

CHRISTIAN SERVICE UNIVERSITY COLLEGE, KUMASI

SCHOOL OF BUSINESS

**DEPARTMENT OF MARKETING, LOGISTICS AND CORPORATE
STRATEGY**

**EFFECT OF MARKET ORIENTATION ON COMPETITIVE ADVANTAGE OF
SMALL AND MEDIUM ENTERPRISE, MEDIATING ROLE OF ENTERPRISE
SUPPORT ORGANIZATION**

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DECLARATION

We hereby declare that this submission is our own work towards the Degree of Bachelor of Business Administration and that, to the best of our knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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ABSTRACT

Market orientation and its consequences on performance have been broadly examined with researchers coming into consensus of the positive result. Issues SMEs confront are in a type of limited information of customer needs and wants, ignorance of possibilities of executing market orientation and short-term focus minimize the capacity of SMEs in the operationalization of market orientation strategies. This study therefore seeks to assess the effect of market orientation on SMEs competitive advantage within Kumasi metropolis, the mediating role of enterprise support organization. About 250 SMEs who were members of NBSSI within the Kumasi metropolis were randomly selected for this study. This work employed the use of questionnaire as the main data collection instrument to obtain data for the study. The information obtained from the questionnaire was analyzed using descriptive statistics to describe the data and inferential statistics such as PLS-SEM and regression for their statistical relationships and significance. The findings of the study indicated significant influence of market orientation on competitive advantage of SMEs. Competitors and customer orientation among SMEs are positively influenced by enterprise support organization, there is positive and significant relationship between enterprise support organisation and competitive advantage and enterprise support organization plays a full mediation role between competitor orientation among SMEs and competitive advantage. It is recommended that, SMEs in Ghana must seek the assistance of enterprise support organization as it plays an important role in directing marketing strategies for competitive advantage and Enterprise support organization should focus more on competitor and customer orientation since they have significant influence on competitive advantage of SMEs.

DEDICATION

This study is dedicated to our able and resourceful supervisor, Dr. Stephen Banahene for his guidance, encouragement and directives throughout the period of this work.

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TABLE OF CONTENT

DECLARATION.....	ii
ABSTRACT.....	iii
DEDICATION.....	iv
ACKNOWLEDGEMENTS	v
TABLE OF CONTENT.....	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER ONE	1
INTRODUCTION.....	1
1.2 Problem Statement	4
1.3. Objective of the Study.....	5
1.4 Research Questions	6
1.5 Scope of the study	6
1.6 Significance of the Study	7
CHAPTER TWO	8
LITERATURE REVIEW	8
2.1 Introduction	8
2.2 The concept of Market Orientation.....	8
2.3 Theories of Market Orientation.....	11
2.4 Competitive Advantage.....	16
2.5 Measurements of Competitive Advantage	18
2.6 Market Orientation and Competitive Advantage	22
2.7 Effect of Market Orientation on Competitive Advantages	25
2.8 Effect of market Orientation on Enterprise support organization.....	27
2.9 Effect of Enterprise Support Organization on Competitive Advantages of SME...	28
2.10 Mediating role of enterprise support organization	30

2.11 Enterprise support organization in Ghana.....	32
2.12 SMEs Sector in Ghana	33
CHAPTER THREE	36
METHODOLOGY	36
3.1 Introduction	36
3.1 Research Design.....	36
3.2 Population and Sample Size.....	37
3.3 Sampling Techniques	38
3.4 Measurement of Research Constructs	38
3.5 Sources of Data	39
3.6 Data Analysis	40
3.7 Ethical Issues.....	40
CHAPTER FOUR.....	41
ANALYSIS AND PRESENTATIONS OF DATA.....	41
1.0 Introduction	41
4.1 Response Rate	41
4.2 Demographic Characteristics of Respondents.....	42
4.3 The Effect of Market Orientation on Competitive Advantage of SMEs.....	45
4.4 The Relationship between Market Orientation and Enterprise Support Organization	47
4.5 The Relationship between Competitive Advantage and Enterprise Support Organization	49
4.6 The Mediating Role of Enterprise Support Organization between Market Orientation and Competitive Advantage.....	50

CHAPTER FIVE	54
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	54
5.1 Introduction	54
5.2 Summary of the Key Findings	54
5.2.1 The Effect of Market Orientation on Competitive Advantage of SMEs.....	54
5.2.2 The Relationship between Market Orientation and Enterprise Support Organization	54
5.2.3 The Relationship between Competitive Advantage and Enterprise Support Organization	55
5.2.4 The Mediating Role of Enterprise Support Organization between Market Orientation and Competitive Advantage.....	55
5.3 Conclusion.....	56
5.4 Recommendations	56
REFERENCES.....	58
APPENDIX.....	70

LIST OF TABLES

Table 4.1: Demographic Characteristics of Respondents.....	45
Table 4.2: Effect of Market Orientation on Competitive Advantage of SMEs.....	47
Table 4.3: Significance of the Relationship between Market Orientation and ESO.....	49
Table 4.4: The Relationship between Competitive Advantage and ESO.....	50
Table 4.5: Mediating Role of ESO between Market Orientation and Competitive Advantage.....	53

LIST OF FIGURES

Figure 4.1: SEM for Relationship between Market Orientation and Enterprise Support Organization.....	47
Figure 4.1: SEM for Relationship Mediating Role of ESO between Market Orientation and Competitive Advantage.....	51

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Market orientation has been viewed as the degree to how organizations slanted to do the marketing idea (Connell, 2001). Homburg and Pflesser (2000) in their accommodation on the hypothesis as for market orientation gave social and conduct implications to the idea. Firms are been asked to have data about customers need and needs, and to fundamentally analyze exogenous highlights that induce customers needs and inclinations by method for organizing and responding suitably to customers inclination based of the knowledge accumulated. Clarifying social element of market orientation, the firm is seen as most productive and powerful in making the pertinent conduct for creating predominant incentive for customers consequently bringing about prevalent performance. The social perspective concerning market orientation notice orientation from customers, orientation from competitors, and also inter-functional orientation as a key methods for recognizing the requirements and need of customers and fulfilling them more than competitors (Chekitan et al., 2009).

The marketing idea is critical to the extent fulfilling customers through esteem creation are concerned. The marketing idea had confidence in need acknowledgment and giving customers esteem than what competitors do in the market (Kotler, 2009). It is essential to take note of that, organizations that attempted to adequately and effectively set in motion the marketing idea are probably going to increase more noteworthy performance among competitors in the business (Jaworski & Kohli, 1993; Narver & Slater, 1990). Aside the colossal advantage that organizations will pick up when they are market arranged

proprietor troughs of Small and Medium Enterprises (SMEs) are threatening to the idea of market orientation (Blankson & Stokes, 2002). There is hence a requirement for SMEs so far as that is concerned those in creating nations, for example, Ghana to welcome the idea of market orientation and its materialness in their lines of tasks on the off chance that they need to be focused.

Supportability in business plays out a significant job in how well an organization contends in the aggressive business condition (Nicolăescu et al., (2015). Manageable improvement shows ecological models, social honesty (Bensman, 2014) and financial prosperity. Maintainability is compelling as a sorting out rule for inside business improvement methodologies. Associations must lead extensively towards the enhancement of society. Manageability is an obligation that worries associations and political substances. Corporate social duty is a part of a corporate strategy to attempt the maintainability basic. Supportability contributing involves assessing an association's position and working concerning condition, wellbeing and security, social issues, and administration (Soyka, 2012). The unmistakable level of exchange offs in corporate maintainability applies to isolate leaders inside firms. Authoritative direct concerning feasible advancement depends on the bits of knowledge, reasons, qualities and goals of individual members. Corporate supportability at the authoritative degree applies to debate between different manageability highlights concerning the capacity and impact of partnerships as individual associations (Nicolăescu et al., 2015).

The acceptance of environmentally sustainable systems can demonstrate invaluable to the organizations that receive such practices (Guimarães et al., 2017). Numerous business associations examine natural maintainability truly. Endeavors contend with monetary

clarifications for financing earth manageable practices. Administrators feel that supportable strategies are favorable increases that may not be monetarily quantifiable. Supportability rehearses are related with an increased measure of business, and are identified with lower consumptions. At the point when people handle their alternatives as far as where to work together, natural manageability methodologies might be conclusive (Bensman, 2014). Annihilating welfare misfortunes could happen if solid maintainability plot isn't sought after. A study of the ideas of full cost bookkeeping may give the assurance to a superior understanding of corporate supportability. Continually negative certified sparing is unsustainable (Nicolăescu et al., 2015).

The survival of SMEs has drawn consideration from numerous quarters of reports in Ghana on account of the enormous noteworthy job SMEs plays as far as occupation creation, destitution decrease, income age and fills in as motor of development of numerous economies so far as that is concerned Ghana. SMEs should be deliberately situated as far as new key heading with the goal that they can be aggressive and increase monetary quality in the years to come. It has additionally been found out that, significant approach producers have worries regarding how SMEs can quicken development in low pay nations (Kayanula & Quartey, 2000). In Ghana, SMEs are viewed as the motor through which the acknowledgment and manageability of the economy can develop thus the various endeavors been built to advance SMEs improvement. Selection and executing viable market orientation rehearses among SMEs will help increment their development possibilities and performance over the long haul. Notice ought to be made of the predominance of one individual to state proprietor chief among Ghanaian SMEs. The proprietor chief in these respects takes real choices in business tasks with working capital

flimsiness and low specialized expertise prevents development possibilities (Kayanula and Quartey, 2000).

Despite the fact that SMEs can't take part in customary marketing exercises contrasted with huge firms, the fundamental standards of been market situated is expected to push them to huge enhancement (Blankson & Ming-Sung, 2005). It is in this manner essential for SMEs in Ghana so far as that is concerned those in Kumasi city to be market arranged by executing market orientation rehearses in their lines of tasks. Market orientation will assist SMEs with generating knowledge, disperse data, arranged and executed reaction, gain client understanding, have some dimension of competitor data and utilize some inter-functional coordination to enable them to enhance their dimension of performance.

1.2 Problem Statement

Market orientation and its consequences for performance have been broadly examined with scientists coming into accord of the positive result. Issues SMEs confront are in a type of restricted information of client needs and needs, ignorance of possibilities of executing market orientation, lacking in aggressive separation abilities, rare assets in business tasks and here and now center limit the limit of SMEs in the operationalisation of market orientation methodologies (Abor & Biekpe, 2007). Gilmore, Carson, and Grant (2001) are of the conclusion that, highlights and also restrictions of proprietor supervisors assets utilized in tasks is insufficient and accordingly avert successful performance of marketing in this way SMEs not reacting proactively to the future requests of their business. These difficulties identified above require the reception of market orientation and usage in the region of SMEs task in Ghana so far as that is concerned SMEs inside Kumasi city.

Research in the area of market orientation took a look at the immediate impact of market orientation on performance of businesses. The greater part of these investigations doesn't viably take a look at how the presentation of big business support will affect performance. Aside been market oriented, there is a need to consider introduction of some level of sustainability in a form of enterprise support into once operations. Coupled with numerous challenges facing SMEs, there is a need to introduce enterprise support into business aside been market oriented.

1.3. Objective of the Study

The main objective of the study is to assess the effect of market orientation on SMEs competitive advantage within Kumasi metropolis, the mediating role of enterprise support organization.

The specific objectives of the study are

1. To examine the effect of market orientation on competitive advantage of SMEs.
2. To determine the relationship between market orientation and enterprise support organization.
3. To assess the relationship between competitive advantage and enterprise support organization.
4. To ascertain the mediating role of enterprise support organization between market orientation and competitive advantage.

1.4 Research Questions

Based on the above stated objectives, the following research questions will be answered:

1. What is the Effect of market orientation on competitive advantage of SMEs?
2. What is the relationship between market orientation and enterprise support organization?
3. What is the relationship between competitive advantage and enterprise support organization?
4. What is the mediating role of enterprise support organization between market orientation and competitive advantage?

1.5 Scope of the study

This research will be focused on market orientation and its impact on SMES within Kumasi metropolis, mediating role of enterprise support organization. The research will be limited to owner managers of SMEs within the Kumasi Metropolis. SMEs in Ghana that falls under the definition of National Board of Small Scale Industries (NBSSI) will be used as criteria for selecting SMEs. NBSS categories these businesses as employing employees ranging from one (1) and five (5) people having a fixed assets not more than 10,000 USD not including land and building. Also, small enterprises have employees between 6 and 29 or having fixed assets of not more than not \$100,000, excluding building and land. Medium scale business employs 30 to 99 workers with fixed assets not exceeding one million \$1million.

1.6 Significance of the Study

There are several works that have already been done in market orientation and its effect on SMEs performance. This study will still be significant in contributing immensely to practical and theoretical implications. The study will help owner managers of SMEs to take market orientation seriously and adopt it in their lines of operations. The study will also give potential SMEs operators to gain an insight into usefulness and values that can be gained from market orientation practices. The study will also help Enterprise Support Organisations (ESO) such as NBSSI and AGI to direct their support to SMEs to areas of market orientation as it will enhance performance of SMEs.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter appraises previous research by accredited scholars and researchers. A literature review is a body of text that aims to review the critical points of current knowledge on a particular topic. Its ultimate goal is to bring the reader up to date with current literature on the topic and forms the basis for another goal, such as the justification for future research in the area. The chapter starts with

2.2 The concept of Market Orientation

Market orientation is been presented and upheld more than 56 years back (Levitt, 1960). The advancement of the idea of market orientation has driven numerous researchers and researchers to contribute as far as research in different features of business and how it tends to be connected. Market orientation contributes in general to different territories of business exercises, for example, come back to resources, how associations learn and rapidly respond to natural difficulties and new item achievement and advancement (Lukas & Ferrell, 2000; Narver & Slater, 1990). One essential point worth making reference to is that, market orientation varies from marketing orientation; where-as market orientation takes a look at the whole association in a type of wide application, marketing orientation clarify the reasoning and activities that are particular to marketing division (Kohli & Jaworski, 1990; Narver & Slater, 1990). A market-situated association is one that successfully and proficiently actualizes marketing idea in its lines of tasks.

As per Nayebzaden, (2013), it is expected that Shapiro, (1988) was the first to characterize different parts of market orientation that have been utilized to characterize this kind of culture. He kept up that, such perspectives incorporate the sharing of essential data concerning factors that impact the market and customers' purchasing behaviors in each branch of an association. It would thus be able to be accepted that key and strategic basic leadership between divisions and in addition the responsibility to actualize choices in the association, make up market orientation (Harrison-Walker, 2001).

Bae and Yun, (2009) express that market orientation depends to a great extent on crafted by Williamson, (1975) and Ouchi, (1981), who distinguished it as an arrangement of exercises that they contended, filled in as the establishment of authoritative viability. Market orientation has additionally been alluded to as the standpoint of the association that permits the necessities of customers and potential customers to drive all the company's key choices (Gibson, 2006). Like Williamson, (1975) and Ouchi, (1981), Gibson, (2006) makes reference to that notwithstanding client center, market orientation includes the recognizable proof and advancement of exercises that will successfully accomplish an organisation's vital objectives. Inyang, (2011) embraced the definition estimated by Narver and Slater (1990) and further characterizes it "as the authoritative culture type that productively realizes the fundamental exercises for the making of unrivaled incentive for purchasers and eventually, persistent predominant business performance". Untachai, (2008) alludes to market orientation as the part of business culture that propels representatives inside the association to organize their exercises on the beneficial creation and upkeep of predominant client esteems (Slater, 2001). The definitions identifying with market orientation above were conjectured from different models and speculations that were

produced to feature market orientation. The meaning of market orientation received from this investigation is proposed by Kohli and Jaworski (1990) who allude to market orientation as an arrangement of particular practices and exercises that include creating data, dispersal among capacities in an association and following up on the produced data. The accompanying area will talk about the speculations and models of market orientation. Once more, others see market orientation as a vital part of firm's culture and process as it might be encouraged by components that are internal to the association (Harris, 2000; Harris and Ogbonna, 2001). Market orientation would appear to be essential to organizations because of extreme worldwide rivalry and variances in purchaser needs, organizations must arrange their exercises with a solid spotlight on their markets, with the end goal to endure (Kurtinaitiene, 2005; Mahmoud et al., 2010). Checking quick changes will promote deciding the impact of customer fulfillment; upgrade item enhancement and methodology performance will help in creating prevalent incentive among players in the business (Kotler, 2009). Looking fundamentally at clarifications given by creators concerning market orientation, one subject that goes through the importance is that, organizations need to accumulate a type of data from the business scene and actualize choices dependent on such data with the end goal to make an incentive for partner. One can along these lines characterize market orientation as the exertion of realizing what customers need by methods for gaining some dimension of thought and afterward executing such thoughts to make an incentive for customers and stay focused. This definition isn't a long way from crafted by Narver and Slater (1990) and Kohli and Jaworski (1990) entries on the idea of market orientation.

2.3 Theories of Market Orientation

There are different models that are propounded by different creators to clarify the idea of market orientation. The study along these lines received MKTOR and MARKOR model to clarify market orientation as it has been the model that is generally embraced in clarifying market orientation. MKTOR display utilized three (3) segments to clarify market orientation that contained client orientation, competitor orientation and inter-functional orientation (Narver & Slater, 1990). The MARKOR show additionally utilized three (3) segments to clarify market orientation including picking up data, dissemination of data and arranged and executed reaction (Kohli & Jaworski, 1990). The MKTOR and MARKOR models of clarifying market orientation are clarified beneath.

2.3.1 Customer Orientation

Client orientation needs to do with the way of life of setting client's interest first and requires a careful comprehension of customer needs in order to mold items or administrations of predominant esteem (Deshpande et al., 1993; Narver & Slater, 1990). Organizations that are market arranged in nature have knowledge into receiving different instruments to add esteem and advantages to customers regarding investment funds in by and large cost procurement and the utilization of its contributions to profit customers bringing about accomplishing feasible upper hand (Narver & Slater, 1990). Organizations persistently assess these choices to see how the best impact can make practical better an incentive for current and potential customers. Consequently, to accomplish the most elevated amount of performance and to keep up firm's long haul limit and makes a commonly advantageous association with the client, market orientation ought to be at the core of association. Organizations should subsequently attempt to gather appropriate and

exact data's about client with the end goal to enable them to address the requirements and needs of target client.

Client orientation is normally observed as a part of association's key methods for conveying wants an incentive to customers (Zhou, Yim, & Tse, 2005). The principle point of client orientation is to establish a strong framework of picking up data concerning current and future customers for key activity activities dependent on adequate data given by client henceforth bringing about making enhanced better an incentive than the client base (Narver & Slater, 1990). Kohli and Jaworski (1990) trusted client orientation speaks to the dimension to which client knowledge is accumulated and executed in the business set up and utilized by the specialty unit. The critical unmistakable element of client orientation is particularly expressed in the administration writing, and studies directed in the field of key administration and have continually stressed the idea that focus on customer been the vital purpose behind business activity (Webster, 1988). One won't be far to state that, customers are the reasons why the business is in presence consequently data that will help convey an incentive to them must be at the core of administration. Client orientation should in this manner not be consigned to the foundation since it will help in conveying an incentive to customers.

2.3.2 Competitor Orientation

For organizations to be aggressive, it is expected of them to know shortcomings and quality and additionally abilities and exercises of competitors. Data's that are assembled about competitors assist the firm with repositioning its offering to get ready for the future survival of the substance (Deshpande et al., 1993; Narver & Slater, 1990). Competitor orientation

as a major aspect of market orientation is viewed as a hierarchical technique to wind up making conduct of organizations enhancing the items they convey to customers. It is essential to realize that, competitors won't take a seat unconcerned however endeavor over a similar gathering of customers. Organizations should there look for knowledge about their competitors with the end goal to enhance their administration conveyance.

The point competitor orientation needs to do with giving a solid establishment of insight in regards to current and future competitor for vital activity. Those competitors of the business are viewed as undertakings that are giving substitute item by serving a similar need of customers (Kotler, 2009). The business current and future competitors are discovered in firms with impossible to miss or non-exceptional generation innovation stage. These have required the need to pick up knowledge into the exercises of what competitors are doing to help shape the tasks of the organizations activities.

2.3.3 Inter-functional Orientation

Inter-functional orientation implies that, all the division in the business must organize well with one another in all part of the business activities. At the point when there exists a planned augmentation of the company's assets that goes for performing better according to the client, it is viewed as the association rehearsing inter-functional orientation (Narver & Slater, 1990). Shapiro (1988) discovered that, market orientation in actuality isn't the equivalent as marketing orientation it might be said that, market orientation neglects to show that it is just marketing division in the association that has imperative job rather all are vital.

Market orientation perceives that, all office and additionally workers know that, representative's demeanor concerning internal and outer client is critical. Composed combination of assets is firmly identified with the client and competitor since they are advancing customers encounter among division (Narver & Slater, 1990). There is in this manner a need to inter-organize the exercises that are worried about the everyday administration of the business with the end goal to push acknowledged to possibilities of the business in amplifying its performance.

2.3.4 Gaining Information

Researchers have escalated the critical capacity of market data in helping champion key objectives. Most main impetuses of the wants of firms to execute market data needs to do some dimension of rivalry, requests from client and in addition needs vulnerability (Choe, 2003). One of the unmistakable methods for adapting to dynamic nature of business setting is the capacity of business to gather and make utilization of market data (Kohli & Jaworski, 1990). Data's that are information based is made of embracing new abilities and particular specialized by methods for worker association as they regularly have coordinate contact with customers in an everyday schedule (Clark, 2000).

One surest method for adjusting in business practice is to gain some dimension of insight to assist keep with mechanical advancement by methods for data frameworks through formal and casual means (Tyler, 2001). Not surprisingly of private companies, they don't lead any formal market examine however accumulated a type of insight to execute in their business (Brooksbank et al., 2003). It merits making reference to that, in substantial mechanical associations, there exist great knowledge as for client's inclinations and the

present happenings in the market. This has subsequently approach SMEs to assemble some dimension of knowledge to help improve their development and extension.

2.3.5 Dissemination of Information

The degree to which data is conveyed, shared and circulated among associations assumes an imperative job in expanding performance of firms (Akgun, Lynn, & Reilly, 2002). Slater and Narver (1994) trusted that, organizations that accumulate data can enhance their speed and react to circumstance and dangers in the event that they spread the data properly. Arranging and presenting formal correspondence forms help animate casual interaction among individuals causing the development of data assets as well as encourages the data stream and improvement information handling. Truth is told, the estimation of data spreading ranges to most extreme when the individuals from all association units are in complementary connection with one another.

Social event knowledge might be good for nothing if that insight isn't dispersed to the suitable functional region for performance (Kohli & Jaworski, 1990). A few workers may fill in as a deterrent to data dissemination as a large portion of them may not esteem data put crosswise over because of restricted preparing procured in data taking care of. Proprietor troughs are subsequently been urges to spread data to their workers and dishearten the propensity for keeping it themselves for dread losing control. This will over the long haul enhance the performance of the business substance.

2.4 Competitive Advantage

Competition is at the center of the achievement or disappointment of firms. Competition decides the propriety of a company's exercises that can add to its performance, for example, developments, a durable culture, or great usage. Competitive system is the scan for a great competitive position in an industry, the basic field in which rivalry happens. Competitive procedure expects to build up a beneficial and practical position against the powers that decide industry rivalry.

A competitive advantage must be troublesome, if certainly feasible, to copy. On the off chance that it is effortlessly duplicated or imitated, it isn't viewed as a competitive advantage. As per Keegan (2007), Competitive advantage is the expanded rate of engaging quality a firm offers contrasted with competitors from customers' perspectives. As indicated by (Kotler & Amstrong, 2011) competitive advantage is an advantage over competitors gotten by offering more qualities to shoppers, for example, offering lower cost and giving more advantages which bolster the assurance of more costly cost.

In the writing on rivalry technique, competitive advantage is respected inside the structure of significant worth creation as anything that expands salary over costs (Rumelt, 2003). Zabieh (2014) accepts competitive advantage lies in the properties or measurements of each firm empowering it to offer preferable administrations over the competitors to customers. Competitive advantage is characterized as the respectable estimations of a firm for customers with the goal that these qualities exceed the cost paid by the client (De Toni & Tonchia, 2003)

As per the above meanings of competitive advantage, it appears that an immediate connection between customers' normal qualities, values offered by the organization, and

those offered by the competitors decide the measurements and states of competitive advantage. In the event that the qualities exhibited by the organization are nearer to customers' relied upon qualities contrasted with the qualities offered by competitors, it very well may be said that the firm has competitive advantage over its competitors in at least one files. This advantage makes the organization better than its competitors in closeness to customers and catching his heart.

Fundamentally every organization competing in an industry situation wants to be more predominant than its competitors. Generally, companies implementing this competitive strategy explicitly through the activities of the various functional departments of existing companies. Fundamental reasoning of the formation of the competitive methodology starts with the improvement of a general recipe of how the business will be created, regardless of whether in actuality that it is planned and what arrangements will be expected to accomplish that objective. Comprehension of competitive advantage itself has two unique implications yet interrelated. Porter (2008) is the capacity of an organization to accomplish the financial advantages in the salary it very well may be accomplished by competitors in the market in a similar industry.

Organizations that have skill in the field of marketing, assembling, and advancement can make it as the assets to accomplish competitive advantage. Through these three territories of ability, the organization can build up a system to deliver a marketable item, while understanding the emphasis on brilliance in performance accomplishment throughout the years. This comprehension is identified with the organization's position contrasted with its competitors. Organizations that keep on focusing on the advancement of performance and looks to enhance the performance of these have the shot of accomplishing a decent

competitive position it has a genuine organization has a solid funding to keep on contending with different organizations (Omotayo, 2015).

2.5 Measurements of Competitive Advantage

Working together with the idea of competitive advantage, there is a rich writing establishment for estimations of competitive advantage in connection to various parts or ventures (Kiel & Smith, 2014). Competitiveness could be investigated by utilizing past performance markers or potential competitiveness pointers (Frohberg & Hartmann, 1997). For instance, market share, profitability item cost, net edge, returns on resources, net pay, unit cost proportion add up to factor efficiency budgetary performance (benefit, deals development, returns of venture), non-money related performance (consumer loyalty, workers development and benchmarking, adjusted scorecard (Rahman & Ramli, 2014).

Analyzing firm dimension competitiveness; gainfulness, costs, profitability, and market share are regularly utilized pointers since competitiveness is indistinguishable with performance. Competitive advantage empowers a firm to procure benefits that are higher than the normal benefit earned by its competitors (Dziwornu & Raymond, 2014). In this manner, benefit is a key variable for estimating competitiveness and turnover is a sort of net revenue that organizations regularly need to depend. The development of market share is one legitimate acknowledged outcome of the enhancement of competitiveness. Hence, market offer of a specific item is considered as a pointer to gauge the competitiveness of a firm or industry. The investigations of (Farole et al., 2010; Frohberg & Hartmann 1997; Rahman & Ramli, 2014) inferred that with the end goal to gauge the association's competitive position, market share is a critical pointer.

Further, there are sure constraints of efficiency and gainfulness as the estimations of competitive advantage, for example, absence of accessibility and dependability of information, inability to quantify quality dimension and advancement, and hard to analyze between businesses. Latruffe (2010) underscores that the estimation purposes of competitiveness, for example, income, benefit, and efficiency can be evaluated and available yet now and again those are hard to measure or access. Singh et al., (2015) notice that incomplete profitability records are not prevail because of neglect to gauge the specialized advancement. Also, efficiency in the farming part can be characterized in various terms, in particular land profitability, work efficiency and capital profitability. Thus, there is no generally acknowledged model to gauge profitability.

Along these lines, with the end goal to distinguish the components influencing competitive advantage, there ought to be clear measurements to gauge competitive advantage of a firm. Sun et al., (2010) rolled out a remarkable improvement to Porter's jewel show, contending that three parameters of precious stone model (factor conditions, request conditions, and related and supporting enterprises) are shrouded in the fourth element of the jewel demonstrate, i.e. association's procedure, structure and contention. Content legitimacy of the model created by Sun et al. (2010) was affirmed by Bakan and Dogan (2012) who utilized a similar model to decide the variables influencing competitiveness of chosen areas.

As needs be, association's methodology, structure and contention get hold of the toughness of household rivalry. Methodology is expected to center around exertion and advance coordination action. In worldwide rivalry, contention is vital. The example of contention affects the procedure of development and a definitive result is international

accomplishment. As Bakan and Dogan (2012) depicted it, the national decent varieties in business practices and methodologies, for example, administration way and structure, connection among work and administration, and working confidence, make advantages and disadvantages in contending in various segments. In this manner, to gauge competitiveness, association's technique, structure, and contention were utilized in the precious stone model. With the end goal to defeat the restrictions of earlier estimations of competitive advantage, Vinayan (2012) propose four elements of estimating competitive advantage by joining the RBV hypothesis, the blue sea technique, dynamic abilities see, and the auxiliary view. There are four measurements, for example, store network administration (SCM), item separation and advancement, authoritative responsiveness, and cost initiative to gauge competitive advantage of a firm. Vinayan (2012) connected these four measurements to quantify competitive advantage in assembling firms in Malaysia and they recommended that the proposed model could be connected to other segments' competitive advantage estimation too.

Alternately, numerous studies (Bratic, 2011; Henriksson & Nyberg, 2005; Masoumik et al., 2014; Sukati et al., 2011) have explored the impacts of SCM rehearses as far as vital provider organization, client relationship, and data sharing on competitive advantage of firms. Irregularities showed up in SCM as competitive advantage estimation and wellsprings of competitive advantage still remain an issue of estimating competitive advantage. Thus, there is dithering of misusing SCM with the aim of estimating competitive advantage of firms.

The image turns out to be more intricate as a few studies explored the determinants of efficiency and gainfulness (Latruffe, 2010). Henceforth, Latruffe (2010) inferred that

competitiveness is the general idea, and competitiveness is being controlled by at firm dimension factors (size, structure, and social attributes) or at large scale level variables (factor enrichments, government intervention, open speculations, and atmosphere conditions). Along these lines, competitive advantage could be estimated through general ideas, for example, value/cost, net pay, time, adaptability, deals development, and worker development. With the end goal to gauge company's competitive advantage, some past investigations utilized emotional estimation pointers, for example, deals development and worker development (Sidik, 2012). The fundamental explanations for the choice of non-money related performance markers are absence of HR to set up performance estimation and there is no suitable culture to gather information for basic leadership process (Heilbrunn, 2011).

Competitive advantage is adopted as a management or economics idea that is superior to the traditional economic indicators such as profitability, productivity, or market share (Voulgaris et al., 2013). However, traditional indicators can only reflect the historic quantitative facts. To provide customers with greater value and satisfaction than their competitors, firms must be operationally efficient, cost effective, and quality conscious. Besides financial and market-based indicators, other indicators such as innovativeness, ethical standards, social responsibility, and employee working conditions have to be considered (Depperu & Cerrato, 2005). Further, Depperu and Cerrato (2005) argue that a single explanatory factor of firm performance is not an adequate indicator of competitiveness. Therefore, competitiveness is considered as a multidimensional construct, including a number of indicators jointly adapted to measure the concept.

Newbert (2008) argued that a firm could be competitive if it captivates basic resources earlier than its competitors. The firm gets first mover benefit than its competitors. Hence, exploit market opportunities might incorporate with competitive advantage dimensions developed by (Thatte, 2007). Aforementioned, it is a complicated task to reach a consensus on the methods of measuring competitive advantage in the agricultural sector. According to Depperu and Cerrato (2005), a single explanatory factor is not an adequate indicator of competitiveness. Therefore, competitive advantage is considered as a multidimensional relative construct, including a number of indicators jointly adapted to measure the concept. Unique measurement of competitive advantage in agriculture sector hence provides supplementary value for enhancing competitive advantage.

2.6 Market Orientation and Competitive Advantage

Implementation of market orientation will bring influence to increase the competitive advantage. Research conducted by Juan and Zhou (2010) proves that market orientation has a positive impact on competitive advantage. Companies that implement market orientation have advantages in terms of customer knowledge and this can be used as a source for creating products that comply with the wishes and needs of customers. Emphasizing market orientation towards competitiveness is based on identifying customer needs so that each company is expected to answer these needs through the creation of new products or the development of existing products in order to create superior value for customers on an ongoing basis and can be an asset for the company to win the competition.

Competitive advantage refers to the comparative positional superiority in the marketplace that leads a firm to outperform its rivals (Porter, 1985). For example, a firm can achieve a cost advantage when the firm operates at a lower cost than its competitors but offers a comparable product. Also, a firm can achieve a differentiation advantage when customers consistently perceive its offerings as superior to those of its competitors (Porter, 1985). Miller (1987, 1988) further distinguishes between two types of differentiation advantages: innovation and market. In particular, a market differentiation advantage occurs when a firm creates a unique image in the marketplace and achieves customer loyalty through meeting customers' particular needs (Miller, 1987), and an innovation differentiation advantage arises when a firm creates “the most up-to date and attractive products by leading competitors in quality, efficiency, design innovations, and style” (Miller, 1988).

Innovation and market differentiation advantages are related yet distinct. Innovation advantage occurs when a firm leads its competitors in the development and successful commercialization of new goods and/or services. An innovating firm emphasizes R&D and the latest technologies in its new product development and aims at being the first to market with new products (Li, 2005; Miller, 1988). In contrast, a market differentiation advantage requires a firm to use attractive packaging, good service, convenient locations, reliable products, and careful pricing to create a unique image, which does not imply a highest quality or most up-to-date product (Miller, 1987). For example, some hotel brands (e.g., W, Radisson and Meridien Hotels) use advanced technologies to top their competitors in terms of cutting-edge design, rapid guest check-in, and in-room amenities. Clearly, these firms differentiate themselves on the basis of innovation. Other brands, such as Four Seasons and Ritz-Carlton, achieve a market differentiation advantage through providing a

unique atmosphere, service consistency, and a full range of services. While these latter brands continually introduce new services, they do not compete head-to-head with other hotel brands in terms of technological innovation.

The direct relationship between market orientation and firm performance is well established (Kirca et al., 2005). Under-studied is the processes through which market orientation affects performance (Hult et al., 2005). To explain why customer and competitor orientations may differ in their performance impacts, this study compares how customer and competitor orientations differentially affect a firm's ability to achieve market and innovation advantages, which consequently affect firm performance. Because previous research appears to have reached a consensus that competitor orientation likely leads to a cost advantage (Day & Wensley, 1988; Han et al., 1998), this study focuses on market and innovation facets of differentiation advantages as reasons why customer and competitor orientations differ in their performance implications.

Customer orientation emphasizes understanding one's target customers sufficiently so as to continuously create superior value for them. Because customers' needs change rapidly, a customer orientation requires a clear understanding of the cost and revenue dynamics of target customers in both the present and the future. Due to its external focus on collecting, analyzing, and disseminating information about customers, a customer-oriented firm can anticipate its customers' changing needs and respond to them through continuous innovation (Han et al., 1998). Moreover, when a firm clearly recognizes a gap between its customers' needs and its market offerings, the firm can direct resources toward filling that gap through successful innovations (Slater & Narver, 1998). Recent empirical research has

also found customer orientation to be an important determinant of an organization's innovativeness and new product advantage (Zhou et al., 2005b).

A customer orientation can also enable a firm to develop a competitive advantage based on market differentiation. With the knowledge of what customers desire, a customer-oriented firm can then make its market offerings more appealing by adjusting its marketing mix (Porter, 1985; Miller, 1988). Further, because the major objective of a customer-orientation is to achieve long-term customer satisfaction, a customer-oriented firm is highly motivated to provide offerings that uniquely meet the particular needs of its target market (Slater & Narver, 1998).

2.7 Effect of Market Orientation on Competitive Advantages

Marketing orientation has been connected to results, for example, maintainable competitive advantage (Narver & Slater, 1990; Pelham & Wilson, 1996), gainfulness (Narver and Slater, 1990), new item advancement (Lukas and Ferrell, 2000), and generally speaking firm performance (Jaworski & Kohli, 1993; Slater & Narver, 1994). As of late, Pelham (2000) discovered marketing orientation to have a solid association with performance in little and fair sized firms. The significance of marketing orientation in deciding different parts of business performance has been very much recorded, yet some conflicting discoveries have risen. For instance, Greenley (1995) found no immediate impact of marketing orientation on performance. Pelham and Wilson (1996) discovered that marketing orientation influenced new item achievement, yet didn't affect either development or market share, two basic marketing performance measures.

The issue of conflicting discoveries is intensified when firm size, technique, and other natural qualities are inspected. Vast firms have been noted for their market responsiveness (Day & Nedungadi, 1994). Little firms might be more qualified to the appropriation of a marketing orientation since their more prominent reaction speed (Katz, 1970), adaptability (Feigenbaum & Karnani, (1991), and capacity to abuse market specialties (Caroll, 1984) have all been noted. Do little firms have elevated amounts of marketing orientation, and provided that this is true, under what conditions? Does this convert into higher performance levels? An study of past research on marketing orientation uncovers that SMEs may not necessarily have higher marketing orientation levels.

Research on marketing orientation has been concerned fundamentally with substantial U.S. firms; generally few investigations have been led that are meticulous to little and medium-sized organizations. Peterson (1989) discovered that most little U.S. fabricating organizations receive either a generation orientation or, optionally, a business orientation, instead of a marketing orientation. These discoveries were affirmed in an investigation of little trading firms directed by Sriram and Sapienza (1991). Pelham (2000) found a negative connection between firm size and marketing orientation. He noticed that little firms that are marketing-oriented could appreciate a potential economical competitive advantage since they have less difficult authoritative structures, more flexibility and versatility, and a more noteworthy limit with respect to speed and advancement. Barrett and Weinstein (1998) contend, be that as it may, that little firms have restricted assets and little edge for mistake. This would demonstrate that SMEs' marketing orientation levels might be influenced. Subsequently, the presence or dimension of marketing orientation among SMEs ought to be additionally researched.

2.8 Effect of market Orientation on Enterprise support organization

Market orientation is the usage of market culture which underlines on the market's prevalence and competitiveness (Deshpande et al., 1993). Narver and Slater (1990), and furthermore Kohli and Jaworski (1990), have conceptualized market orientation and demonstrate that market orientation, influence client performance and money related performance. The Narver and Slater's parts of market orientation have a cozy association with moves made in regards to performance. As indicated by Kohli and Jaworski (1990), market orientation makes the establishment for a superior performance securing alongside coordinating the fundamental spotlight on endeavors and undertakings that dealt with by work force and hierarchical units. As such, it appears that the advantage of market orientation is that it makes a potential reason for higher performance of an organization contrasted with its competitors.

Raju et al. (2011) give a synopsis of sixteen ongoing investigations that have analyzed the MO– Performance relationship in the SME setting. Thirteen of the sixteen investigations bolster an immediate and positive connection among MO (and its parts) and performance. For the most part, the MO– Performance relationships in these studies go from 0.20 to 0.44. The First market orientation examines focused on the connection between with firm monetary performance. Dawes (2000) discovered that there are just 3 from 36 insightful investigations have no noteworthy connections between market orientation and firm performance. In addition, Ellis (2006) finished up around 10% of the U.S. firms' performance change can be ascribed to market orientation (Raju, 2011). Finding of activity Singh and Ranchhod (2004) device for estimating MO in British SME Machine instruments industry differentiated that out of four idle measurements hidden the market

orientation, client orientation and consumer loyalty orientation strongly affect performance than alternate measurements, and competitor orientation has a U-shape association with performance. The discoveries of a noteworthy report that examines the connection between market orientation and performance in little UK retailers through an exact study of overview information demonstrate market orientation and performance are decidedly related and the client system focal point of little retailers is the key determinant of progress contrasted and different parts of market orientation and ecological impacts (Megicks & Warnaby, 2008). Like different investigations (Lee at al., 2008; Hajipour et al., 2010) we break performance into two unmistakable develop in particular client and monetary Performance.

2.9 Effect of Enterprise Support Organization on Competitive Advantages of SME

Current fast changes of business condition assembled with the current learning based economy lead ventures to defy with more stringent competition condition in the region of evaluating, quality, time length, advancement and item information (Lorsuwanrat, 2010). These elements had specifically constrained little and medium ventures to amend their systems for business survival. SMEs pioneers must be more centered around the significance of association ability and the human asset administration with the end goal to advance higher staff an incentive in the association (Spieth, 2004) and to help the association competitive advantage (Porter, 1998) by depending on HR base, for example the distinction dimension of demeanor, information, aptitudes, experience and imagination to accomplish for the hierarchical advantages (Trautmann, Maher & Motley, 2007).

SMEs are the key asset utilization and wellsprings of mega large business dispersed all through the nation since these undertakings were arranged inside the populated networks. (Minnitti & Bygrave, 1999) They produce income for the general public by bringing in outside monetary standards from sending out merchandise to stifle bringing in products which yielding a considerable measure of remote money surplus to the nation every year. They are likewise the key players in rectify their innovative encounters with the recently settled ventures and little developing financial specialists (Hisrich, Peters & Shepherd, 2010).

The idea of the competitive advantage is given by Barney (1991) who composes that a firm has maintainable competitive advantage when it actualizes the methodology of the esteem creation that isn't executed by different competitors. Competitive advantage is the capacity of the association to do its movement in a path or in various ways, that different competitors can not realize (Kotler, 2000). Competitive advantage is a base for a decent technique and a decent one makes competitive advantage (Analou & Karami 2003). The significance of the competitive advantage is expanded these last decades (Coplin, 2002). Competitive advantage is considered as target of system Watchman (1985). A firm has competitive advantage when it can make more monetary incentive than its opponents (Barney & Hesterly 2010) do. Watchman's (1985) contentions mirror the qualities, shortcomings, openings, and dangers (SWOT) of the structure for surveying competitive advantage. Competitive advantages are those elements that a firm needs with the end goal to prevail in business (Analou & Karami, 2003).

2.10 Mediating role of enterprise support organization

Motivation is fundamental for holding the representatives. Inspiration can be contemplated through two elements: one is money related reward and the other is non-monetary reward. To contemplate the effect of remunerations on worker maintenance, it was recognized that just money related prizes are insufficient to fulfill the representatives on their employments. Inborn and extraneous inspirations both have their very own criticalness in holding the representatives. Besides, inborn and extraneous inspiration assumes a noteworthy job in guaranteeing workers that they are esteemed by the association. This valuation by the association makes POS which further enhances worker maintenance. In this area inside and out writing has been explored and fundamentally examined. Alternate elements including hierarchical culture, remuneration, compensate, acknowledgment, advancement openings, workplace, association equity assumes a key job in spurring the representatives which enhances worker maintenance (Sheridan, 1992; Roy, 2015).

Associations where cash is utilized as an extraneous inspiration, characteristic inspiration normally drops, while, associations where verbal acclaim and useful criticism is utilized, natural inspiration increments. Natural inspiration like employer stability, assignment hugeness, feedback, task assortment, self-governance, and expert, were found unfavorably and decidedly identified with better worker maintenance (Mak & Sockel, 2001). Then again, outward inspiration like acknowledgment, headway, and connection with collaborators are identified with representative participation (Lin, 2007). Correspondingly, non-budgetary inspiration have a unimportant effect over representative maintenance, so administration needs to offer more alluring bundles for worker maintenance (Terera & Ngirande, 2014). Fulfilled workers have lesser turnover goals. Interestingly with that, it is

likewise contended that money related reward are more critical for persuading and holding workers when contrasted with non-budgetary reward (Yousaf, Latif, Aslam, & Saddiqui, 2014). Literature to investigate the value of non-money related prizes for fulfillment of workers uncovered that representative maintenance depends on the representative's activity fulfillment (Haider, Fatima, Asad, & Ahmad, 2016). Other than the significance of monetary inspiration like pay, reward, protection and so on, the non-money related inspiration improves and builds the assurance of representatives (Haider, Aamir, Hamid, & Hashim, 2015). Be that as it may, associations utilize budgetary prizes, work attributes, preparing, vocation improvement, acknowledgment, representative administration and work-life balance as apparatuses to build worker maintenance (Aguenza, 2012; Haider, Asad, Fatima, & Abidin, 2017). This plainly demonstrates the writing in regards to natural and extraneous inspiration is questionable and should be broke down further. In a similar area, POS is found to have a huge effect over representative maintenance (Arshadi & Hayavi, 2013). In like manner, Ahmad, et al. (2010) featured that POS clarifies hypothesis of hierarchical help as well as pioneer part trade hypothesis. Pioneer part trade hypothesis and the social trade hypothesis, along these lines, are not a solitary idea. View of representatives that associations esteem their prosperity, are occupied with hierarchical citizenship conduct, such POS upgrades hope that more prominent exertion towards authoritative objectives would be remunerated, and in this way, improves worker maintenance with the association (Eisenberger et al., 1986). Compelling responsibility, regularizing duty and persistent duty have a positive effect over POS and representative maintenance (Tumwesigye, 2010). Consequently, clearly POS is critical for representative maintenance.

2.11 Enterprise support organization in Ghana

Many organisations claim to be supportive of SMEs or “SME friendly” and yet in practice few actually understand the terrain and offer truly valuable assistance needed to grow businesses. These organisations provide much needed capacity building, funding and advocacy for businesses in Ghana.

2.11.1 Association of Ghana Industries (AGI)

The AGI focuses on promoting trade both internally and externally and can be a great resource for securing credible trade partners. They also provide training for members and conduct research that businesses will find useful in decision making.

2.11.2 Empretec Ghana Foundation

Empretec was set up to build businesses through training and also improve access to technology and financial services. They provide subsidized finance and technology consultancy services to SMEs as well as subsidized accounting and bookkeeping services for SME groups. They also offer loans to businesses in selected sectors.

2.11.3 Ghana Venture Capital Trust Fund

This is a government initiative to provide low cost funding for businesses. The GVCTF assists SMEs by making equity and quasi-equity investments in businesses. In addition they provide support for managerial and technical expertise to help businesses which are viable make the most returns.

2.11.4 Technoserve

With a strong focus on employment creation, poverty reduction and impacting societies, Technoserve provides training for capacity building, connecting different market players and providing funds.

2.11.5 Enablis Ghana

Enablis provides skills training and development, financing, coaching and networking opportunities for SME owners. They also have an annual business plan competition with cash awards to help business owners grow their business.

2.12 SMEs Sector in Ghana

SMEs have been seen as the engine of growth to several countries as a result of its ability to create job, generate revenue and drive economic growth. SMEs definition varies from country to country. Storey (1994) is of the opinion that, there are sectors that all firms may be classified as small and the possibility of not having any small in certain sectors. Bolton Committee (1997) look at SMEs from the perspective gathering minimal market share, been control by owner and inability to adopt formal management practices in their line of operations. With respect to developing for example Ghana, large firm employing more than 100; 20 to 99 as medium, 5 to 19 as small firms and less than 5 employees as micro businesses.

In Ghana, SMEs have also been looked at from various perspectives as well institutions but most commonly used definitions lay emphasis on number of employees (Kayanula & Quartey, 2000). Contained in its industrial statistics, the Ghana statistical Service

considers firms with less than 10 employees as small scale Enterprise and their counterparts with more than 10 employees as medium and large-sized Enterprise. Osei et al. (1993) in defining Small business used an employment cut-off point of 30 employees and however, classified small-scale enterprises into three categories. These are: Micro employing less than 6 people; Very small - employing 6-9 people; Small - between 10 and 29 employees Ghanaian SMEs have also been observed to face a host of problems. Some of these problems cited by researchers are lack of start-up capital and limited access to other productive inputs, lesser skill endowments, and socio-cultural factors that often inhibit these SMEs from the successful creation and development of their entrepreneurial ventures (Aryeetey et al., 1994). The limited nature of management talent, common in most countries in the region, has a magnified impact on SMEs (Abor & Quartey, 2010). The lack of support services or their relatively higher unit cost can hamper SMEs efforts to improve their management, because consulting firms are often not equipped with appropriate cost effective management solutions for SMEs (Abor & Quartey, 2010).

NBSSI which is an apex governmental body for the promotion and development of the Micro and Small Enterprises (MSE) sector in Ghana was established in 1985 by an Act of the Parliament of the Third Republic of Ghana (Act 434 of 1981). The activities of NBSSI fall into two broad categories: financial and non-financial services. The main function in the provision of financial services is to improve its clients' banking culture and accounting practices. Financial services also include extending credit through its loan schemes to entrepreneurs for both working capital and the acquisition of fixed assets. The Business Advisory Centres (BAC) of the NBSSI carries out the non-financial services. The main BAC activities can be arranged in four areas all of which are

crucial to the development of micro and small business. NBSSI in Ghana on the hand applies both the fixed asset and number of employee criteria. It defines a Small Scale Enterprise as one with not more than 9workers, has plant and machinery (excluding land, buildings and vehicle) not exceeding one thousand Ghana Cedis (Kayanula & Quartey, 2000).

Looking at the definitions gathered from the various authors, one theme that runs through their submissions is the fact that numbers of employees as well as level of capital availability. This study therefore adopted definition from NBSS is which is an apex body established by an Act of parliament of Ghana as working definition. SMEs therefore are seen as employing between 1 to 99 employees.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the approach and methods used in undertaking the research. Explanations of the research design used, the data requirements, the various data sources, the population, survey instruments employed, the sampling techniques, data analysis and data collection limitation as well as ethical issues are contained in this chapter.

3.1 Research Design

Worldview in research alludes to methods for surveying social marvels from which a specific happening can be accomplished and implications and clarifications are given (Mark, Philip, & Adrian, 2009). There are quantitative, subjective and also blended ideal models looks into. Most investigations that are subjective in nature work under different epistemological suppositions from its partner, quantitative research. While measuring quantitative studies, they are constrained in nature, centering just at a little piece of reality which can't part without losing its criticalness of the whole marvel (Krauss, 2005). To the extent subjective studies are concerned, it depends on constructivist philosophy and relativistic which places that, there is no goal reality. The blended worldview makes utilization of both the subjective and the quantitative in concentrate a wonder.

Quantitative worldview was adjusted in this study and information gathering strategy also. The study embraced quantitative information gathering technique using surveys to gather information from SMEs in Ghana.

3.2 Population and Sample Size

Population in a study is clarified by whole amount of all units of the topic or happening to be assessed into which all the reasonable perceptions of a similar kind are made (Kumekpor, 2002). The study population comprised of SMEs in the zones of assembling and administrations inside the Kumasi city. This population involved Owner chiefs and also administrators that oversee SMEs in the interest of their proprietors. In light of the unstructured idea of SMEs in Ghana so far as that is concerned Kumasi city, it is hard to determine the real population of SMEs yet could keep running into a large number of organizations.

Sample of research population is described as a subgroup of a population or an agent taste of the gathering (Botan, Frey, & Kreps, 2000). In this study, a sample of 250 SMEs were chosen within Kumasi metropolis. The sample has been confined to Kumasi city since majority share of business within the region are located within the metropolis.

Shafique, Ahmad, Abbas, and Hussain (2015) conducted an investigation in Pakistan and utilized an example of 300. Stutely (2003) is additionally of the conclusion that, as little starting at 30 samples is sufficient for fruitful measurable study if the qualities of the respondents are homogenous in nature thus a sample of 250 is more than enough anyone could need to be an representative of SMEs within Kumasi metropolis.

There was also a similar study done in the cities of Accra and Tema in Ghana where a sample of 600 was used out of which 191 (13.83% response rate) response were received (Mahmoud, 2010). A sample of 300 for one city alone for that matter Kumasi metropolis is more than enough for the study.

3.3 Sampling Techniques

This study utilized Convenience sampling or judgmental sampling strategy to achieve the study. Convenience sampling includes members that are promptly open and willing to take an interest. Convenience sampling (judgmental inspecting) takes a look at picking indiscriminately respondents that are anything but difficult to access for sample determination as the choice of the example procedure is proceeded until the point when the required example measure is accomplished (Mark et al., 2009; Saunders, 2009). Most of these SMEs are scattered all over Kumasi city subsequently comfort testing technique was consider suitable likelihood strategy in picking these SMEs. In choosing the SMEs, the study received NBSSI meaning of SMEs that put employee base between 1 to 99 and this is utilized in the choosing of SMEs. These SMEs were chosen from the sampling frame NBSSI within the Kumasi city.

3.4 Measurement of Research Constructs

Most of the factors in the questionnaire are self-developed to suit the practice in the industry. All key variables in the study were assessed using multiple measures. Such measures are necessary to capture the domain of the constructs adequately and accurately (Churchill, 1979). In addition, this approach is believed to reduce measurement error and increase the reliability and validity of the measures (Churchill, 1979; Peter, 1979). The 5-point likert scale was used in measuring the variables ranging from 1 “strongly disagree” to 5 “strongly agree”.

3.5 Sources of Data

To the extent information is concerned, it very well may be viewed as proof, conviction, and measurable data that have been grouped and archived for referrals (Saunders, 2011). The information that was utilized for this study was from both the essential and optional sources.

3.5.1 Primary data collection

The study utilized surveys in gathering essential information from the respondents on the exploration under the investigation. Shut finished organized questionnaires were intended for the respondents under the market introduction factors of client introduction, contender introduction, between practical introduction, picking up data, spread of data and arranged and executed reaction and advancement and performance build. A 5-point Likert scale was use with the reactions extending from “strongly disagree” to 5 “strongly agree” to the statements on the questionnaires. The researcher utilized 2 extra field staff who aided the accumulation of information after the pilot testing with 10 respondents where few questions were restructured. Field staffs were trained to get acquitted with the questions which make data collection easy.

3.5.2 Secondary data collection

Regarding optional information utilized, data's were taken from understudy papers, manuals, diaries reports, and distributions and articles from the web which were appropriately recognize.

3.6 Data Analysis

All questionnaires completed during the research process were subjected to editing process to ensure that the data collection procedure was performed properly and to eliminate questionnaires that did not comply with the criteria. Each completed questionnaire was inspected to determine whether it was usable. The data collected from the questionnaire were coded and captured into Statistical Product and Service Solution (SPSS) version 20 for Windows after which analysis was undertaken to generate a descriptive picture of the data gathered.

3.7 Ethical Issues

Morals takes a look at the standards, moral too satisfactory conduct as it gives scientists a code of good rules as for leading studies in the ethically acknowledged way (Struwig, Struwig, & Stead, 2001). The exploration code of morals give specialists heading not to engage in any logical unfortunate behavior for instance literary theft without due affirmation. The analyst clung to moral practices in the lead of this investigation. The sentiments of the respondents were entirely consented to and the individuals who were not willing to share in the investigation were given the greatest regard. References utilized in the content were appropriately recognized. The information utilized were data assembled from SMEs inside Kumasi city and classification of respondents was kept up. Consequences of the discoveries were displayed the manner in which they came without treating with the figure to relate to a specific line. The study can in this manner be said to conform to moral leads subsequently the investigation can be said to consent to moral norms.

CHAPTER FOUR

ANALYSIS AND PRESENTATIONS OF DATA

1.0 Introduction

In this section, findings of various test conducted to prove or disprove the research findings are presented. This study involves analysis and discussions to assess the effect of market orientation on SMEs performance within Kumasi metropolis, the mediating role of enterprise support organization. The data was analyzed with the Statistical Package for Social Science (SPSS), STATA, Smart PLS and Microsoft Excel; and the results presented in tables. In addition, the data was analysed using descriptive statistics, regression and structural equation models for their influential factors. The data is categorized under five constructs: the demographic characteristics of respondents, the effect of market orientation on competitive advantage of SMEs, the relationship between market orientation and enterprise support organization, the relationship between competitive advantage and enterprise support organization and the mediating role of enterprise support organization between market orientation and competitive advantage.

4.1 Response Rate

A total of 300 questionnaires were sent out to respondents. Participants were obtained by means of convenience sample. Participants were asked a total of 45 questions covering demographic characteristics of respondents, the effect of market orientation on competitive advantage of SMEs, the relationship between market orientation and enterprise support organization, the relationship between competitive advantage and enterprise support organization and the mediating role of enterprise support organization between market

orientation and competitive advantage. After follow-up reminders, a total of 250 responses were received given a response rate of 83%.

4.2 Demographic Characteristics of Respondents

This part deals with the characteristics of respondents. It is concerned with the areas such as gender of respondents, age of respondents, educational background of respondents, companies of respondents and kind of service they render. These major characteristics of respondents constitute a major contributory factor that ensures the performance of businesses, especially small and medium scale enterprises.

From Table 4.1, out of the 250 respondents, 156 representing (62.4%) were males, while 94 representing (37.6%) were females. This means that, majority of the respondents were males. The age composition of respondents shows the ages of respondents between 31-40 years dominating with 79 representing 36.4% followed by 41-50 years with 79 representing 31.6% and 21-30 years with 36 representing 14.4%. Also, less than 20 years were 30 representing 12% and 51 years and above with 14 representing 5.6%.

It also indicates that, majority of the respondents, about 30.8% hold Bachelors certificate, 14% hold Master's degree certificate, 25.2% hold HND certificate and 18% hold Diploma certificate and 12% hold SSSCE/WASSCE certificate. The data indicates that, educational level of majority of the respondents were at the tertiary (88%), which means that, most of the respondents would be able to understand the questions and answer them accordingly.

In addition, majority of the respondents, about 77 representing 30.8% were at the service sector, 49 representing 19.6% were operating supermarket, 26 representing 10.4% were at the manufacturing sector, 24 representing 9.6% were in education, 22 representing 8.8% were at the media sector, 21 representing 8.4% were into printing, 17 representing 6.8%

were into retailing and 14 representing 5.6% were into import and export. This means that, majority of the respondents were in the service sector. These are in the form of hotels, hostels, restaurants, fuel stations, transport and the like.

Furthermore, majority of the respondents, about 128 representing 51.2% have been in business between 6-10 years, 73 representing 29.2% have been in business less than 5 years, 28 representing 11.2% have been in business between 11-15 years and 21 representing 8.4% have been in business 15 years and above. The data indicates that majority of the respondents have been in business between 6-10 years.

Again, majority of the respondents, about 123 businesses representing 49.2% have between 6 to 29 employees, 106 businesses representing 42.4% have less than 5 employees, 14 businesses representing 5.6% have between 30 to 99 employees and 7 businesses representing 2.8% have 100 or more employees.

Also, majority of the respondents, about 191 representing 76.4% were owners of the business while 59 representing 23.6% were operating as managers of the business.

Besides, majority of businesses that is about 185 respondents representing 74% were sole proprietorship business, about 36 respondents representing 14.4% were partnership business and about 29 respondents representing 11.6% were family business. This confirms the dominance sole proprietorship form of ownership as far as SMEs in Ghana are concerned.

Table 4.1: Demographic Characteristics of Respondents

Variable	Frequency	Percent
Sex		
Male	156	62.4
Female	94	37.6
Age		
Less than 20 years	30	12.0
21-30 years	36	14.4
31-40 years	91	36.4
41-50 years	79	31.6
51years and above	14	5.6
Education		
Master's Degree	35	14.0
Bachelors Degree	77	30.8
HND	63	25.2
Diploma	45	18.0
SSS/WASSCE	30	12.0
Business sector		
Retailing	17	6.8
Manufacturing	26	10.4
Education	24	9.6
Media	22	8.8
Services sector	77	30.8
Import and exports	14	5.6
Super Market	49	19.6
Printing	21	8.4
Years in business		
Less than 5 years	73	29.2
6-10 years	128	51.2
11-15 years	28	11.2

15 years and above	21	8.4
Number of employees		
Less than 5	106	42.4
6 - 29	123	49.2
30 - 99	14	5.6
100 or more	7	2.8
Position		
Owner	191	76.4
Manager	59	23.6
Type of business		
Sole proprietor	185	74.0
Partnership	36	14.4
Family Business	29	11.6

Source: Field Data, 2018

4.3 The Effect of Market Orientation on Competitive Advantage of SMEs

As indicated in Table 4.2, the total variation in the effect of market orientation on competitive advantage of SMEs is explained by the estimated structural equation model. All the explanatory factors, Customer orientation among SMEs (CUS), Competitors orientation among SMEs (COM), Inter functional orientation among SMEs (INT), Gaining information (GAI) and Dissemination of information (DIS) affecting competitive advantage (COMP) were statistically significant. With the exception of INT, all the factors market orientation positively affects competitive advantage of SMEs. CUS and DIS were significant at 1% significance level while the rest were at 10%. The significant variables also met their prior expectations.

The estimated effect of CUS is .2409624. This means that all things being equal, the influence of Customer orientation among SMEs on competitive advantage will be

increased by 24%. The results also showed effect of .0630833 for COM. This implies that the influence of Competitors orientation among SMEs on competitive advantage will increased by 6.3% all things being equal. The Inter functional orientation among SMEs had effect of -.0787338 as shown in Table 4.2. This also means that the influence of Inter functional orientation among SMEs on competitive advantage will be decreased by 7.87%. The results of the study also showed effect of .1734249 for Gaining information. It can therefore be inferred that the influence of Gaining information on competitive advantage will increased by 17.34%, all things being equal. The results of the study also indicated effect of .4183165 for Dissemination of information. This means that all things being equal, the influence of Dissemination of information on competitive advantage will be increased by 41.83% for a unit increase in regular training for processors.

The results indicate significant influence of market orientation on competitive advantage of SMEs. This means that, SMEs should work on their marketing strategies and direction if they want to achieve competitive advantage over other SMEs.

Table 4.2: Effect of Market Orientation on Competitive Advantage of SMEs

	OIM				
	Coef.	Std. Err.	z	P> z	[95% Conf. Interval]
Structural comp <-					
CUS	.2409624	.0424681	5.67	0.000	.1577265 .3241984
COM	.1399605	.0630833	2.22	0.027	.0163195 .2636015
INT	-.0787338	.0437914	-1.80	0.072	-.1645634 .0070957
GAI	.1734249	.075157	2.31	0.021	.0261198 .3207299
DIS	.4183165	.0498824	8.39	0.000	.3205489 .5160841
_CONS	.2747456	.3563257	0.77	0.441	-.4236399 .9731311
var(e.comp)	.1312557	.0117399			.11015 .1564055
LR test of model vs. saturated: chi2(0) = 0.00, Prob > chi2 = 0.000					

Source: Field Data, 2018

4.4 The Relationship between Market Orientation and Enterprise Support Organization

A model was developed to test the relationship between market orientation and enterprise support organization using Partial Least Squares-Structural Equation Model (PLS-SEM). The factors that were used in the model are Customer orientation among SMEs (CUS), Competitors orientation among SMEs (COM), Inter functional orientation among SMEs (INT), Gaining information (GAI) and Dissemination of information (DIS). Figure 4.1 shows the constructs and their attributes for the relationship. The model tests the relationship between market orientation and enterprise support organization (ESO).

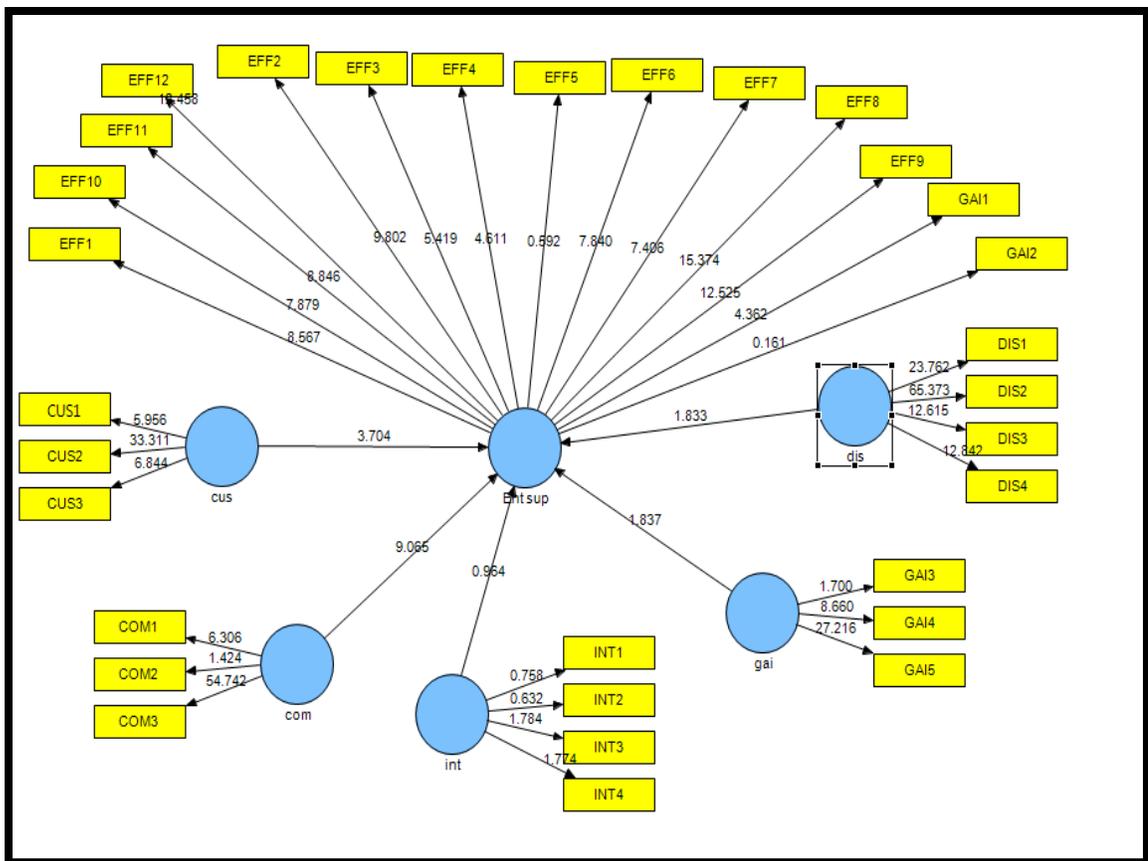


Figure 4.1: SEM for Relationship between Market Orientation and Enterprise Support Organization

Source: Field Data, 2018

Table 4.3 shows the relationship between market orientation and enterprise support organization. From Table 4.3, there was significant relationship between the Competitors orientation among SMEs and Customer orientation among SMEs. This accounted for Competitors orientation among SMEs, being the highest relationship between market orientation and enterprise support organization with a relational value of 9.064592 and a p-value of 1.9096E-17, followed by Customer orientation among SMEs with a relational value of 3.704032 and a p-value of 0.0001307. Also, Gaining information significantly related to enterprise support organization with a relational value of 1.836535 and a p-value of 0.0337353 while Dissemination of information significantly related to enterprise support organization with a relational value of 1.833423 and a p-value of 0.03396668. On the other hand, it was clear that, Inter functional orientation among SMEs had no significant relationship with enterprise support organization as it had t statistics (0.963832) less than 1.5 and p-value of 0.16803263.

This means that, competitors and customer orientation among SMEs positively influence enterprise support organization. In effect, support and assistance by the enterprise support organization should include how to gain competitors and customer orientation among SMEs.

Table 4.3: Significance of the Relationship between Market Orientation and ESO

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics ((O/STERR))	P-value
COM -> ESO	0.555356	0.543221	0.061266	0.061266	9.064592	1.9096E-17
CUS -> ESO	0.191534	0.185097	0.051711	0.051711	3.704032	0.0001307
DIS -> ESO	0.148389	0.167851	0.080936	0.080936	1.833423	0.0339668
GAI -> ESO	0.156298	0.145706	0.085105	0.085105	1.836535	0.0337353
INT -> ESO	0.117249	0.074908	0.121649	0.121649	0.963832	0.16803263

Source: Field Data, 2018

4.5 The Relationship between Competitive Advantage and Enterprise Support

Organization

Table 4.4 indicates the relationship between competitive advantage and enterprise support organization. From Table 4.4 it was found out that $R^2 = 0.674$ which indicates that there is about 67% positive relationship between the enterprise support organisation on competitive advantage, $Adj R^2 = 0.672$ which indicates that the variation in the competitive advantage can be explained by the variation in enterprise support organisation and Std. Error of the Estimate = 0.048 which means that the measure of variability of the variables are highly correlated.

The tests of significance of the regression model between the significance on competitive advantage. From the Table 4.4, $F(1, 248) = 513.16$, $p = 0.000$, and therefore can conclude that the regression is statistically significant. The result shows that there exists positive and significant relationship between enterprise support organisation on competitive advantage.

This implies that, enterprise support organisation should assist SMEs to be competitive in their respective areas.

Table 4.4: The Relationship between Competitive Advantage and ESO

Comp	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
ESO	1.089438	.0480924	22.65	0.000	.9947162 1.184159
_cons	-.4129118	.2012386	-2.05	0.041	-.8092664 -.0165572
Number of obs = 250 F(1, 248) = 513.16 Prob > F = 0.0000					
R-squared = 0.6742 Adj R-squared = 0.6729 Root MSE = .35473					

Source: Field Data, 2018

4.6 The Mediating Role of Enterprise Support Organization between Market Orientation and Competitive Advantage

A model was developed to assess the mediating role of enterprise support organization between market orientation and competitive advantage using Partial Least Squares-Structural Equation Model (PLS-SEM). The factors that were used in the model are Customer orientation among SMEs (CUS), Competitors orientation among SMEs (COM), Inter functional orientation among SMEs (INT), Gaining information (GAI), Dissemination of information (DIS) and competitive advantage (COMP). Figure 4.2

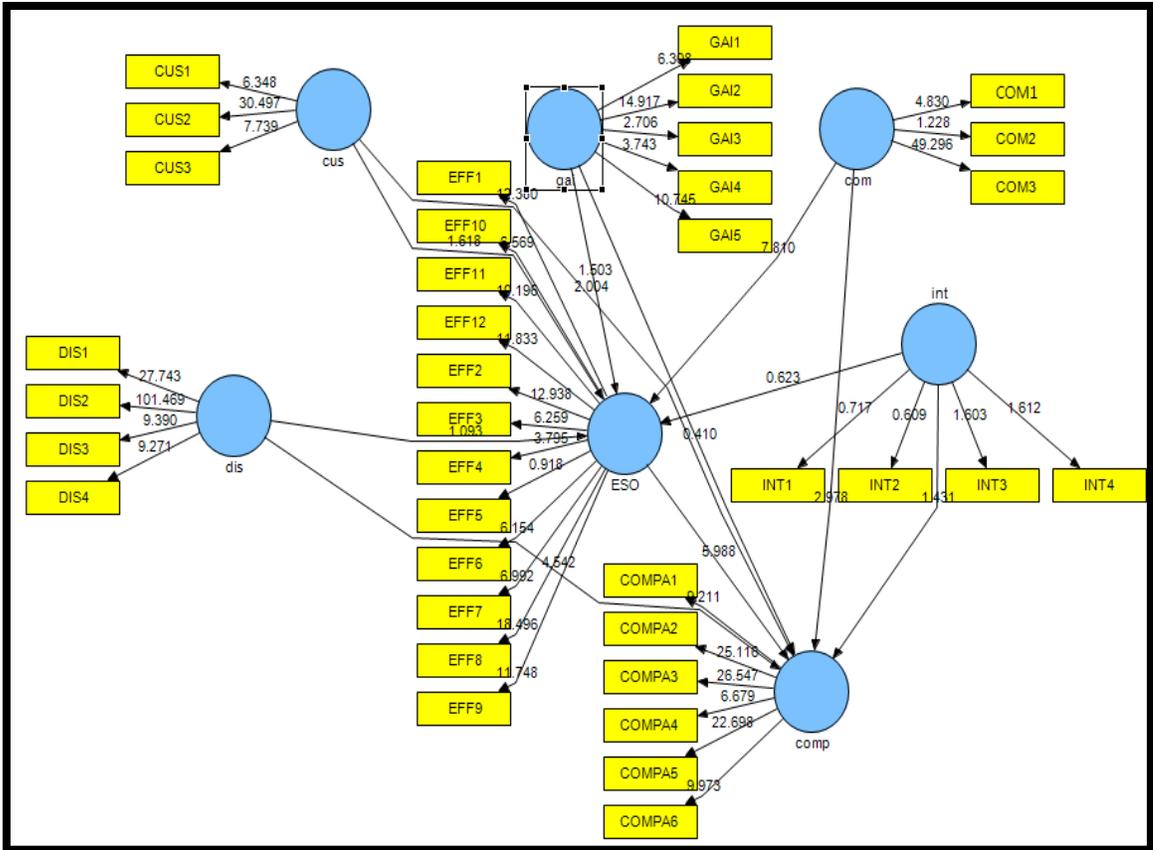


Figure 4.1: SEM for Relationship Mediating Role of ESO between Market Orientation and Competitive Advantage

Source: Field Data, 2018

Table 4.5 shows the mediating role of enterprise support organization between market orientation and competitive advantage. From Table 4.5, there was positive significant relationship between the Competitors orientation among SMEs and enterprise support organization. This accounted for a relational value of 7.809699 and a p-value of 1.59747E-13, which indicate a complete mediation. Also, there was positive significant relationship between enterprise support organization and competitive advantage. This indicated a relational value of 5.98784 and a p-value of 7.38679E-09, which indicate a full mediation. In addition, there was positive significant relationship between Dissemination of

information and competitive advantage. This had a relational value of 4.223791 and a p-value of 3.37162E-05, which indicate a full mediation. Again, there was positive significant relationship between Customer orientation among SMEs and competitive advantage. This showed a relational value of 3.029594 and a p-value of 0.002706756, which indicate a full mediation.

Furthermore, there was positive significant relationship between the Competitors orientation among SMEs and competitive advantage. This illustrated a relational value of 2.163638 and a p-value of 0.031443604, which indicate a partial mediation. Besides, there was positive significant relationship between Customer orientation among SMEs and enterprise support organization. This showed a relational value of 1.618136 and a p-value of 0.106899279, which indicate a partial mediation.

Also, there was positive relationship between Gaining information and competitive advantage with a relational value of 1.551995 and a p-value of 0.121933479. This indicates a partial mediation. Again, there was positive relationship between Gaining information and enterprise support organization with a relational value of 1.503294 and a p-value of 0.13403047. This indicates a partial mediation.

However, there was no significant relationship between Dissemination of information and enterprise support organization, Inter functional orientation among SMEs and competitive advantage; and Dissemination of information and enterprise support organization as they had t statistics less than 1.5. These indicate no mediation.

Table 4.5: Mediating Role of ESO between Market Orientation and Competitive Advantage

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)	p value
ESO -> COMP	0.783037	0.773308	0.130771	0.130771	5.98784	7.38679E-09
COM -> ESO	0.612476	0.583567	0.078425	0.078425	7.809699	1.59747E-13
COM -> COMP	0.188444	0.172062	0.087096	0.087096	2.163638	0.031443604
CUS -> ESO	0.103256	0.111833	0.063812	0.063812	1.618136	0.106899279
CUS -> COMP	0.263032	0.248764	0.086821	0.086821	3.029594	0.002706756
DIS -> ESO	0.105217	0.127718	0.096237	0.096237	1.093306	0.275316046
DIS -> COMP	0.428988	0.459259	0.101565	0.101565	4.223791	3.37162E-05
GAI -> ESO	0.173012	0.156133	0.115088	0.115088	1.503294	0.13403047
GAI -> COMP	0.173272	0.137037	0.111644	0.111644	1.551995	0.121933479
INT -> ESO	0.076071	0.03447	0.122167	0.122167	0.622677	0.534066634
INT -> COMP	-0.12491	-0.08147	0.091424	0.091424	1.366293	0.173079603

Source: Field Data, 2018

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter focuses on the summary of key findings, conclusions and then makes recommendations concerning the research problem identified. The purpose of the study was to assess the effect of market orientation on SMEs competitive advantage within Kumasi metropolis, the mediating role of enterprise support organization.

5.2 Summary of the Key Findings

To conduct this study, 250 respondents across SMEs in within the Kumasi metropolis. The key findings of the study are therefore summarized below according to the specific objectives of the study:

5.2.1 The Effect of Market Orientation on Competitive Advantage of SMEs

The results indicate significant influence of market orientation on competitive advantage of SMEs. This means that, competitive advantage of SMEs depends on proper market orientation. Therefore, SMEs should work on their marketing strategies and direction if they want to achieve competitive advantage over other SMEs.

5.2.2 The Relationship between Market Orientation and Enterprise Support

Organization

The results show that, competitors and customer orientation among SMEs positively influenced by enterprise support organization. In effect, support and assistance by the

enterprise support organization should include how to gain competitor and customer orientation among SMEs.

5.2.3 The Relationship between Competitive Advantage and Enterprise Support Organization

The results illustrate that, there exists positive and significant relationship between enterprise support organisation and competitive advantage. This implies that, enterprise support organisation should assist SMEs to be competitive in their respective areas.

5.2.4 The Mediating Role of Enterprise Support Organization between Market Orientation and Competitive Advantage

Enterprise support organization plays a full mediation role between competitor orientation among SMEs and competitive advantage. It is implied that, competitor orientation among SMEs will be enhanced and make positive impact in the organization with full support from enterprise support organization.

Also, Enterprise support organization plays a partial mediation role between customer orientation among SMEs and competitive advantage. The implication is that, the existence of customer orientation on its own will impact positively on competitive advantage.

Furthermore, enterprise support organization plays a partial mediation role between gaining information and competitive advantage. It is implicated that, the existence of gaining information on its own will impact positively on competitive advantage.

However, enterprise support organization plays no mediation role between dissemination of information; inter functional orientation among SMEs and competitive advantage. The

implication is that, as far as dissemination of information and inter functional orientation among SMEs are concerned; enterprise support organization does not impact competitive advantage.

5.3 Conclusion

The study set out to assess the effect of market orientation on SMEs competitive advantage within Kumasi metropolis, the mediating role of enterprise support organization. It can be concluded that, competitive advantage of SMEs is positively and significantly dependent on proper market orientation. Therefore, enterprise support organization should effectively support and assist SMEs with the required market orientation laying more emphasis on gaining competitor and customer orientations among SMEs. It is also prudent for the enterprise support organisation to assist SMEs to be competitive in their respective areas since they play a mediating role with SMEs market orientation, to bring about development in the sector.

5.4 Recommendations

Based on the findings the following recommendations are made:

- SMEs in Ghana must seek the assistance of enterprise support organization as it plays an important role in directing marketing strategies for competitive advantage.
- Enterprise support organization should focus more on competitor and customer orientation since they have significant influence on competitive advantage of SMEs.

- SMEs should limit investment on dissemination of information and inter functional orientation since enterprise support organization plays no mediation between them and competitive advantage.

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APPENDIX

CHRISTIAN SERVICE UNIVERSITY COLLEGE

SCHOOL OF BUSINESS

QUESTIONNAIRE FOR RESPONDENTS

Dear participant,

The researchers are undertaking this work and aims at assessing the effect of market orientation on SMEs performance within Kumasi metropolis, the mediating role of enterprise support organization. This research is solely for academic purposes and we assure you that, any information provided in this survey will be kept very confidential. Your cooperation is highly anticipated.

Sec A: Assessing Market Orientation among SMEs

Assess the extent to which your business tries to satisfy customer by the following practices.

Please rate by ticking (√) on a scale of 1-5 where 1-Strongly Disagree; 2-Disagree; 3-Neutral; 4-Agree and 5-Strongly Agree).

Statement	1	2	3	4	5
CUSTOMER ORIENTATION AMONG SMEs					
We have a strong commitment to our customers					
We encourage customer comments and complaints because they help us do a better job					
We measure customer satisfaction on a regular basis					
COMPETITORS ORIENTATION AMONG SMEs					
We regularly monitor our competitors' marketing efforts					
We frequently collect marketing data on our competitors to help direct our marketing plans					
We respond rapidly to competitors' actions					
INTER FUNCTIONAL ORIENTATION AMONG SMEs					
Market information is shared inside our organization					

All departments are involved in preparing business plans/strategies					
We regularly have inter-organizational meetings to discuss market trends and developments					
All the department function well to promote growth of the business					
GAINING INFORMATION					
We listens to opinions of customers					
We use customer information to improve quality of products and services					
Our business objectives are based mainly on customer needs					
Our company personnel have adequate information about customers and competitors.					
We value customer input in new product or service planning					
DISSEMINATION OF INFORMATION					
Marketing personnel in our organization spend time discussing customer's future needs with other departments					
Our organization periodically circulates documents internally					
Data on customer satisfaction are disseminated at all levels					
We periodically review our product development efforts to ensure that they are in line with what customer					

Sec B: Assessing Competitive Advantage of SMEs

Assess the extent to which your business is competitive

Please rate by ticking (✓) on a scale of 1-5 where 1-Strongly Disagree; 2-Disagree; 3-Neutral; 4-Agree and 5-Strongly Agree).

Statement	1	2	3	4	5
We have been making profit since we started business (Net profit)					
There has been revenue growth in our business					

We have increase our customer base (Market Share)					
We have the capacity to expend our business					
Cash flows in our business is well without much challenges					
Our debtors pay us regularly					

Sec C: The Effect of Enterprise Support Organization on SMEs

Please rate by ticking (✓) on a scale of 1-5 where 1-Strongly Disagree; 2-Disagree; 3-Neutral; 4-Agree and 5-Strongly Agree).

Statement	1	2	3	4	5
There is reduced operational costs					
Self-service efficiencies and workload reductions					
It improves effectiveness and efficiency					
It improves visibility into operations and performance					
It increases control and governance					
It enhances better service and customer experience					
There is opportunity for improvement					
It improves access and communication channels					
It improves accountability across business-function boundaries					
There is better understanding of what services are needed					
It enhances standardization					
It improves collaboration among business functions					

Section D: Personal Characteristics

1. Gender: Male Female
2. Age: less than 20 years 21-30 years 31-40 years
41-50 years 51years and above
3. Educational level: Master’s Degree Bachelors HND Diploma
 SSS/WASSCE
4. Where is your line of business? Retailing Manufacturing Education
Media Services sector Import and exports Super Market Automobile

Printing other, please

specify.....

5. How long have you been in this business? Less than 5 years 6-10 years 11-15 years 15 years and above
6. How many employees do you have?
Less than 5 6 to 29 30 to 99 100 and more
7. What is your position in the business? Owner Manager
General Manager Head of Operations Others
Specify.....
8. Type of business? Sole proprietor Partnership Family Business Limited Liability Company others specify