ASSESSMENT OF INTERNAL FACTORS AFFECTING THE ADOPTION AND SUSTAINABILITY OF MARKET ORIENTED CULTURE IN THE NIGERIAN TELECOMS INDUSTRY

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Abstract

The concept of market oriented culture is becoming increasingly important to the study and practice of management. It is the central concept of marketing which has become relevant in the field of management and it is recognized as significant for the success of organizations. Despite the great and growing interest in this marketing concept, research on how organizations become more market oriented is surprisingly limited. The study therefore was conducted to assess the internal challenges affecting the adoption and sustainability of a market oriented culture in the telecoms industry using McKinsey 7S framework. The study is basically exploratory and descriptive. Questionnaire was used to collect the data and convenience sampling technique was employed to select the respondents for the study. The findings indicate that the staff of telecom companies have greater knowledge on customer-oriented market, alertness to competitive situations and focus on profit as against turnover. There was however little knowledge on cooperation between functional groups and responsiveness to change as features of market oriented culture. Secondly, niching emerged as the most common marketing strategy adopted. Thirdly, the organizational structure of telecom companies was primarily tall, centralized and bureaucratic. Finally, autocratic leadership style appeared as the dominant leadership style of telecom companies. Therefore, the study recommends that telecom companies should consider McKinsey 7S framework as an important aspect of enhancing a market oriented culture in the industry.

Key words: market orientation, customer orientation, leadership style, market oriented culture, management

Introduction

Today's corporate world is rapidly undergoing immense and continuous changes due to globalization (Constantine, 2006). This has prompted the emergence of new strategies for industry innovation and development, establishment and setting of new parameters for organizational effectiveness and for gaining competitive advantages. Since 1950, telecom markets in Africa and particularly Nigeria have changed dramatically, due to globalization, technological advances and the abysmal performance of incumbent providers (Iwuagwu, 2014). This led to the privatization of tile-monopolies, opened portions of telecom monopolies to competition and the building of regulatory institutions. Analysis of the reforms before and after privatization shows improved sector performance following privatization but suggest that the sector is not developing fast enough. Telecom companies encounter a lot of internal organizational challenges in performing its role of communicating information, growing and sustaining relationships and businesses (Tenkorang & Mintaa, 2012). Examining these challenges from the perspective of McKinsey's 7s framework, this study seeks to determine the inhibiting factors militating the practice of a market oriented culture in the Nigerian telecoms industry.

McKinsey's 7S framework was developed by Waterman, Peters and Phillips in 1980. It describes 7S factors (structure, systems, strategy, skills, style, staff and shared values) which together can determine internal organizational effectiveness when aligned effectively. Equally, these factors could be sources of internal challenges affecting an organization's adoption of market oriented culture. Market oriented culture is defined as an organizational culture where beating the competition through the creation of superior customer value is the paramount objective throughout the business (Piercy, 2001). The characteristics of market oriented culture are orientation towards the customer, alert competitive situation, cooperation between functions, and emphasis on profit, not turnover/sales and responsiveness to change.

Market orientation is perceived from different perspectives. Shapiro (1988) views it from a decision making perspective. Kohli and Jaworski (1990) perceive it as culturally based behavior. Deshpande, Farley and Webster (1993) looked at it from customer orientation perspective while Rukert (1992) perceived it as a strategic perspective. Initial research undertaken through publications and online archives indicate that, not much research work has been undertaken particularly into internal organizational challenges confronting telecoms industry and its inability to adopt and implement market oriented culture from the perspective of McKinsey's 7S framework. It appears the actual problem affecting telecom companies is the internal challenges that are hindering them from adopting and implementing a market oriented culture.

Some of the critical questions raised in the telecoms industry in Nigeria currently are: Is it because telecom companies are so few (four competitors) such that the smallest manages a comfortable customer base, that the adoption and implementation of market orientation will not be necessary or is simply an issue of management challenges? Why has the management of telecom companies not been able to match up to the competition? And what are the internal barriers

that are still keeping management from adopting and implementing a market oriented culture? It is against this background that this study was undertaken to identify specific internal challenges facing the industry using the McKinsey's 7S framework which include structure, systems, strategy, skills, style, staff and shared values. In this study, only four of the elements (staff, strategy, structure and style) were examined due to the nature of the telecom industry in Nigeria.

Statement of the Problem

Regardless of the industry one is part of, the use of McKinsey 7S factors in organizational assessment is very essential in the execution of its day to day activities. The four major telecom companies currently operating in Nigeria namely Airtel, MTN, Globacom and 9Mobile are at the bottom in terms of subscribers with the least subscriber base of 153,727 as of February 2014 representing 0.54% of the total market share (NBS, 2016). This might be as a result of some issues that have not received much attention such as staff, strategy, structure and style. In order for any organization to have a competitive advantage over the others, there should be a leadership drive at every level to stimulate, develop and inspire others to exceed their own self-interest for a higher purpose. It appears that the management of telecoms industry on the other hand is not proactive in resolving or dealing with issues and complaints from customers.

Moreover, strategy wise, it appears the companies are doing much in terms of promoting the brand image but there seems to be a negative perception of telecoms services in the eyes of the public which in effect, affect the industry as a whole. Another challenge which has been identified is the way the industry is structured. The structure is such that decisions are made only at the top level thereby not empowering the middle and lower level to take their initiatives. Also, it appears the style of leadership needed to adopt a system that meets the changing trends in the telecom industry is not being used. There have been constant changes in the ownership and leadership of some of the telecom companies like

Airtel and 9mobile. A deduction can therefore be made that internal challenges in the telecoms industry is affecting its ability to adopt and implement a market oriented culture. The researchers believe that this study is important and will go a long way to inform all organizations most especially those in the telecoms industry on the internal challenges that could make or mar a company and to enable the telecoms industry to appreciate the importance of adopting and implementing a market oriented culture for organizational productivity.

Objectives of the Study
The overall purpose of the study was to assess the effect of the internal challenges in the adoption and sustainability of a market oriented culture within the telecoms industry focusing on four elements (staff, strategy, structure and style) of the McKinsey 7S framework. The specific objectives are to:
1. Identify if staff of telecom companies in Nigeria have formal knowledge of market oriented culture.
2. Assess if marketing strategy enhances market oriented culture of telecom companies in Nigeria.
3. Examine the impact of organizational structure on market oriented culture of telecom companies in Nigeria.

4. Determine if existing style of leadership enhances market oriented culture of telecom companies in Nigeria.

Literature Review
This section reviewed scholarly and academic theories, models and concepts related to market orientation and the McKinsey 7S framework including previous studies undertaken in this area. It comprised three sub-sections: theoretical, empirical and the conceptual framework.

Theoretical Review
McKinsey 7S Framework
The McKinsey 7S framework was developed in the early 1980s by Tom Peters and Robert waterman (two consultants working at the McKinsey consulting Firm). The basic premise of the model is that there are seven internal aspects of an organization that need to be aligned if it is to be successful. The 7S model can be used in a wide variety of situations where an alignment perspective is useful. The model can be used to improve the performance of a company, examine the likely effect of future changes within the company, align departments and processes during a merger or acquisition and determine how best to implement a proposed strategy.

Figure 1: The McKinsey 7S Model
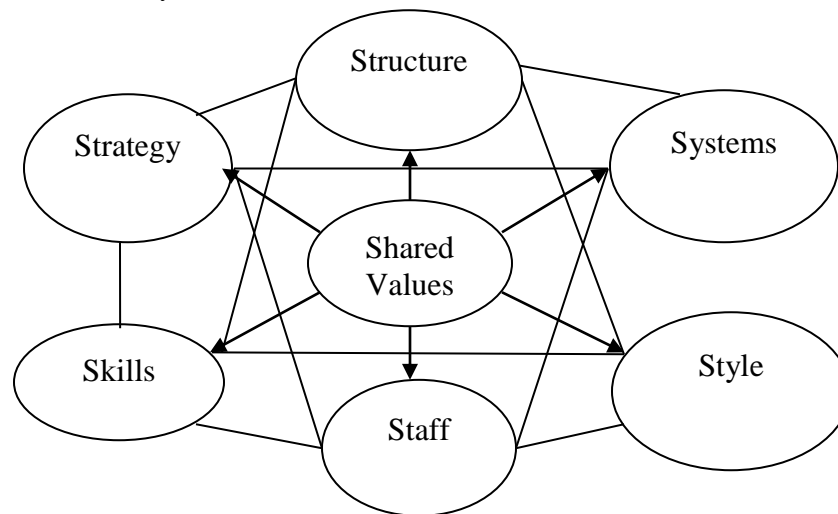
- **Strategy:** The plan devised to maintain and build competitive advantage over the competition
- **Structure:** The way the organization is structured and who reports to whom.
- **Systems:** The daily activities and procedures that staff members engage in to get the job done.
- **Shared Values:** Also referred to as super ordinate goals, these are the core values of the company that are evident in the corporate culture and the general work ethic.
- **Style:** The style of leadership adopted.
- **Staff:** The employees and their general capabilities
- **Skills:** The actual skills and competencies of the employees working for the company.

The 7S comprises of strategy, structure, systems, shared values, style, staff and skills. Placing the shared values in the middle of the model emphasizes that these values are central to the development of all the other critical elements. The original vision of an organization is founded on the values of the organization. As the value changes, so do all the other elements. The 7S framework can be divided into two: the hard and soft elements. The hard elements consist of the strategy, structure and systems whiles the soft elements consist of the shared values, style, staff and skills. The hard elements are easier to define and management can easily influence them. They are the organizational charts and reporting lines, formal processes and Information Technology systems. The soft elements on the other hand can be difficult to describe and are less tangible and more influenced by culture.

The McKinsey 7S framework when critically looked at and applied can:
- Enhance organizational effectiveness
- Can be suitable for facilitating change
- Can be facilitated to enhance internal marketing
- Enhance teamwork
- Help organizations to think holistically and critically

The model is based on the premise that for an organization to perform well, these seven elements need to be aligned and mutually reinforced. So, the model can be used to help identify what needs to be re-aligned, to improve performance or to maintain alignment and performance. Whatever the type of change, restructuring, new processes or organizational merger, the model can be used to understand how the organizational elements are interrelated and so ensure the wider impact of changes made in one area.

Definition of Market Oriented Culture

Market-oriented culture is a group culture designed to create higher customer value by executing the required actions with the most efficient and effective means available, thereby maintaining a high level of firm performance (Narver & Slater 1990). Market orientation is based on the marketing concept. The first studies about market orientation (Kohli & Jaworski, 1990; Narver & Slater, 1990) described market orientation as a method to better manage a company. They offered the first definition of market orientation, methods for its measurement and investigated the impact of market orientation on business performance. The approach to the definition of market orientation, measuring of market orientation and its relationship to business performance is changing, however, the main principles are still the same? A lot of researches confirmed positive influences of market orientation on business performance. This is because market orientation enables managers to focus on external and internal elements and activities which influence the activity of a company leading to increase in performance.

It has been argued that the postulation by Drucker (1954) that the customer must be the focus of organization's operations and the subsequent support given to this idea by Levitt (1960) that the customer is the reason for the organization's existence were all pointing to the fact that market orientation was necessary at that time. This idea was extended to become known as the marketing concept (McNamara, 1972). Following these

developments, the subject market orientation has received a great deal of attention for measuring the degree of market orientation that organizations exhibit.

Therefore, market-oriented firms seek ways to provide added value to the customer while simultaneously lowering the cost of the said product or service. Most studies establishing marketing as a reflection of group culture concerned themselves with market orientation (Kohli & Jaworski 1990, Narver & Slater 1990). Market-oriented culture comprising of customer-orientation, competitor-orientation and inter-department collaboration was viewed as a group culture aimed at maintaining a high level of firm performance by effectively and efficiently executing actions required to gain customer value (Narver & Slater, 1990). Thus, market-oriented culture is a pragmatic, action-oriented translation of the marketing concept which emphasizes the importance of the customer not just within the marketing organization but throughout the firm as well. In essence, market orientation can be described as marketing between a company and its customers. Market orientation can also be described as an organization's wide generation of market intelligence pertaining to current and future needs of customers, dissemination of intelligence within the organization and responsiveness to it. The process of creating market orientation requires a widespread adoption of an organizational culture based on common values and a shared understanding of the market as well as the distribution of intra organizational power (Kohli, Jaworski & Kumar 1993).

Benefits of Market Orientation
A company with market orientation has better marketing programs. This is because the organization has multiple opportunities to gain feedback from customers about their needs instead of a general approach that focuses on the product only. Also, there is increased customer retention because the customers receive faster response to their needs and they receive the attention they deserve. This makes it difficult for

competitors to gain their customer's attention and makes it difficult to entertain competition.

Furthermore, it builds stronger strategic relationship between the organization and the customers and they become more involved, share values, co-developed strategies and mistakes tend to promote a two way dialogue on how the problem can be solved together. The intangible value that is delivered by being market oriented allows the organization to become partner rather than just a vendor.

Lastly, it helps the organization to imbibe customer centered values and activities that are focused on the organization's mission to provide superior value by delivering what the customers want.

Components of Market Orientation
According to Narver and Slater (1990), market orientation consists of three behavioral component; customer orientation, competitor orientation and inter-functional and two decision criteria including profit objective and long term focus. Customer orientation and competitor orientation include all the activities involved in acquiring information about the buyers and competitors and disseminating it throughout the business. Considering customer's need allows a company to provide superior value and higher levels of customer's satisfaction.

Simultaneously, concentrating on competitors and routinely discussing competitor's strength and weakness rapidly allows the company to respond to competitive threats. Inter-functional coordination refers to the integration of all firm members in meeting customer's need and is based on the customer and competitor information and comprises the business coordinated effort typically involving more than the marketing department to create superior value for the buyer. Market orientation is valuable because, it focuses organizations on frequent data collection regarding the needs of target customers and the capabilities of competitors and applying this information in order to create permanent and superior value for customers (Narver, Park &

Slater, 1992, Martin & Martin, 2005). Deshpande *et al.* (1993) believe that market orientation is an organizational culture which leads to the creation of necessary behavior for former superior value on behalf of the customer in a most effective way, and thus brings a better and more consistent performance for that business.

Empirical Review

Hajjpour and Ghanavati (2011) conducted a study to analyze the simultaneous effect of market orientation and organizational culture on small to medium-sized industrial manufacturing firms' performance and to identify the most important routes influencing their performance. 392 executive and marketing managers of small to medium-sized industrial enterprise located in Tehran province served as respondents for the study. The total structural model of the study conceptual framework was estimated using structural equation modeling. Compared to organizational culture, Results show that market orientation plays a more important role in influencing the financial performance of the industrial SMEs. Moreover, the results of the study indicate that market trends are to some extent aroused by organizational culture in these organizations.

In another study by Mahmoud (2011) on market orientation and business performance among Small and Medium Scale Enterprises in Ghana, the author focused his research on the external factors that affect market orientation-performance relationship and established that while eternal factors increase market uncertainties, the generation of and response to market intelligence are essentials to face market uncertainties. In this regard, his research showed that under circumstances of high market uncertainties, spending resources for market-oriented activities is worthwhile; but, under situations of stable market, technological and competitive environments, expending resources for market-oriented activities would be superfluous. He also confirmed that, market orientation has long been associated with higher result in terms of business profitability as well as success in the market place. Other studies have also shown that market oriented organizations are likely to

experience improved levels of employee satisfaction, spirit de corps and organizational commitment (Rukert, 1992; Jaworski & Kohli, 1993). However, there is recognition in the literature that a firm may not reap the full benefits of market orientation in the presence of external factors such as decreasing competition, market stability and turbulent technological conditions (Kohli & Jaworski, 1990; Narver & Slater, 1990; Jaworski & Kohli, 1993; Slater & Narver, 1994).

Gyepi-Garbrah and Binfor (2013) conducted a research on the analysis of internal environment of commercial-oriented research organizations using McKinsey 7S framework in a Ghanaian context. In their research, they stated that the largest research organization in Ghana has as part of its mandate to raise internally generated funds through the commercialization of research products and services in order to supplement government's budgetary allocation. Their study utilized the McKinsey 7S framework which is an analytical tool used in a variety of situations including how to improve the performance of a company and determine how best to implement a proposed strategy. Their study again made some strategic recommendation for consideration by policy makers. Their results pointed to a need for development of appropriate internal systems for monitoring the processes, procedures and improve efficiency in the internal value chain of commercial oriented research organizations. Hence, the need for organizations engaged with the external market to continuously monitor internal improvement processes to remain competitive.

Mohammad (2015) also investigated and analyzed the organizational structure of Qeshm free zone based on 7S of McKinsey. The research population included managers and experts of Qeshm free zone. Kolmogorov-Smirinov, T-test and Freedman test were used to analyze the data. The results of the research indicated that organizational structure based on McKinsey framework in Qeshm free zone is unfavorable, with common value and structure having the worst conditions.

Conceptual Framework

| INTERNAL FACTORS

Staff

Strategy

Structure

Style | → | Market-oriented culture |
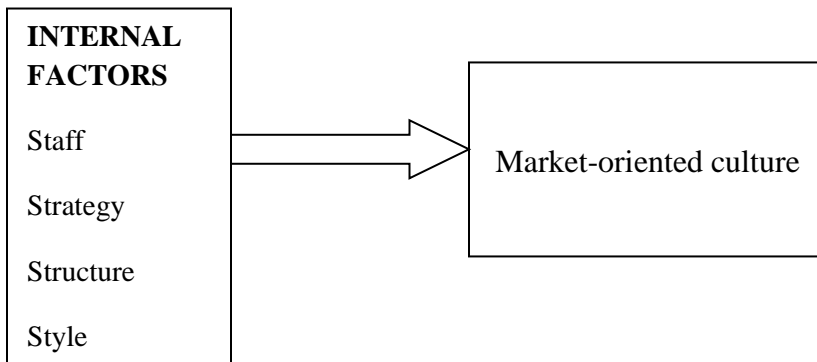
Source: Authors, 2018

The study utilizes the McKinsey 7S framework as presented in the figure above. The model identifies seven key interdependent elements that determine an organizations success or otherwise (Mohammad, 2015). It consists of seven interdependent elements which are categorized as either hard or soft. Seven in number and for the purpose of this study, the research took interest in four of them (staff, strategy, structure and style) due to the nature of the telecoms industry.

Staff

This element examines employee base, staffing plans and talent management in a telecom company. Employees are categorized into senior members, senior staff and junior staff depending on their academic qualifications. The issues here are:

- What positions or specialization are represented within the telecom company?
- What position needs to be filled?
- Are there gaps in required competencies?

Strategy

This is the alignment of resources and capabilities to 'win' the market by a telecom company. It is also the plan devised by the company to maintain and build competitive advantage over the competition. The issues here are:

- What is the strategy in the telecoms industry?
- How do the telecom companies intend to achieve their objectives?
- How do they deal with competitive pressure?

- How are changes in customer demands dealt with?
- How is strategy adjusted for environmental issues?

Structure

This describes how the telecom company is organized. It includes roles, responsibilities and accountability relationships. Here the chain of command is clearly defined and employees know who to contact when there is a problem and who they are responsible to. The organizational structure is expected to influence the way and the degree to which the company adapt to changes and expectations in the external environment. The issues here are:

- How is the telecom company divided?
- What is the hierarchy?
- How do the team members organize and align themselves?
- Is decision making and controlling centralized or decentralized?
- Where are the lines of communication?

Style

Style is the leadership style of the telecom company and it reflects in the performance of the company. The issues here are:

- What are the strongest skills represented within the telecom company?
- Are there any skills gaps?
- What is the company known for doing well in?

- Do the currents employees have the ability to do the job?
- How are skills monitored and assessed?

Research Methodology

Research Design

A researcher's overall plan for obtaining answers to the research questions or achieving the objectives of a study is referred to as research design. The research design adopted for this study is exploratory and descriptive. The study analyzed the relationship between four elements of the McKinsey 7S framework and market oriented culture in the telecoms industry in Nigeria using descriptive approach.

Population of the Study

For the purpose of this research, the population consists of staff of telecom companies of the four major operators (Airtel, MTN, Globacom and 9Mobile) in Nigeria. The research was carried out in Lagos metropolis. This is because each of the four major players has branches in addition to the headquarter spread all across Lagos.

Sample and Sampling Techniques

The researcher used convenience sampling to select the sample. A sample of 60 staff was selected from each of the telecom company investigated. Therefore, a total sample of 240 staff was selected for this study. Convenience sampling was used to select the respondents because some of the members of staff were not willing to participate in the study. Hence, only those that volunteered to participate in the study were selected.

Data Collection Method

Questionnaire was used to collect the data for the study. The questionnaire helped the researcher to get a large number of respondents who assisted in answering the questions. The questionnaire is made up of 28 close ended items. This provided control over the participants' range of responses by providing alternatives. This also made it easier to summarize and analyze the responses. The copies of questionnaire were self-administered by the researchers to ensure favorable return rate.

The copies of questionnaires were administered to staff of telecom companies including the headquarters of the four key players in the industry. Equal number of 60 copies of the questionnaire was administered in the four companies (Airtel, MTN, Globacom and 9Mobile). This gives a total of 240 copies of questionnaire.

Data Presentation and Analyses

Data Analysis

240 copies of the questionnaire were administered but 210 copies were returned fully completed. 30 copies were not returned. The data collected were analyzed using descriptive statistics. The descriptive statistics are provided in frequencies, percentages and graphs.

Demographic Analysis

The study first presented the demographic analyses to reveal the relevant characteristics of the staff of the selected telecom companies who participated in the study. The key demographic variables considered in the study were gender, age, and marital status, and educational background, department of service and tenure of service. Below are the results of the demographic analyses.

Table 1: Demographic Characteristics of the Respondents

Variables	Frequency	Percentage
	n=210	
Gender		
Male	120	57.1
Female	90	42.9
Age		
Below 30 years	57	27.1
31-40years	108	51.4
41-50years	33	15.8

51 years and above	12	5.7
Marital Status		
Single	33	15.8
Married	150	71.3
Divorced	27	12.9
Educational Background		
Diploma	9	4.3
HND	9	4.3
Degree	*172*	*81.9*
Masters	*18*	*8.6*
PhD	2	0.9
Department of Service		
Sales	78	37.1
Technical	33	15.7
Finance	48	22.9
Call Centre	15	7.2
HR Dept	12	5.7
Customer Service	24	11.4
Tenure of Service		
Less than 2 years	57	27.1
2 to 5 years	81	38.6
6 years and above	72	34.3

Source: Fieldwork, 2018

As can be observed from Table 1, a total of 210 respondents were involved in the study. The first column of Table 1 indicates the various variables or characteristics of the respondents. The second column shows the corresponding number of cases under each variables or characteristics. The third column of the table provides the percentage distribution of the number of cases in the second column. The table further indicates that majority of the respondents are male, aged between 31 to 40 years, married, have degree and have been in service for between 2 to 5 years.

Analysis based on Objectives of the Study
Knowledge of Market Oriented Culture

Table 2: Knowledge of Telecom Companies Staff on Market Oriented Culture

Knowledge	Frequency (n=210)	Percentage
Customer Oriented	108	51.4
Alert to competitive situations	48	22.9
Profit as against turnover	36	17.1
Cooperation between functional groups	6	2.9
Responsiveness to change	12	5.7

Source: Fieldwork, 2018

Graphical presentation of these results is shown in the figure below:

Figure 2: Knowledge of Telecom Industry Staff on Market Oriented Culture
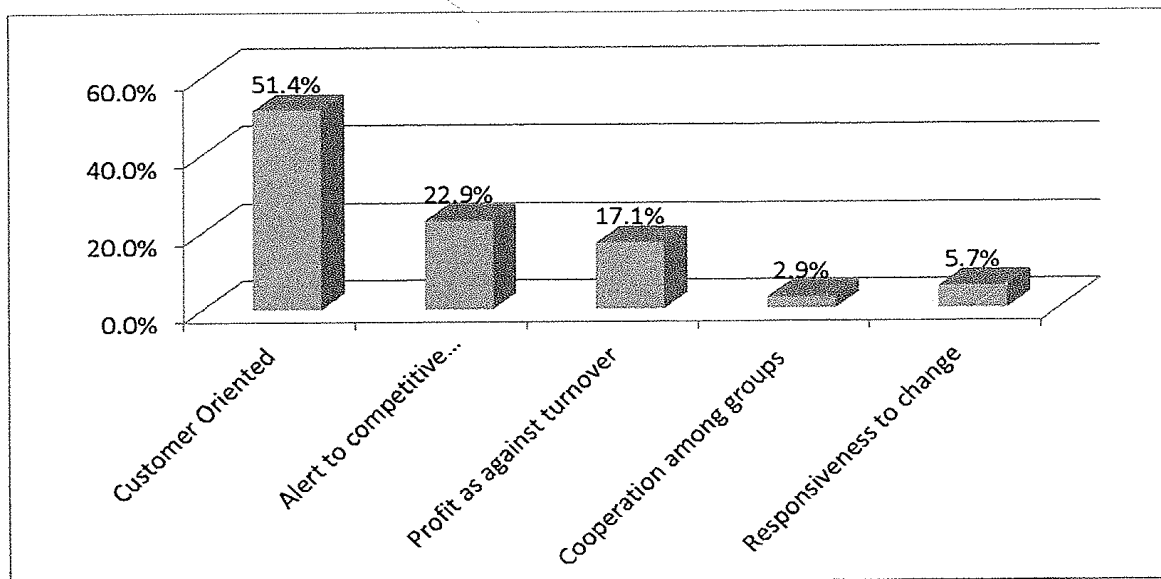
Source: Fieldwork, 2018

The first objective of the research was to identify if staff of telecom companies have formal knowledge of market oriented culture. The result of the data analysis in Table 2 and Figure 2 reveals that 51.4% of the respondents (n=108) expressed knowledge of customer oriented market: 22.9% (n=48) expressed knowledge on alertness to competitive situations and 17.1% (n=36) indicated focus on profit as against turnover. In addition, as few as 5.7% of the respondents (n=12) expressed knowledge on responsiveness to change as a characteristics of market oriented culture. Lastly, 2.9% of the respondents representing the least (n=6) emphasized cooperation between functional groups. Judging from these figures, it can be concluded that the staff of telecom companies have greater knowledge on customer oriented market, alertness to competitive situations, and focus on profit as against turnover. There is little knowledge on cooperation between functional groups and responsiveness to change as features of market oriented culture.
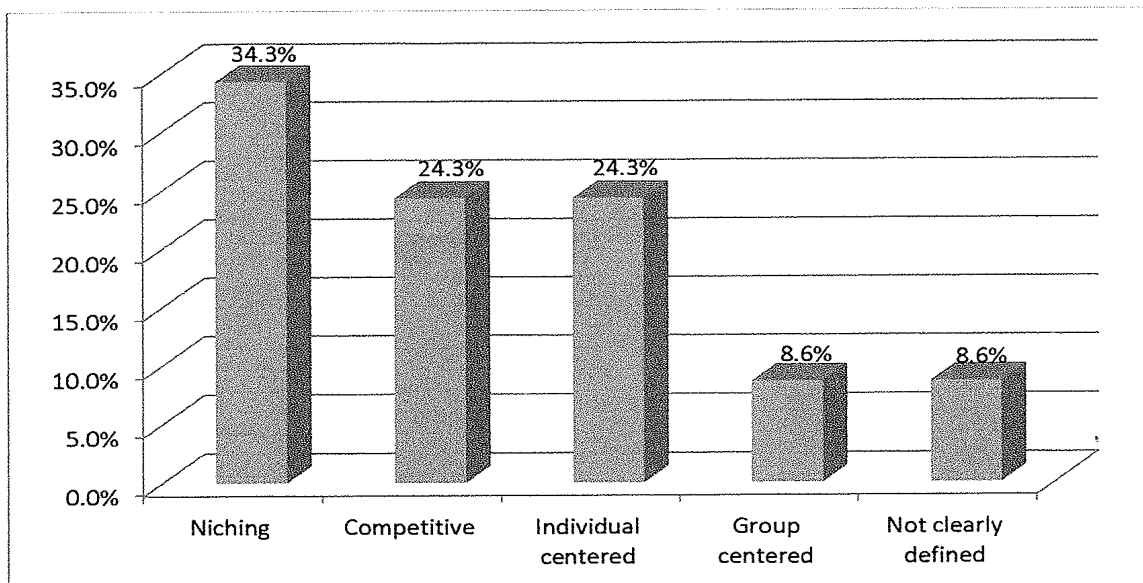
Marketing Strategy and Market Oriented Culture

Table 3: Marketing Strategies at Telecoms Industry that enhance Market Oriented Culture

Marketing Strategies	Frequency (n=210)	Percentage 70%
Niching	72	34.3
Competitive	51	24.3
Individual centred	51	24.3
Group centred	18	8.6
Not clearly defined and communicated	18	8.6

Source: Fieldwork, 2018

Further demonstration of these results is shown in the graph below.

Figure 3: Marketing Strategies of Telecom Companies that enhance Market Oriented Culture

Source: Fieldwork, 2018

The second objective of the research was to assess how marketing strategies enhance market oriented culture of telecoms industry. Summary responses in Table 3 and Figure 3 above shows that as many as 34.3% of the respondents (n=72) identified niching as the strategy that best enhances market-oriented culture. A total of 24.3% of the respondents (n=51) identified competition and individual centered strategies as strategies that enhance market oriented culture. In the same way, 8.6% of the respondents (n=18) identified group centered strategy. The same percentage of respondents reported that the strategies were not clearly defined and communicated. This indicates that niching is the most common marketing strategy adopted in the Telecoms industry.
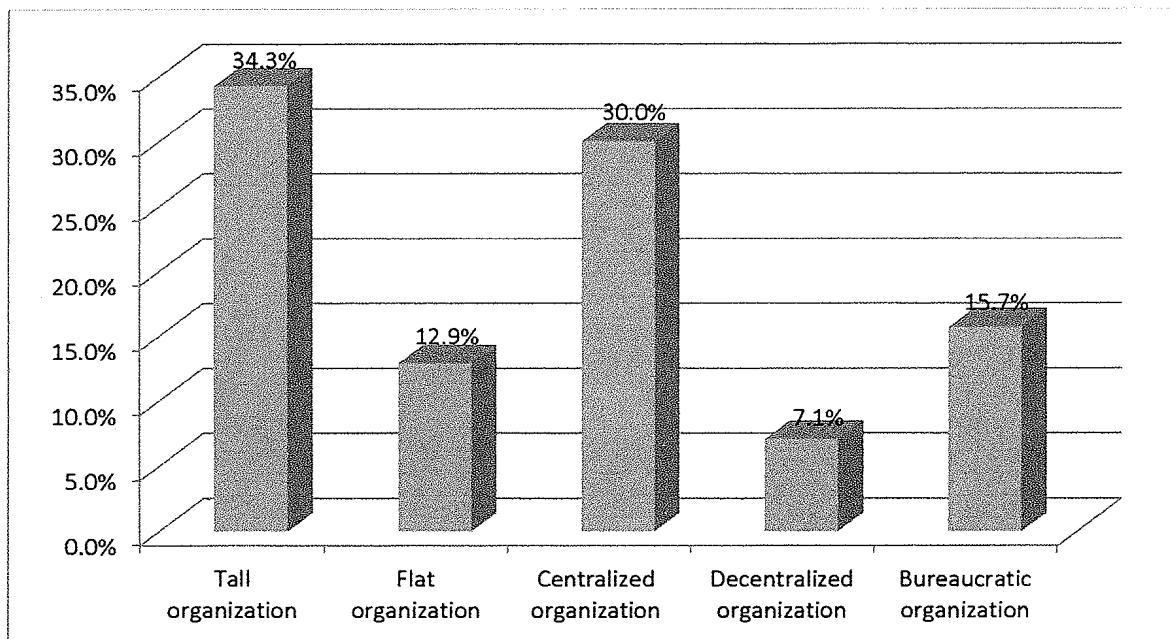
Organizational Structure and Market Oriented Culture
Table 4: Organizational Structure that enhances Market Oriented Culture

Organizational Structure	Frequency (n=210)	Percentage
Tall organizational structure	72	34.3
Flat organizational structure	27	12.9
Centralized organization	63	30.0
Decentralized organization	15	7.1
Bureaucratic organization	33	15.7

Source: Fieldwork, 2018

The graphical demonstration is shown in the figure below.

Figure 4: Organizational Structure that Enhanced Market Oriented Culture

Source: Fieldwork, 2018

Thirdly, the research examined the nature of organizational structure adopted by telecom companies to enhance market oriented culture. The results in Table 4 and Figure 4 above provide the responses of the staff in relation to this question. A total of 34.3% of the respondents (n=72) reported that telecom companies maintain a tall organizational structure. Only 12.9% of them (n=27) believed that telecom companies maintain a flat organizational structure. As many as 30.0% of the respondents (n=63) accepted the view that telecom companies are centralized organizations. However, 7.1% of the respondents (15) believed that telecom companies are decentralized organizations. Additionally, 15.7% of the respondents (n=33) expressed that telecom companies are bureaucratic organizations. These figures show that the organizational structure of telecoms industry is tall, centralized and bureaucratic.
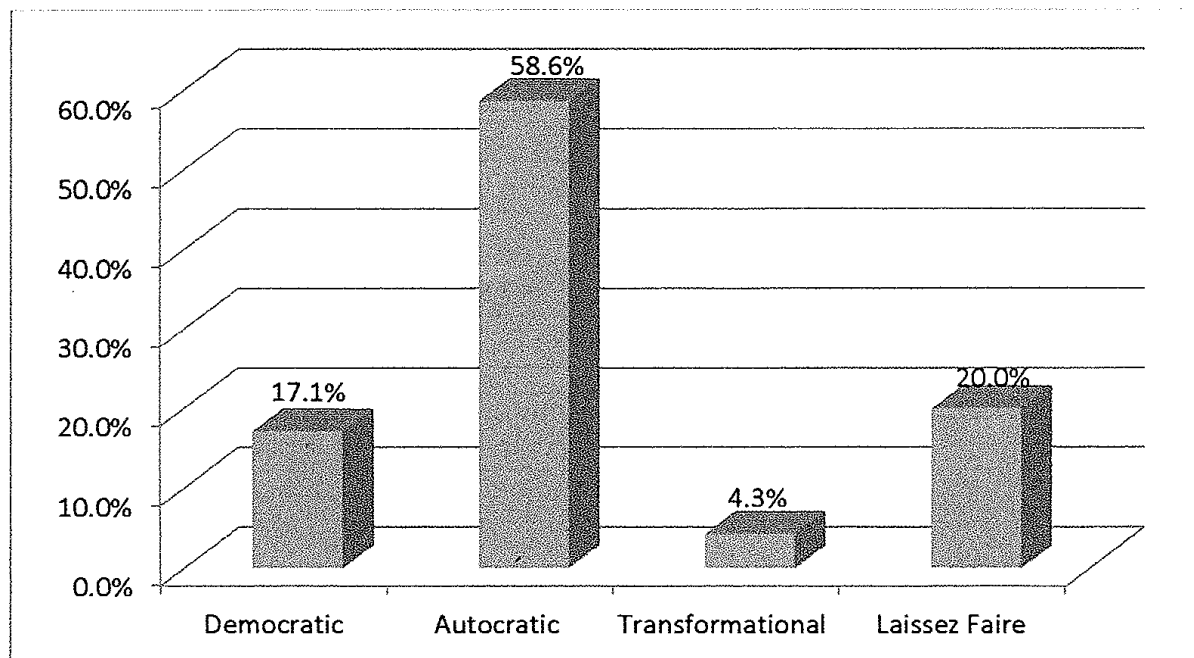
Style of Leadership and Market Oriented Culture
Table 5: Leadership Styles that enhance Market Oriented Culture

Leadership style	Frequency (n=210)	Percentage
Democratic	36	17.1
Autocratic	123	58.6
Transformational	9	4.3
Laissez Faire	42	20

Source: Fieldwork, 2018

Graphical presentation of these results is depicted below.

Figure 5: Leadership Styles that Enhance Market Oriented Culture

Source: Fieldwork, 2018

Finally, it was also the objective of the research to examine if existing style of leadership enhances market oriented culture. Analysis of data regarding this objective has been presented in Table 5 and Figure 5 above. The results indicate that majority of the respondents (n=123) constituting 58.6% believed that the style of leadership adopted by telecom companies is autocratic. A total of 20% of the respondents (n=42) identified laissez faire as the leadership style of telecom companies. A total of 17.1 of them (n=36) mentioned democratic leadership style. 9 staff constituting 4.3% of the respondents indicated that telecom companies use transformational leadership style. Given these statistics, it can be concluded that the dominant style of leadership adopted by telecom companies is autocratic.

Conclusion and Recommendations

The market orientation literature offers many insights into how companies can compete in today's competitive market place. Developing a market oriented culture has the potential to provide several positive strategic performance consequences for firms who are successful at integrating this philosophy in their organizations. The McKinsey 7S framework plays a very important role in the adoption and implementation of a market oriented culture in every industry. The inferences from the analyses showed that in the telecoms industry much has not been considered in building a market oriented culture. This research contributes to the understanding of the McKinsey 7S framework and its impact on market oriented culture in the telecoms industry. The major findings of the study indicated that the staff of telecoms industry have greater knowledge on customer-oriented market, alertness to competitive situations and focus on profit as against turnover, there is however little knowledge on cooperation between functional groups and responsiveness to change as features of market oriented culture. With regard to the second objective, niching emerged as the most common marketing strategy adopted by telecoms industry.

This was followed by competition and individual-centered strategies both of which were equally identified. Group-centered strategy was the next strategy identified. Thirdly, it was observed that the organizational structure of telecoms industry was primarily tall, centralized and bureaucratic. Finally, autocratic leadership style appeared as the dominant leadership style of telecoms industry. This was followed by laissez faire, democratic and lastly transformational leadership styles.

The findings of this research work suggest that management of telecom companies need to consider McKinsey 7S framework as an important aspect of enhancing a market oriented culture in the industry. Based on the findings, it was recommended that:

1. The management of telecom companies should enlighten their staff about the concept of market oriented culture and its significance to the development and growth of the industry. Management should continue to frequently train and develop their employees to effectively meet the changing trends of the business

2. Secondly, the strategy of telecom companies should be broadened so that it can cover other parts of the population and must also be communicated to the staff of telecom companies so that they can work in line with it for the effective and efficient running of the company.

3. Thirdly, the organizational structure of telecom companies should be reviewed and made less centralized and bureaucratic so that it can assist the implementation of a market oriented culture in the industry.

4. The dominant leadership style of telecom companies from the analysis was autocratic which is not helping the industry. It is therefore recommended that telecom companies should employ a democratic style of leadership to help enhance a market oriented culture.

5. Managers and employees of telecom companies will need to design a strong customer feedback mechanism that is cross-functional to help determine when marketing strategy need to be modified.

6. Developing and maintaining a market oriented culture cannot be the responsibility of the Telecom Company's internal marketing unit alone but must be fully integrated across all functions of the organization.

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