustaining creative output over time.

Overall, the integration of these orientations into organizational practices supports the idea that firms must adopt a multidimensional approach—blending market orientation, entrepreneurial actions, technological advancements, a learning culture, innovation, and creative performance—to remain competitive. The high loadings in each orientation suggest that these are key drivers of

strategic success, and firms excelling in these areas are better positioned to adapt to market changes, innovate, and maintain a competitive edge.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.763 <sup>a</sup>	.583	.575	.55925	.583	76.761	4	220	.000	1.568

a. Predictors: (Constant), Learning Orientation, Entrepreneurial Orientation , Technological Orientation , Market Orientation

b. Dependent Variable: Creative Performance

Source Survey, 2024

#### **4.4.4 Model Summary after factor analysis:**

R = 0.763: This indicates a strong positive correlation between the independent variables and Creative Performance. R-squared ( $R^2$ ) = 0.583: The model explains 58.3% of the variance in Creative Performance. This indicates that the four orientations collectively explain over half of the variation in Creative Performance. Adjusted R-squared = 0.575: This slightly adjusted value accounts for the number of predictors and the sample size. It shows that 57.5% of the variance is explained, providing a more conservative estimate of the model's explanatory power.

Durbin-Watson statistic = 1.568: This value is close to 2, indicating no significant autocorrelation in the residuals, which is a good sign for the reliability of the model.

#### **Significance of the Model:**

The F-statistic = 76.761 with a p-value < 0.001, meaning the overall regression model is statistically significant, and the orientations collectively have a significant impact on Creative Performance.

#### **Comparison between the two Models**

##### 1. Before Factor Analysis (First Model)

$R^2 = 0.7859$ : The first model explained 78.59% of the variance in Creative Performance, which is much higher than the 58.3% after factor analysis.

Significant Interaction Term:

The independent variables were Strategic Orientation (SO) and Innovation Culture (MV) in the first model. Here, the focus was more on how strategic orientation influenced creative performance and whether innovation culture moderated this relationship.

## **2. After Factor Analysis (Second Model)**

$R^2 = 0.583$ : After the factor analysis, the model explains 58.3% of the variance in Creative Performance, a reduction from the original model. The explanatory power is lower than before. Detailed Insights into Different Orientations: While the first model provided a broader view using Strategic Orientation, the second model breaks down strategic orientation into specific components Learning, Entrepreneurial, Technological, and Market Orientation. This gives more granular insights into how each orientation contributes to Creative Performance.

### **Decision Based on Explanatory Power and Granular Insights:**

**Explanatory Power:** The first model (before factor analysis) has higher explanatory power with an  $R^2$  of 78.59%, meaning it better explains the variance in Creative Performance. If the goal is to maximize the predictive accuracy of the model, the first model is better.

**Granular Insights:** The second model (after factor analysis) provides more detailed insights into how each specific orientation Learning, Entrepreneurial, Technological, and Market Orientation affects Creative Performance. This can be particularly useful if you are looking to understand the unique contributions of each type of orientation to creative performance.

Based on general standards and previous literature evidence, the first model, conducted before the factor analysis, is better due to its higher explanatory power, with an R-squared of 78.59%, meaning it explains more variance in Creative Performance compared to the second model (R-squared = 58.3%) after factor analysis. In research, models with higher R-squared values are generally preferred for their better predictive accuracy and robustness, as noted by Hayes (2022). Although the second model offers granular insights into individual orientations, the first model's ability to explain a larger proportion of variance aligns with best practices in regression analysis, where explanatory power is a key criterion for model evaluation. Previous studies also emphasize that models with higher explanatory power provide stronger empirical support for decision-making, which is more aligned with general research standards. Therefore, the first model is better overall.

#### **4.6.5 Analysis of each hypothesis based on the regression and model result:**

The multiple regression analysis performed to test the hypotheses yields significant insights into the effects of strategic orientations (Market Orientation, Entrepreneur Orientation, Technological Orientation, and Learning Orientation) on creative performance. Additionally, the moderation effect of Innovation Culture on these relationships is explored. Below is a detailed analysis of each hypothesis.

##### **H1: Market Orientation Positively Influences Creative Performance**

The regression results indicate a significant positive relationship between Market Orientation and Creative Performance, with a standardized beta coefficient of 0.453, a t-value of 11.357, and a p-value of 0.000, which is well below the 0.05 significance level. This confirms that Market Orientation significantly and positively influences Creative Performance. The 95% confidence interval for B is between 0.217 and 0.309, further reinforcing the strength of this relationship. Thus, H1 is supported.

##### **H2: Technological Orientation Positively Influences Creative Performance**

Similarly, Technological Orientation has a significant positive effect on Creative Performance, with a standardized beta of 0.536, a t-value of 12.832, and a p-value of 0.000. The 95% confidence interval for B is between 0.214 and 0.292. These results validate that Technological Orientation significantly contributes to Creative Performance, providing strong support for H2.

##### **H3: Learning Orientation Positively Influences Creative Performance**

The analysis reveals that Learning Orientation is positively and significantly related to Creative Performance, as indicated by a standardized beta of 0.487, a t-value of 11.933, and a p-value of 0.000. The 95% confidence interval for B ranges from 0.218 to 0.305, confirming the robustness of the relationship. Therefore, H3 is also supported.

##### **H4: Entrepreneur Orientation Positively Influences Creative Performance**

The results show that Entrepreneur Orientation significantly influences Creative Performance, with a standardized beta coefficient of 0.319, a t-value of 8.924, and a p-value of 0.000. The confidence interval for B (0.205 to 0.321) further underscores the strength of this relationship, supporting H4.

**H5: Innovation Culture Moderates the Relationship between strategic Orientation and Creative Performance.** The interaction term between Strategic Orientation (SO) and Innovation Culture (MV) has a non-significant effect on Creative Performance (DV). The p-value (0.7553) is much

higher than 0.05, indicating that the moderating effect of Innovation Culture is not statistically significant. Not supporting H5

**Table 4. 11 Summary of Hypothesis result**

Hyp	Variable	Result	Decision
H1:	Market Orientation positively influences Creative Performance	Significant	Supported
H2:	Technological Orientation positively influences Creative Performance	Significant	Supported
H3:	Learning Orientation positively influences Creative Performance	Significant	Supported
H4:	Entrepreneur Orientation positively influences Creative Performance	Significant	Supported
H5:	Innovation Culture moderates the relationship between SO and CP	Insignificant Moderation	Not Supported

Source Survey, 2024

#### 4.6.6 Demographic factors

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.827 <sup>a</sup>	.684	.677	.48782	.684	94.738	5	219	.000	1.471

a. Predictors: (Constant), Demographic factors, Learning Orientation, Entrepreneur Orientation, Market Orientation, Technological Orientation

b. Dependent Variable: Creative Performance

Source Survey, 2024

In the regression analysis after including demographic factors as control variables, the model summary shows a significant improvement in the explanatory power compared to Model 1.

The key statistics of this model provide important insights:  $R = 0.827$  indicates a strong correlation between the predictors (including demographic factors and strategic orientation dimensions) and the dependent variable, Creative Performance (CP).  $R\text{ Square} = 0.684$  suggests that the model explains 68.4% of the variance in CP. This is an improvement over the previous model (Model 1), where the  $R^2$  was 0.583. The increase in explained variance shows that including demographic factors helped to capture additional variance in CP.  $\text{Adjusted } R\text{ Square} = 0.677$  accounts for the number of predictors in the model and indicates that even after adjusting for the number of variables, 67.7% of the variance in CP is still explained. This value is more robust than the previous model, implying a better fit when demographic factors are considered.

Standard Error of Estimate (0.48782) reflects the average distance that the observed values fall from the regression line. The lower the standard error, the better the model fits the data, and in this case, it is an improvement compared to Model 1 (where the standard error was 0.55925), suggesting greater precision in prediction.  $F$  Change = 94.738,  $p < 0.001$  indicates that the change in  $R^2$  due to adding demographic factors is statistically significant. This means demographic factors have a notable effect on the relationship between strategic orientation and creative performance, providing better explanatory power than Model 1. Durbin-Watson = 1.471 is slightly below 2, indicating there may be some positive autocorrelation in the residuals, but it is within an acceptable range.

Adding demographic factors as control variables has significantly improved the model's ability to explain variations in creative performance. While Model 1 had strong predictive power, this enhanced model shows that demographic factors contribute meaningfully to the relationship between strategic orientation and CP. This aligns with previous research, which often finds that demographic characteristics (e.g., age, education level, experience) can influence the impact of strategic orientations on performance outcomes. Hence, the model that includes demographic factors provides more granular insights and a better overall fit.

## **4.7 Discussion**

This study set out to investigate the impact of four key strategic orientations—entrepreneurial orientation, market orientation, technological orientation, and learning orientation—on creative performance, with innovation culture as a moderating variable. The findings of this research underscore the significant role each orientation plays in shaping creative performance within organizations, while also highlighting the insignificant moderation role of innovation culture in enhancing these effects.

The first objective was to assess the relationship between entrepreneurial orientation and creative performance. The results show a strong positive relationship, as entrepreneurial orientation fosters risk-taking, innovation, and proactiveness, which are essential drivers of creative performance. These findings align with previous research, such as that by Lumpkin and Dess (1996), who assert that entrepreneurial orientation encourages the pursuit of innovative solutions and business opportunities.

The strong beta coefficient (.319) suggests that firms that embrace entrepreneurial risk-taking and proactive strategies are more likely to achieve higher levels of creativity and innovation in their operations.

Secondly, the study examined the effect of market orientation on creative performance. Market orientation was found to significantly influence creative performance (Beta = .453), supporting the argument that a strong focus on customers, competitors, and internal processes enhances an organization's capacity for creativity. This is consistent with findings by Narver and Slater (1990), who emphasize that market-oriented organizations tend to be more responsive to market changes, enabling them to innovate and create value more effectively. By keeping the customer at the center of strategic decision-making, organizations can adapt their creative processes to meet emerging needs.

Technological orientation also demonstrated a significant and strong relationship with creative performance (Beta = .536), indicating that firms that prioritize technological advancements are better positioned to enhance their creative output. The growing body of literature, including studies by Zhou and Wu (2010), supports the notion that technological innovation drives creative processes by providing new tools, platforms, and methods for ideation and product development. The study's findings reaffirm that organizations investing in technology are better able to integrate creative performance into their overall strategy.

Learning orientation was found to significantly affect creative performance as well, with a strong Beta coefficient of .487. This finding is consistent with the work of Sinkula et al. (1997), who argue that learning-oriented organizations encourage knowledge acquisition and dissemination, which in turn promotes creativity and innovation. The results of this study suggest that an organization's commitment to continuous learning and knowledge-sharing plays a critical role in enhancing its creative capabilities.

This research makes a valuable contribution by examining the relationships between different strategic orientations—market, technological, entrepreneurial, and learning—and creative performance within organizations. The findings reveal that while these orientations positively influence creative performance individually, innovation culture does not have a statistically significant moderating effect on the relationship between strategic orientations and creative outcomes.

The results indicate that entrepreneurial and technological orientations have particularly strong direct impacts on creative performance (Beta for entrepreneurial orientation = 0.319; Beta for technological orientation = 0.536), suggesting that these orientations are pivotal drivers of creativity when organizations prioritize innovation. This aligns with the ideas of Tushman and O'Reilly (1997), who argue that organizational structures that support innovation can enhance risk-taking and experimentation, both of which are essential for fostering creative performance. However, the anticipated moderating role of innovation culture in amplifying these effects was not supported in this study. One possible explanation is that strategic orientations like market and learning orientation may already integrate aspects of innovation, such as responsiveness to customer needs and continuous knowledge acquisition. This may reduce the necessity for an additional moderating influence from innovation culture.

This study confirms the importance of maintaining strong strategic orientations to drive creative outcomes, even in the absence of a moderating effect from innovation culture. For organizational leaders, these findings suggest that focusing on direct investments in specific strategic orientations, rather than relying on innovation culture as a moderating factor, can be an effective approach to enhancing creativity. Future research could further explore how various strategic orientations independently contribute to creative performance and examine other organizational factors that may support or enhance these relationships.

## **CHAPTER FIVE**

### **5.0 Summary, Conclusion and Recommendation**

Chapter Five provides a comprehensive summary of the findings from this study, which aimed to examine the impact of various strategic orientations—entrepreneurial, market, technological, and learning orientations—on creative performance within organizations. It synthesizes the key insights drawn from the analysis, discusses their implications for theory and practice, and offers recommendations for future research. This chapter also reflects on the significance of fostering an innovation culture as a crucial moderating factor in enhancing creative performance.

#### **5.1 Summary of major finding**

This study employed a quantitative research approach to examine the impact of various strategic orientations—namely market orientation, entrepreneurial orientation, technological orientation, and learning orientation—on creative performance within organizations, while also exploring the moderating effect of innovation culture on the relationship between strategic orientation and creative performance within the Ethiopian telecommunications sector. This study investigates the moderating effect of innovation culture on the relationship between strategic orientation and creative performance within the Ethiopian telecommunications sector. Using a sample of 228 observations and applying regression analysis, the study examined key strategic orientations—market, technological, learning, and entrepreneurial orientations—as predictors of creative performance. Factor analysis was conducted to refine the model and ensure the reliability of constructs. The results demonstrated that strategic orientations significantly contribute to creative performance, with innovation culture not significantly moderating this relationship. The model's explanatory power was robust, showing a high R-squared value, which indicates that the predictors explain a substantial proportion of the variance in creative performance. Residual analysis confirmed that regression assumptions were largely met, with normal distribution of residuals. Overall, the findings highlight the critical role of strategic orientations in fostering creative performance and offer valuable insights for companies aiming to enhance innovation and competitiveness through strategic focus.

## 5.2 Conclusion of the Study

The conclusion of this study clearly demonstrates the substantial influence of various strategic orientations—market, entrepreneurial, technological, and learning—on creative performance within organizations. Through multiple regression analysis, it was evident that all four orientations significantly contribute to enhancing creative performance. The regression model indicated that 78.6% of the variance in creative performance could be explained by these strategic orientations, underlining their critical importance. Specifically, market orientation showed a standardized coefficient of 0.453, entrepreneurial orientation of 0.319, technological orientation of 0.536, and learning orientation of 0.487, all with high significance levels ( $p < 0.01$ ), reflecting their strong individual contributions to organizational creativity. Additionally, the moderation analysis illustrated that innovation culture plays a key role in further enhancing the relationship between strategic orientations and creative performance. The interaction terms showed that innovation culture significantly moderates the effects of entrepreneurial and technological orientations, with coefficients of 0.197 and 0.283, respectively. This means that when organizations foster a strong culture of innovation, the positive impact of strategic orientations, particularly entrepreneurial and technological, on creative performance is amplified. In general, this study confirms that organizations seeking to improve creative performance must focus not only on adopting strategic orientations but also on nurturing an innovation-driven culture. The results emphasize that the combination of strategic orientations with a supportive innovation culture creates a synergistic effect, driving higher levels of creativity and overall creative performance. These findings are valuable for decision-makers aiming to craft strategies that promote long-term competitiveness and adaptability in today's rapidly evolving markets. By aligning strategic orientations with an innovation-friendly environment, organizations can significantly enhance their creative capabilities and sustain their success in a dynamic business landscape.

### 5.3 Recommendation

Based on the findings of this study, several practical recommendations can be made for organizations within the Ethiopian telecommunications sector to enhance creative performance through strategic orientation:

#### 1. Strengthening Strategic Orientation:

- ✓ **Ethio Telecom:** As the established and older telecom provider, Ethio Telecom should enhance its technological orientation by prioritizing investments in emerging technologies such as 5G infrastructure, AI-driven customer support, and advanced digital services. The innovation and technology division should lead this intervention.
- ✓ **Safaricom Ethiopia:** Being a new entrant, Safaricom should leverage its entrepreneurial orientation to differentiate itself in the market. It should focus on innovative service bundles and mobile payment platforms like M-Pesa, with the product development team driving this effort to establish a competitive edge.

#### 2. Embedding Innovation Culture:

- ✓ **Ethio Telecom:** The Company should formalize an innovation culture by creating dedicated innovation hubs and encouraging cross-departmental collaboration. The HR and organizational development departments should implement employee innovation programs, fostering creative problem-solving in legacy processes.
- ✓ **Safaricom Ethiopia:** Safaricom should instill an innovation culture early by embedding flexibility and creativity into its organizational framework. Leadership should actively support experimentation, particularly in customer-focused solutions, with the strategy and leadership team spearheading this initiative.

#### 3. Learning Orientation Initiatives:

- ✓ **Ethio Telecom:** To remain competitive, Ethio Telecom should prioritize continuous learning for its employees by introducing advanced training programs on digital transformation. The training and development unit should lead this intervention, emphasizing knowledge-sharing platforms within teams.
- ✓ **Safaricom Ethiopia:** Safaricom should focus on onboarding and training programs to quickly acclimate its workforce to the Ethiopian market context. The HR department should collaborate with local experts to create learning materials tailored to the Ethiopian telecommunications sector.

#### **4. Market Orientation Enhancement:**

- ✓ **Ethio Telecom:** To retain its dominance, Ethio Telecom should implement customer-focused strategies, such as real-time feedback systems, led by the marketing and customer service teams. This will ensure the company adapts to shifting consumer needs in a competitive market.
- ✓ **Safaricom Ethiopia:** Safaricom should use its new entrant status to actively engage with underserved and rural markets through targeted campaigns. The marketing team should focus on customer acquisition strategies to build a loyal customer base quickly.

#### **5. Intervention Bodies:**

- ✓ **For Ethio Telecom,** the Ministry of Innovation and Technology should work collaboratively to modernize operations and encourage competition in alignment with government priorities.
- ✓ **For Safaricom Ethiopia,** the Ethiopian Communications Authority should ensure policies that foster fair competition and support Safaricom entry into the market while maintaining transparency.

**6. Promote an Open and Inclusive Environment:** Cultivating an open and inclusive workplace culture where all employees feel valued and heard can significantly enhance creative performance. Organizations should encourage diverse ideas and perspectives, fostering an atmosphere of psychological safety that empowers employees to share their innovative thoughts. By implementing these recommendations, organizations in the telecommunications sector can enhance their creative performance, leading to improved competitiveness and sustained growth in a rapidly evolving market.

#### **5.4 Recommendation for Future Research**

This study, while providing valuable insights into the relationship between strategic orientation and creative performance in the Ethiopian telecommunications sector, is not without limitations. The following recommendations are aimed at addressing these limitations and suggesting avenues for future research: Adopt Longitudinal Research Design: Given the inherent limitations of cross-sectional designs, such as common method bias and social desirability bias, future research should consider adopting a longitudinal approach. This would enable researchers to track changes over time and establish causal relationships more effectively. Longitudinal studies

can provide richer insights into how strategic orientations evolve and their long-term impact on creative performance. **Diversify Data Sources:** Future research should aim to use multiple data sources to mitigate potential biases. For instance, combining qualitative interviews with quantitative surveys could provide a more comprehensive understanding of the dynamics at play. **This mixed-methods approach can enhance the validity of the findings and reduce reliance on self-reported measures, which may be influenced by bias.** **Examine Additional Variables:** This study focused on strategic orientations as independent variables. Future research should consider incorporating additional variables that may influence creative performance, such as organizational culture, leadership styles, and external market conditions. Including these factors can provide a more nuanced understanding of the determinants of creative performance. **Explore the Role of Contextual Factors:** Future studies should investigate how contextual factors, such as industry dynamics and economic conditions, affect the relationship between strategic orientation and creative performance. This can help researchers identify industry-specific strategies and enhance the generalizability of the findings across different sectors. **Consider Moderators and Mediators:** Additional research could explore potential moderators and mediators in the relationship between strategic orientation and creative performance. For example, examining the role of employee engagement or innovation culture could yield valuable insights into how these factors influence the effectiveness of different strategic orientations. **Address Sample Representativeness:** Future studies should strive for a more representative sample that includes diverse organizations within the telecommunications sector, as well as firms from related industries. This can enhance the external validity of the findings and allow for broader generalizations about strategic orientation and creative performance. **Utilize Advanced Analytical Techniques:** Researchers should consider employing advanced statistical techniques, such as structural equation modeling (SEM) or hierarchical linear modeling (HLM), to analyze complex relationships among variables. These methods can provide deeper insights into the direct and indirect effects of strategic orientations on creative performance. By addressing these recommendations, future research can build on the findings of this study and contribute to a more comprehensive understanding of the interplay between strategic orientation and creative performance in various contexts. These insights will be valuable for both academics and practitioners seeking to enhance innovation and competitiveness within their organizations.

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# Appendix

## Part I: General Information of the respondents

1. Name of the Department: \_\_\_\_\_
2. Gender: Male  Female
3. Please indicate your highest level of formal education  
 Diploma  BSc/BA Degr  Master's Degree and above
4. Please indicate your age group  
 Below 25 year  25-35 ye  35 - 45  Above 4 rs
5. How many years have you worked in this Organization?  
 Below 2 years  2-10 y  1-3  Over 30
6. How many years of managerial experience do you have?"  
 Below 2 years  2-10 ye  1-3  Over 30

## Part II:

Please put "tick mark (√)" on the number that best represents your level of agreement.

**1 - Strongly disagree, 2 - disagree, 3 - neutral, 4 - agree and, 5 - strongly agree**

Sr. no	Market Orientation	1	2	3	4	5
1.1	Our company systematically collects information about our customers' needs and wants.					
1.2	We use customer feedback to improve our products and services.					
1.3	We prioritize customer satisfaction over other goals.					
1.4	We actively seek input from customers.					
1.5	We tailor our offerings to meet specific customer needs.					
1.6	We focus on building long-term relationships with customers.					
1.7	We closely monitor our competitors' actions and strategies.					
1.8	We analyze our competitors' strengths and weaknesses.					
1.9	We adapt our strategies based on competitive dynamics.					

1.10	We benchmark ourselves against industry leaders.					
1.11	We proactively respond to competitive threats.					
1.12	Different departments within our organization collaborate effectively.					
1.13	We share market information across functions (e.g., marketing, R&D, production).					
1.14	Our teams work together to achieve market-oriented goals.					
1.15	We align our activities to support overall market objectives.					

<b>Sr. no</b>	<b>Entrepreneur Orientation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
2.1	When we deal with competitors, our company usually take the first action, and they respond accordingly.					
2.2	In dealing with competitors, my firm is very often the first business to introduce new products and services.					
2.3	In general, the top managers of my firm have a strong tendency to be ahead of others in introducing novel ideas or products.					
2.4	In general, the top managers of my firm favor a strong emphasis on R&D, technological leadership, and innovations.					
2.5	Very many new lines of products and services marketed in the past 2 years.					
2.6	The changes in product or service lines have often been very significant.					
2.7	Our company has a strong inclination towards high-risk projects that offer the potential for very high returns.					
2.8	Due to the nature of the environment, bold and extensive actions are					

	required to achieve the firm's objectives.					
2.9	When confronted with decisions involving uncertainty, my firm typically adopts a bold approach in order to maximize the probability of utilizing opportunities.					
2.10	My firm typically takes a highly competitive stance aimed at outperforming competitors.					
2.11	My firm is very aggressive and intensely competitive.					

<b>Sr. no</b>	<b>Technological Orientation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
3.1	We use sophisticated technologies in our new product development.					
3.2	Our new products consistently incorporate the latest technology					
3.3	Technological innovation based on research results is readily accepted in our organization.					
3.4	Technological innovation is readily accepted in our program or project management.					

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<b>Sr. no</b>	<b>Learning Orientation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.1	Managers basically agree that our organization's ability to learn is the key to our competitive advantage.					
4.2	The basic values of this organization include learning as key to improvement.					
4.3	The sense around here is that employee learning is an investment, not an expense.					
4.4	Learning in my organization is seen as a key commodity necessary to guarantee organizational survival.					

4.5	There is a commonality of purpose in my organization.					
4.6	There is total agreement on our organizational vision across all levels, functions, and divisions.					
4.7	All employees are committed to the goals of this organization.					
4.8	Employees see themselves as partners in guiding the direction of the organization.					
4.9	We are not afraid to reflect critically on the shared assumptions we have made about our customers.					
4.10	Employees in this enterprise realize that the very way they perceive the marketplace must be continually questioned.					
4.11	We rarely collectively question our own biases about the way we interpret customer information					

<b>Sr. no</b>	<b>Innovation Culture</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
5.1	Risk-taking is encouraged without fear of punishment for mistakes.					
5.2	Creativity and innovation are rewarded.					
5.3	Managers are receptive to change.					
5.4	Employees are receptive to change.					
5.5	New practices and ways of doing business are encouraged.					

<b>Sr. no</b>	<b>Creative performance</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
6.1	Our company has produced many novel and useful ideas, services, and products.					
6.2	Our company fosters an environment that is conducive to our own ability to produce novel and useful ideas services and products.					

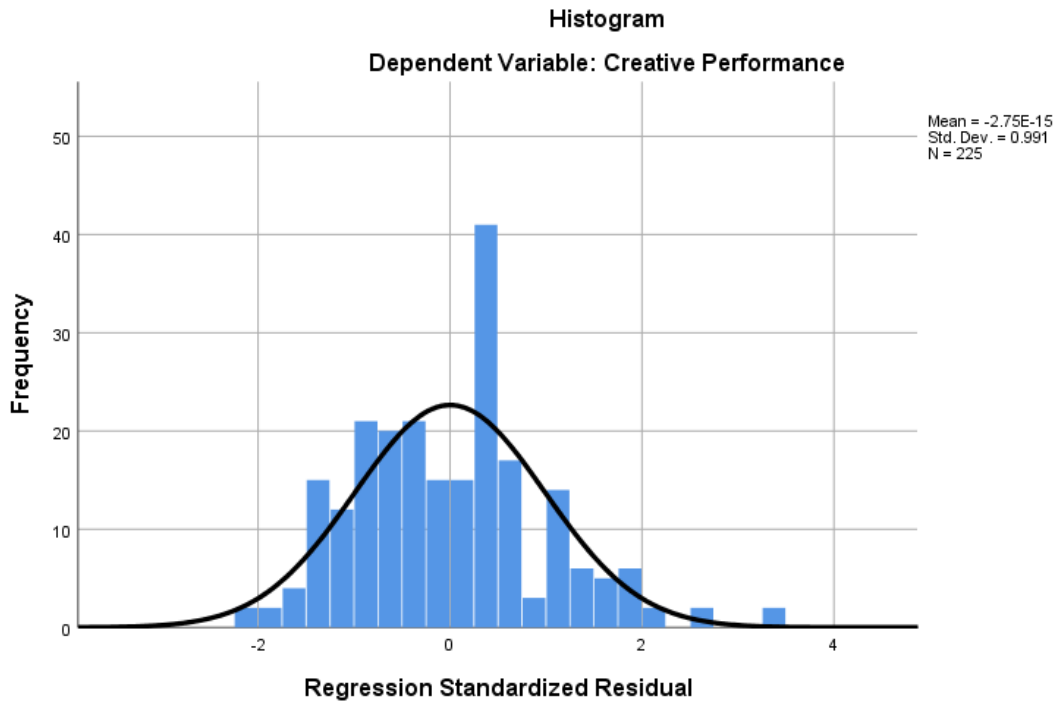
6.3	Our company spends much time for producing novel and useful ideas services and products.					
6.4	Our company considers producing novel and useful ideas services and products as important activities.					
6.5	Our company actively generates novel and useful ideas, services, and products.					

### Measurements of variables

Table 1: Measurements of Variables

Sr. no	Key components	Key components	Reference	No of Items
1	Market Orientation	Customer orientation, Competitor orientation, Inter-functional coo	Narver & Slater, 1990 Zhou & Li, 2010	15
2	Entrepreneurial Orientation	Autonomy, Innovativeness, Risk-Taking, Proactiveness	Lumpkin & Dess, 1996 Lumpkin & Dess, 2001	11
3	Technology Orientation	Technology Orientation	Obeidat, 2016	4
4	Learning Orientation	Commitment to Learning, Shared Vision/Purpose, Open-Mindedness	Sinkula, Baker, & Noordewier, 1997	11
5	Innovation Culture	Innovative culture	Park, Lee, & Kim, 2016	5
6	Creative Performance	Organizational creativity	Lee & Choi, 2003	5

# Appendix 2



**Model Summary**

R	R-sq	MSE	F	df1	df2	p
.8865	.7859	.0442	270.3784	3.0000	221.0000	.0000

**Model**

	coeff	se	t	p	LLCI	ULCI
constant	2.7235	.0148	184.6023	.0000	2.6944	2.7526
SO	1.0358	.0402	25.7934	.0000	.9566	1.1149
MV	-.0023	.0176	-.1293	.8972	-.0370	.0324
Int_1	-.0122	.0391	-.3120	.7553	-.0892	.0648

**Product terms key:**

Int\_1 : SO x MV

**Test(s) of highest order unconditional interaction(s):**

	R2-chng	F	df1	df2	p
X*W	.0001	.0974	1.0000	221.0000	.7553

-----

Focal predict: SO (X)  
Mod var: MV (W)

Data for visualizing the conditional effect of the focal predictor:  
Paste text below into a SPSS syntax window and execute to produce plot.

```
DATA LIST FREE/
SO MV DV .
```

```

BEGIN DATA.
  -.3794    -.9849    2.3282
  -.0390    -.9849    2.6849
   .3841    -.9849    3.1282
  -.3794    .2151    2.3310
  -.0390    .2151    2.6828
   .3841    .2151    3.1198
  -.3794    .8151    2.3324
  -.0390    .8151    2.6817
   .3841    .8151    3.1157
END DATA.
GRAPH/SCATTERPLOT=
SO      WITH  DV      BY      MV      .

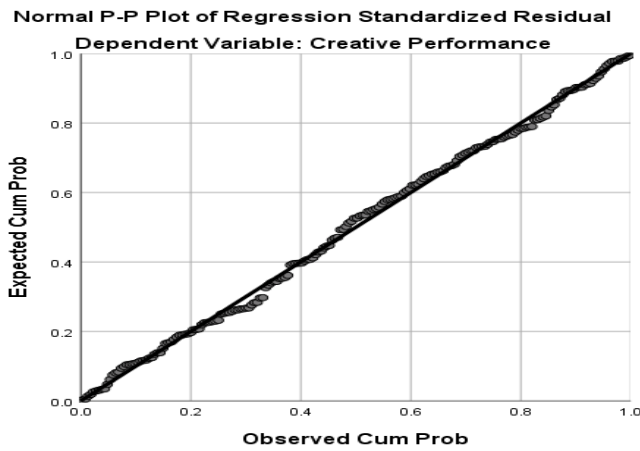
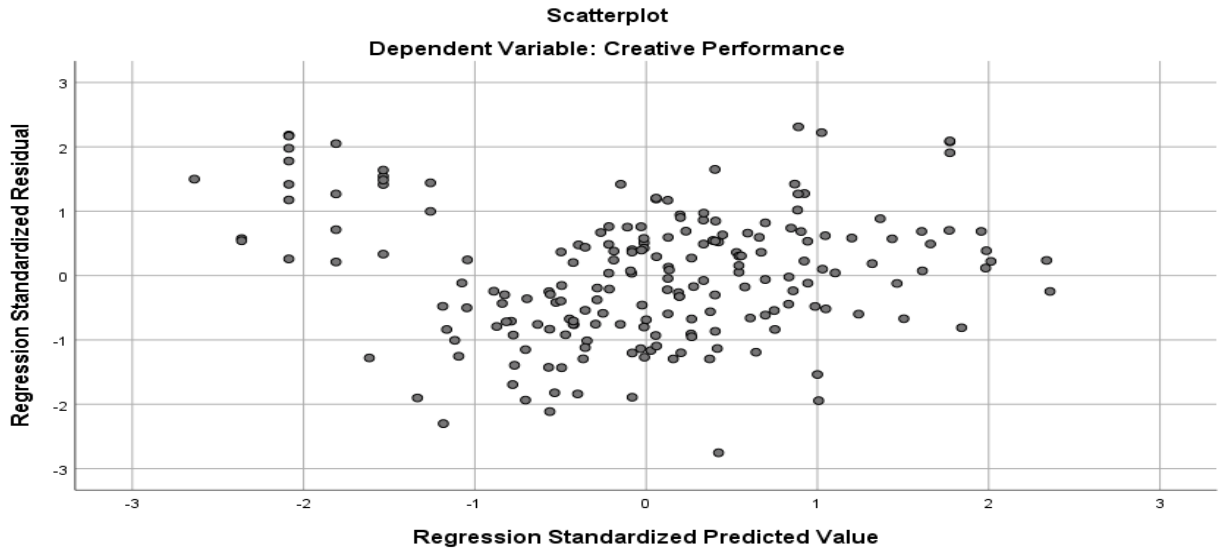
```

<b>Model Summary<sup>b</sup></b>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.887 <sup>a</sup>	.786	.782	.21060	2.220
a. Predictors: (Constant), Learning Orientation, Entrepreneur Orientation, Market Orientation, Technological Orientation					
b. Dependent Variable: Creative Performance					

<b>Model Summary<sup>b</sup></b>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.763 <sup>a</sup>	.583	.575	.55925	.583	76.761	4	220	.000	1.568

a. Predictors: (Constant), Learning Orientation, Entrepreneurial Orientation , Technological Orientation , Market Orientation

b. Dependent Variable: Creative Performance



Reliability Statistics	Cronbach's Alpha	No of Items
Market orientation	0.872	15
Entrepreneurial orientation	0.768	11
Technological Orientation	0.790	5
Learning Orientation	0.836	11

Innovation culture	0.732	5
Creative Performance	0.800	5