IMPACT OF ARTISANS' MARKET ORIENTATION ON CONSUMER SATISFACTION AMONG RESIDENTS OF ABUJA, NIGERIA.

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MTECH/SEMT/2018/8243

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A THESIS SUBMITTED TO THE POSTGRADUATE SCHOOL, FEDERAL UNIVERSITY OF TECHNOLOGY, MINNA NIGERIA IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTER OF TECHNOLOGY IN ENTREPRENEURSHIP AND BUSINESS STUDIES.

MAY, 2023

DECLARATION

I, Salman Isiaka hereby declare that this thesis titled **"Impact of Artisans' Market Orientation on Consumer Satisfaction among Residents of Abuja, Nigeria"** is my original research work under the supervision of Dr. Umaru Zubairu, and has not been partially or wholly presented for any other qualification anywhere. Information from other sources (published or unpublished) has been duly acknowledged in the reference.

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CERTIFICATION

The thesis titled **"Impact of Artisans' Market Orientation on Consumer Satisfaction among Residents of Abuja, Nigeria"** by Salman Isiaka (MTech/SEMT/2018/8243) has met the requirements for the award of degree of MTech in Entrepreneurship and Business Studies, Federal University of Technology, Minna, Niger State.

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ABSTRACT

The study investigates the impact of artisans' market orientation on consumer satisfaction among residents of Abuja. The study adopts a cross-sectional survey research design with a closed-ended questionnaire for data collection. Market orientation was conceptualized using three dimensions: intelligence generation, intelligence dissemination and responsiveness. The study also conceptualized consumer satisfaction as (a) level of satisfaction with product or service and (b) willingness to recommend that product or service. Taro Yamane formula was used to determine the sample size of 460. The study relied on convenience sampling due to the fact that it is impossible to obtain an exhaustive list of all residents of Abuja. Data were analysed using linear regression analysis to measure the impact of each of the three dimensions of market orientation on consumer satisfaction. Findings revealed that all the three dimensions of market orientation had a statistically significant impact on consumer satisfaction. The finding also indicates that responsiveness had the strongest impact on consumer satisfaction which means that artisans who are best able to respond to the changing needs of their patrons are likely to engender a stronger sense of satisfaction among these patrons. The study recommends that artisans in Abuja should ensure they meet their client's specification and deliver products and services on time. Artisans in Abuja should ensure their apprentices are trained and equipped with modern working equipment. Equally, artisans must learn to practice restraint when accepting client demands for their services. They must accurately assess their capacity and have the integrity to explain to clients when they will be able to deliver the products and services and the discipline to ensure that they meet these deadlines. And lastly, they must care enough about the long-term sustainability of their businesses by being honest to clients when they know they cannot deliver when the customer so desired.

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MSMEs   -   Micro Small and Medium Enterprises

MARKOR   -   Market Orientation Scale

MKTOR   -   Market Orientation Scale

CHAPTER ONE

INTRODUCTION

1.1   Background of the Study

It has become common knowledge that micro, small and medium enterprises (MSMEs) constitute the majority of all business around the world, and make significant contributions to the global economy in terms of job creation, value creation and socioeconomic development (Redjeki and Affandi, 2021). It has thus become an important government objective among many countries to create an enabling environment for these MSMEs to thrive and prosper (Caleb, 2021). These entrepreneurship development policies typically aim at eliminating

external barriers in the business environment that will hinder the establishment and development of MSMEs such as access to affordable finance, availability of basic business amenities and infrastructure and guarantees of safety and security of business owners and their properties (Akanbi, 2021).

However, external factors are not the only ones that can affect the prosperity of MSMEs; internal factors are just as important and these refer to the entrepreneurial competencies and technical abilities of the owners of the MSMEs as well as their employees (Yulina *et al*., 2021). Extant research has shown that many MSMEs lack the requisite entrepreneurial and technical competencies to maintain and expand their businesses (Ibudunni *et al*., 2021; Rajagopal, 2021; Venatius *et al*., 2021). The technical incompetency typical refers to an inability to produces goods and services to the expected quality of their consumers, while the entrepreneurial incompetency refer to a marked weakness in important business skills such as proper record keeping, efficient management practices, effective marketing strategies and excellent consumer satisfaction (Kumar and Sharma, 2021).

Of particular interest to this study is a special subset of MSMEs that is referred to as artisans. Artisans are highly skilled individuals that produce important goods entirely or partially by hand (Gamble, 2021). They include, but are not limited to, artisans, electricians, carpenters, plumbers, bricklayers, mechanics, painters and bakers (Gamble, 2021). Unlike other MSMEs that might lack technical competency, artisans typically display a high level of technical competency which is developed typically through many years of intensive apprenticeship programs (Mills, 2021). Artisans play an important role in the smooth running of the lives of

everyday people all over the world (Erichsen, 2021). Imagine how uncomfortable and unpleasant life would be if the world had no artisans, mechanics or carpenters; who would make our clothes? Who would fix our cars and who would make our furniture?

Besides the important social role that artisans play globally, they also have significant economic impact, with artisan enterprises the second-largest employer of labour in developing countries and the best vehicle in promoting gender equality in the modern business landscape (Rivera-Huerta and Lopez-Lira, 2021). When it comes to artisans, skill rather than gender is the most important consumer purchase criterion (Rivera-Huerta and Lopez-Lira, 2021). Artisan enterprises also help in promoting and preserving sustainable business practices as well as cultural heritage (Reyna, 2021).The artisan enterprise has also proven to be highly resilient to global economic crises as evidenced by the performance of the industry during the global financial crisis (Polites, 2020). While the financial markets dramatically declined in value, the demand for artisanal products and services increased leading to a doubling of its value within a six-year period (Polites, 2020). In 2017, the global crafts market was estimated to be over $500 billion with analysts expecting this to double in three years (Polites, 2020).

1.2   Statement of Research Problem

As earlier discussed, the artisan enterprises is the second largest employer of labour in developing countries and the best vehicle in promoting gender equality in the modern business world. Artisan enterprises also help in promoting and preserving sustainable business practices as well as cultural heritage (Reyna, 2021). The artisan enterprise has also proven to

be highly resilient to global economic crises as evidenced by the performance of the industry during the global financial crisis (Polites, 2020).

Despite the important role that artisans play in the society, they are also plagued with the same entrepreneurial weaknesses that plague other MSMEs (Mitra, 2021). These weaknesses are even more pronounced among artisans in developing countries like Nigeria (Amusan *et al*., 2021). These artisans tend to be very weak in the area of market orientation; they simply seem unable to deliver goods and services at an agreed-upon time (Atiku and Randa, 2021). This negative attribute is likely to cause consumer dissatisfaction which could be very detrimental to the long-term successes of these artisan enterprises (Sodeinde, 2021).

Anecdotal evidence indicates that the vast majority of Nigerians can relate with the following scenario: 'You have an important ceremony coming up in one month and you want a new outfit to mark the occasion. You purchase the material of your choice and head to your artisan. You inform the artisan that you need the outfit completed on a certain date so that you can grace the ceremony with your new outfit. Your artisan solemnly promises that the outfit will be completed on or before the agreed date. Unfortunately, the agreed-upon date comes and passes, and your outfit remains uncompleted. Frantic calls to your artisan are met with promises that the outfit will be delivered before the day of the ceremony. The day of the ceremony arrives and your new outfit is still uncompleted and you have to settle on one of your old outfits thus dampening your enjoyment of the ceremony.' The fact that is a scenario most Nigerians have experienced points to one important fact: 'Nigerian artisans are unreliable' (Durojaiye, 2020). This unreliability points to the fact that these skilled artisans

lack the market orientation needed to ensure that consumer satisfaction is one of their most important business priorities. There is no doubt that this deficiency has led to a lot of consumer frustration and dissatisfaction over the years.

However, as far as the researcher is aware, no empirical study has been conducted to determine to what extent the market orientation of Nigerian artisans has impacted on the satisfaction of their consumers. The few studies that have focused on Nigerian artisans have examined their sexual behaviours (Ajuwon *et al*., 2002), their apprenticeship experiences (Jawando *et al*., 2012), the hazards they faced in the workplace (Balogun *et al*., 2015) and the role that ethnicity plays in their decision to become artisans (Boroh and Nwakanma, 2015). It is against this backdrop that this study addressed this important gap by investigating the impact of market orientation on consumer satisfaction based on the experiences of residents of Abuja, Nigeria with their artisans.

1.3   Aim and Objectives of the Study

The aim of this study is to investigate the impact of artisans' market orientation on consumer satisfaction among residents of Abuja, Nigeria. To fulfil this aim, this study has the following objectives:

i.   To evaluate the influence of artisans' intelligence generation on consumer satisfaction among residents of Abuja, Nigeria.

ii.   To assess the ability of artisans' intelligence dissemination to explain consumer satisfaction among residents of Abuja, Nigeria.

iii.   To ascertain the impact of artisans' responsiveness on the consumer satisfaction of residents of Abuja, Nigeria.

1.4   Research Questions

Based on its aim, this study had the following central research question: What is the impact of artisans' market orientation on consumer satisfaction among residents of Abuja, Nigeria? To answer this central research question, the study had the following specific research questions:

i.   What is the influence of artisans' intelligence generation on consumer satisfaction among residents of Abuja, Nigeria?

ii.   To what extent can artisans' intelligence dissemination explain consumer satisfaction among residents of Abuja, Nigeria?

iii.   What is the impact of artisans' responsiveness on the consumer satisfaction of residents of Abuja, Nigeria?

1.5   Statement of Hypothesis

This study has three hypotheses expressed in the null form as follows:

Ho_1:   Artisan's intelligence generation has no influence on consumer satisfaction among residents of Abuja, Nigeria.

Ho_2:   Artisans' intelligence dissemination has no ability to explain consumer satisfaction among residents of Abuja, Nigeria.

Ho$_3$:   Artisans' responsiveness has no impact on the consumer satisfaction of residents of Abuja, Nigeria.

1.6   Significance of the Study

This study makes important contributions to knowledge, practice and policy. In terms of its contribution to knowledge, this study adopts a consumer-defined perspective of market orientation whereby the perceptions of consumers were relied upon to evaluate the market orientation of artisans in Abuja. This is a deviation from the majority of prior studies that relied on the business owners themselves to self-evaluate their market orientation. The problem with the latter approach is that the responses tend to be affected by social desirability bias which affects the quality of data obtained. By adopting the former approach, this study avoids the social-desirability problem and ensures that high quality data regarding the market orientation of Abuja artisans were obtained. Another contribution this study makes to knowledge is that it provides empirical evidence of the ability of the Value Precept Theory to accurately explain the relationship between market orientation and consumer satisfaction with the Nigerian business context.

As it relates to contributing to practice, this study provides empirical evidence regarding the extent to which the current unreliability of artisans in Abuja affects the level of satisfaction of their consumers as well as their willingness to recommend these artisans to the family, friends and colleagues. The findings of this study thus provide a strong indicator as to how much these artisans need to improve their market orientation if they have any aspirations of maintaining and possibly even expanding their businesses.

Finally, the findings of this study are of great important to policy makers in the guise of artisans unions as well as government agencies. For the former group, this study's findings can galvanize the unions to ensure that their members get consumer service training so that they can finally realize that being reliable can actually become a sustainable competitive advantage. As for government agencies, market orientation training can serve as the blueprint for improving the viability of artisan enterprises.

1.7   Scope of the Study

This study focuses on the impact of artisans' market orientation on consumer satisfaction among residents of Abuja, Nigeria. Abuja is the city capital of Nigeria and lies in the central part of country, in the Federal Capital Territory (FCT; created 1976) with a sample size of approximately 3,464,000 covering the six (6) area councils. The study focus on the perception of residents of Abuja regarding the market orientation practices of their artisans and how these affect their overall satisfaction with the services they receive from these artisans. The study does not involve any specific artisan but relies on the experiences of Abuja residents with their artisans (Encyclopaedia Britannica, 2021).

1.8   Definition of Terms

i.   Market orientation: the extent to which Nigerian artisans identify what their consumers need and the develop goods and services that meet those needs.

ii.   Consumer satisfaction: the level of satisfaction consumers derive from their artisans' services as well as their willingness to recommend these artisans to their family, friends and colleagues.

iii.   Artisan: a highly skilled individual who provides products or services completely or partially by hand.

iv.   Intelligence generation: the ability of artisan to obtain information about the verbalized needs and preferences of his or her consumers as well as understanding the external factors that affect those preferences and needs.

v.   Intelligence dissemination: the ability of artisan to disseminate consumer needs and preference to all his or her employees.

vi.   Responsiveness: the ability of artisan to utilize the consumer needs and preference information generated to shape future service and product delivery behaviour.

CHAPTER TWO

LITERATURE REVIEW

2.1   Conceptual Review

In this section of the chapter, this study's main variables, market orientation and consumer satisfaction, are discussed in detail covering issues such as their definitions, types and importance to an organizations. The various ways they have been conceptualized by prior studies are also discussed and a clear explanation provided as to how they will be conceptualized in this study.

2.1.1   Market orientation

Market orientation is a philosophy of business whereby the main priority for the business is to identify what consumers need and then develop goods and services that meet those needs (Hernández-Linares *et al*., 2021). Market orientation is diametrically opposite to the traditional business philosophy of product orientation whereby firms develop products and services based on their competencies and then hopes that the market finds value in them and subsequently purchase these goods and services (Sukoco *et al*., 2021). On the other hand, firms with a strong market orientation ensure that most of the research and development activities are focused on always obtaining the latest data on the needs and wants of their consumers, disseminating the consequent information throughout the firm and ensuring that all products and services are developed based on this information (Gligor *et al*., 2021).

Proponents of market orientation argue that as global competition continues to increase and with consumers bombarded with several choices to meet their various needs and wants, firms with a market orientation philosophy can develop a strong competitive advantage by being aware of changing consumer needs and wants much earlier than their competitors (Sisay *et al*., 2021). A market orientation forces a firm to improve its consumer service apparatus so as to ensure that all consumer concerns are captured and resolved as soon as humanely possible (Sisay *et al*., 2021). This helps in establishing a high level of satisfaction among consumers which consequently engenders consumer loyalty and even transforms consumers into marketing agents for the firm via word-of-mouth advertising and positive reviews on the internet and social media platforms (Robb and Stephens, 2021). In order to attain long term success through market orientation, a firm must ensure that there is absolute buy-in of the philosophy in all parts of the organization; in order words it must become an integral part of the firm's culture (Robb and Stephens, 2021).

In recent times, a few companies have showcased the power of adopting a market orientation philosophy as a means of achieving sustained business success. For example, Amazon has grown and developed to become a trillion dollar company because it strives to always identify and integrate consumer needs and wants into the services it provides (Cowden and Tang, 2021). For instance when consumers living in urban areas complained that their packages tended to arrive when they were not home, Amazon addressed these complaints by developing self-service pickup boxes called 'Amazon Locker' (Poikonen and Campbell, 2021). Similarly, Amazon discovered that consumers sometimes declined to purchase items online due to the hassle and expense of delivery fees; to address this issue, the company offered consumers a

package where they paid an annual flat fee which covered the cost of all deliveries to that consumer, no matter how many, for the entire year (Acimovic *et al*., 2020).

Another example of a company that has successfully utilized market orientation to achieve success is Coca-Cola (Tang *et al*., 2021). The company does extensive focus group research with consumers to help identify new drink flavours (Tang *et al*., 2021). In addition, recognizing that consumers were becoming increasingly more health conscious regarding the drinks they consumed, the company responding to this need by acquiring drink brands that focused on the health-conscious market such as Minute Maid, Dasani, Vitaminwater, Smartwater, Honest Tea and Simply Orange (Duffy *et al*., 2021).

In terms of conceptualizing market orientation, scholars have relied on one of two conceptualizations developed in 1990 by Kohli and Jaworski (1990) and Narver and Slater (1990) respectively. Kohli and Jaworski (1990) conducted an extensive review of marketing scholarship published over a 35-year span and also conducted interviews with 62 managers in different positions and organizations. The main output of their study was a conceptualization of market orientation along three dimensions: a) Intelligence generation, b) Intelligence dissemination and c) Responsiveness (Kohli and Jaworski, 1990).

According to Kohli and Jaworski (1990), intelligence generation is the first step of implementing a successful market orientation strategy and involves obtaining information about the verbalized needs and preferences of consumers as well as understanding the external factors that affect those preferences and needs; these factors include technological advancements, competitor actions, government regulations and other environmental factors.

As for intelligence dissemination, it refers to the fact that the consumer needs and preferences information obtained during the generation phase must be widely disseminated to all the departments of the organization as it requires a collective effort to ensure that the organization's products and services meet the changing needs of consumers (Kohli and Jaworski, 1990).

Finally, responsiveness refers to the actual utilization of the consumer needs knowledge generated and disseminated in the prior two steps of the market orientation strategy; if the knowledge is not actually used to shape future products and services of the organization, then the first two steps were for naught (Kohli and Jaworski, 1990). In 1993, Kohli and Jaworski (1993) developed a measured called Market Orientation Scale (MARKOR) to help researchers measure a firm's market orientation. MARKOR is a 20-item scale with several items measuring intelligence generation, intelligence dissemination and responsiveness respectively.

A different conceptualization of market intelligence was developed by Narver and Slater (1990). The authors developed a measure of market orientation which they tested through a survey of 140 business units in order to determine if market orientation impacted business performance. Likw Kohli and Jaworski (1990), Narver and Slater (1990) also conceptualized market orientation as having three dimensions; however the latter pair came up with a different set of dimensions as follows: a) consumer orientation, b) competitor orientation and c) inter-functional coordination.

However, consumer orientation refers to all the activities undertaken by a firm to acquire and disseminate information about its target market (Narver and Slater, 1990). Competitor orientation includes all tasks completed by a firm to collect and disseminate information about its key competitors, while inter-functional coordination involves all the steps taken by a firm to utilize the acquired consumer and competitor information in order to create a superior product or service for its consumers (Narver and Slater, 1990). The authors also developed MKTOR, a 15-item instrument using a 7-point Likert-type scale; consumer orientation is measured using six items, competitor orientation is measured using four items while inter-functional coordination is measured using five items (Narver and Slater, 1990).

Although the conceptualization of market orientation by Kohli and Jaworski (1990) and Naver and Slater (1990) are the most popularly adopted by scholars, the instruments they developed to measure a firm's market orientation share a common weakness in that they rely on managers to evaluate the market orientation of their firms which is subject to social desirability bias. However other studies have developed a consumer-defined market orientation whereby consumers' perceptions are relied upon to provide a more objective evaluation of a firm's market orientation (Abu Bakar *et al*., 2014). As this study is focused on investigating the perceptions of residents of Abuja, Nigeria regarding the market orientation of their artisans, it adopts Kohli and Jaworski's (1990) conceptualization (intelligence generation, intelligence dissemination and responsiveness) of market orientation but adapts the MARKOR from a consumer perspective in terms of measuring the variable. Narver and Slater's (1990) conceptualization was not adopted because it has a competitor orientation which this study's

targeted respondents are unlikely to know much about as they know their artisans rather than their artisans' competitors.

2.1.2 Consumer satisfaction

Consumer satisfaction refers to the extent to which purchasers of a product or service are happy with the quality of that product or service particularly as compared to their expectations (Asghar *et al*., 2021). It is a measure of how the product or service experience compares to the consumer's expectations; if the experience is below the consumer's expectation, then he or she is dissatisfied. On the other hand, if it matches or exceeds the consumer's expectation, then he or she is satisfied (Khuntia *et al*., 2021).

Ensuring that consumers are constantly satisfied with each product or service experience is a crucial pre-requisite for the long-term success of any business (Tang and Yu, 2021). For this reason, it is incumbent on every member of a business to consider consumer satisfaction as an utmost priority; as the famous saying goes, 'The Consumer is King!' (O'Brien and O'Toole, 2021). A business that can develop a winning strategy that guarantees consumer satisfaction transforms consumer satisfaction into consumer loyalty (Islam *et al*., 2021). Loyal consumers become unpaid marketers for the business, particularly through word-of-mouth advertising and via positive recommendations and reviews on various social media platforms and even in print media like magazines and newspapers (Kaur and Singh, 2021).

As the global market place has become increasingly competitive, the collection and utilization of consumer satisfaction information has become one of the most important sources of

competitive advantage (Vidya and Shanthi, 2021). Collecting regular feedback from consumers allows a business to understand consumer needs and integrating that information so as to improve its products or services (Viday and Shanthi, 2021). Interestingly, the actual process of asking consumers to give feedback about a firm's products or services sends a strong signal to these consumers that the firm really cares about their product or service experience which can make them repeat consumers (Indrayani, 2021). Additionally, consumer satisfaction information provides a firm with a stronger indicator regarding its future sales performance (Indrayani, 2021).

Farris *et al*. (2010) provided interesting insight on the importance of consumer satisfaction information for a firm's long-term performance. They discovered that based on a five-point Likert-scale measure of consumer satisfaction, respondents that rated their satisfaction level at a '5' (very satisfied) had a high probability of becoming repeat consumers and even 'evangelizing' for the firm (Farris *et al*., 2010). On the other hand, respondents that rated their satisfaction level as '1' (very dissatisfied) would most likely never return and could even discourage prospective consumers through negative reviews of the product or service (Farris *et al*., 2010). They concluded that besides asking consumers to rate their level of satisfaction with a product or service, another important metric of consumer satisfaction would be to ask them how willing they would be to recommend that product or service to their relatives, friends and colleagues (Farris *et al*. 2010).

This study adopts Farris *et al*.'s (2010) conceptualization of consumer satisfaction as a) their level of satisfaction with the product or service, and b) their willingness to recommend that

product or service. The total of the respondent's rating to both statements will represent his or her consumer satisfaction score. Specifically, residents of Abuja will be asked to rate their level of satisfaction with their current artisan, as well as their willingness to recommend that artisan to their family, friends and colleagues. Figure 2.1 presents this study's conceptual framework:

```
┌─────────────────┐
│     Market      │
│   Orientation   │
└────────┬────────┘
         │
         ▼
    ╭──────────╮
    │Intelligence│                              ╭──────────────────────────────╮
    │Generation │────────╲                      │   Consumer Satisfaction      │
    ╰──────────╯          ╲                     │                              │
                           ╲                    │ ✓ Level of satisfaction with │
    ╭──────────╮            ╲                   │   artisan's services         │
    │Intelligence│───────────►                  │ ✓ Willingness to recommend   │
    │Dissemination│                             │   artisan to family, friends │
    ╰──────────╯          ╱                     │   and colleagues             │
                         ╱                       ╰──────────────────────────────╯
    ╭──────────╮        ╱
    │Responsivenes│────╱
    ╰──────────╯
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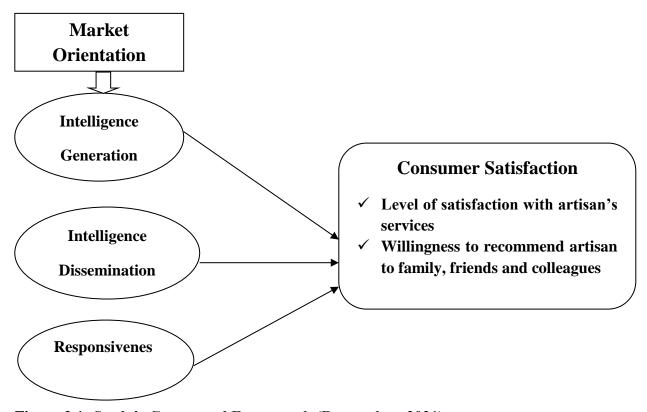
Figure 2.1: Study's Conceptual Framework (Researcher, 2021)

It can be observed from Figure 2.1 that this study expects the respondents' perception about their artisan's market orientation in terms of intelligence generation, intelligence dissemination and responsiveness to determine their overall level of consumer satisfaction

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which is an aggregate of their satisfaction with their artisan's service and their willingness to recommend that artisan to their family, friends and colleagues.

2.2   Theoretical Review

In this subsection, three of the most widely adopted theories of consumer satisfaction are discussed, after which one theory is selected to serve as this study's theoretical underpinning. The theories to be discussed are a) Expectation confirmation theory, b) Theory of attractive quality, and c) Value Precept Theory.

2.2.1   Expectation confirmation theory (ECT)

Expectation Confirmation Theory was first postulated in 1977 by American psychologist, Richard Oliver (Falco and Shaheed, 2021). The theory seeks to explain what determines an individual's level of satisfaction after purchasing a product or using a service (Falco and Shaheed, 2021). According to the theory, consumer satisfaction is a function of four constructs: i) expectations, ii) perceived performance, iii) disconfirmation of beliefs and iv) satisfaction (Li, 2021). Expectations refer to the attributes that an individual expects from a certain product or service prior to purchase (Li, 2021). Perceived performance refers to the individual's evaluation of the actual performance of the product or service after purchase (Li, 2021). Disconfirmation of beliefs refers to the extent to which the individual's perceived performance of the product or service compares to initial expectations; if the perceived performance exceeds the initial expectations, then the disconfirmation is positive; but if the perceived performance falls below initial expectations, then the disconfirmation is negative

(Li, 2021). Finally, satisfaction refers to the extent the individual is pleased with the product or satisfaction after purchase (Li, 2021).

2.2.2 Theory of attractive quality (TAQ)

Theory of Attractive Quality was developed by Japanese management consultant Professor Noriaki Kano and his colleagues in 1984 (Chang and Cheng, 2021). The theory explains that an individual's satisfaction with a particular product or service is determined by the value place on certain attributes or qualities that the product or service possesses (Chang and Cheng, 2021). The theory outlines five types of product or service quality attributes that will have different effects on an individual's post-purchase satisfaction: i) attractive quality, ii) one-dimensional quality, iii) must-be quality, iv) indifferent quality and v) reverse quality (Dash, 2021).

Attractive quality refers to unexpected attributes of a product or service that delight the consumer but whose absence does not cause dissatisfaction as they were not expected in the first place (Dash, 2021). On the other hand, one-dimensional quality refers to attributes whose presence lead to consumer satisfaction, but whose absence leads to dissatisfaction (Dash, 2021). AS for must-be quality, these are attributes whose presence are considered basic and thus cause no satisfaction, but whose absence causes dissatisfaction (Dash, 2021). Indifferent quality are attributes that have no bearing on consumer satisfaction whether they are present or absent, while reverse quality are those attributes that are very specific to individual consumer preferences; for some their absence is very significant while others don't even notice (Dash, 2021).

2.2.3   Value precept theory (VPT)

Value Precept Theory was postulated in 1983 by American business professors, Robert Westbrook and Michael Reilly (Vassiliadis *et al*., 2021). The theory states that an individual's satisfaction with a product or service is determined by the extent to which they meet his or her values, and is thus an emotional response rather than a purely cognitive response as portrayed by the ECT (Vassiliadis et al., 2021). Similar to the ECT, the VPT explains that consumer satisfaction is determined by the disparity between a consumer's initial perceptions about a product and service and the consumer's actual experience with the product or service after purchase (Vassiliadis *et al*., 2021). The Value Percept Theory has not receive much support from researchers as the ECT did in ascertaining customer satisfaction.

2.2.4   Theoretical framework

For this study, the Value Percept Theory was adopted as the theoretical lens through which the relationship between market orientation and consumer satisfaction were investigated. This is because anecdotal evidence about the relationship between Nigerians and their artisans tends to be a very emotional one rather than a clinical one. This is because satisfaction is an emotional response that is triggered by a cognitive evaluative process in which the perception of an offer are compared to one's value, needs, wants and desires (westbrook and Reilly, 1983). Particularly when artisans are unable to deliver to the consumer at an agreed-upon time (Uyeh, 2017). Many artisans have spent time in police cells for not deliver consumer items at the stipulated time.

2.3   Empirical Review

This section of the chapter presents a review of previous studies that empirically tested the relationship between market orientation and consumer satisfaction. These studies are divided into two groups based on whether they focused on private or public sector organizations. Each group is discussed in the succeeding subsections.

2.3.1   Market orientation and consumer satisfaction in the private sector

Jyoti and Sharma (2012) investigated the impact of market orientation on consumer satisfaction among automobile showrooms in India. Market orientation was conceptualized using three dimensions: i) Generation, ii) Dissemination and iii) Responsiveness and these were measured using an 11-item questionnaire (this is referred to as the MARKOR scale), while consumer satisfaction was measured using a 10-item questionnaire. Data on market orientation was collected from 85 automobile executives while data on consumer satisfaction was collected from 289 consumers. The collected data were analysed using structural equation modelling, and the results revealed that all three dimensions of market orientation had a positive and significant impact on consumer satisfaction.

Kibbeling *et al*. (2013) argued that a supplier's market orientation is just as important as that of a focal firm in determining how satisfied consumers are with the focal firm's products or services. They tested this assertion by surveying 88 supplier-focal firm-consumer supply chains from the Netherlands. Market orientation was measured using a five-item and four-item scale for supplier firms and focal firms respectively, while consumer satisfaction was

measured using a four-item scale. The data collected was analysed with path analysis using the maximum likelihood estimation procedure, and the results found that the focal firm's market orientation has a significant positive impact on consumer satisfaction while the market orientation of suppliers of the focal firms did not have a significant impact on consumer satisfaction.

The Chinese hotel industry was the focus of Qu (2014)'s investigation of the relationship between market orientation and consumer satisfaction. Similar to Jyoti and Sharma (2012), market orientation was conceptualized as having three dimensions of generation, dissemination and responsiveness. However, unlike Jyoti and Sharma (2012) who used an 11-item scale to measure this construct, Qu (2014) used a 20-item scale. Consumer satisfaction was measured with a one-item scale which asked the respondents to rate their level of agreement to the following statement, "Over the last two years, the satisfaction level of our consumers is generally high" (Qu, 2014, p. 1416). Data on the constructs were obtained from a survey of 143 hotel managing directors, and structural equation modelling revealed that market orientation had no significant impact on consumer satisfaction. It is important to note that unlike Jyoti and Sharma (2012) and Kibbeling *et al.* (2013) who measured consumer satisfaction based on data collected from consumers, Qu (2014) relied on the hotel managers perceptions of consumer's satisfaction with their services; relying on the latter approach leaves the responses susceptible to social desirability bias.

Chang (2014) explored the relationship between market orientation and consumer satisfaction by survey 317 respondents made up of managers, employees and consumers of household

appliances stores in China. The results of hierarchical regression revealed that market orientation was positively related to consumer satisfaction. It is important to note that the researcher had access only to the abstract of this study and it did not include how the variables were conceptualized nor did it specify which group of respondents provided data on each of the two variables under consideration.

Abu Bakar *et al*. (2014) examined the impact of market orientation on consumer satisfaction within the context of the private higher education industry in Malaysia. In determining the most appropriate set of respondents to collect market orientation data from, the authors relied on Steinman *et al*.'s (2000) assertion that the consumers are in the best position to evaluate a firm's market orientation as it is they who the firm intends to satisfy. Based on this notion, data was collected from 147 postgraduate students enrolled in private universities in Malaysia. Market orientation was conceptualized as consisting of consumer orientation, competitor orientation and inter-functional coordination, and was measured using an adapted version of Mktor scale, while consumer satisfaction was measured using a scale whose content was not described by the authors. The results of regression analyses revealed that market orientation significantly influenced consumer satisfaction.

Similar to Abu Bakar *et al*. (2014), the private higher education industry was the focus of Santikary and Chandrasekhar's (2018) study; however, they focused on the industry in India. Market orientation was conceptualized and measured following Abu Bakar *et al*.'s (2014) example, but consumer satisfaction was conceptualized as having three components (campus life satisfaction, support facility satisfaction and educational experience satisfaction). Data

was collected through a survey of 360 students and analyzed using regression analyses. The study found that market orientation had a positive and significant impact on student satisfaction. Market orientation thus had a positive impact on student satisfaction in Malaysia (Abu Bakar *et al*., 2014) and India (Santikary and Chandrasekhar, 2018).

The American manufacturing industry was the scene for testing the market orientation – consumer satisfaction relationship by Guo and Wang (2015). Similar to Abu Bakar *et al*. (2014), Guo and Wang (2015) conceptualized market orientation as consisting of consumer orientation, competitor orientation and inter-functional coordination, while consumer satisfaction was conceptualized from a business-to-business context. Data was collected from the CEOs of 279 American manufacturing firms, with consumer orientation measured using six items, competitor orientation measured with four items, inter-functional coordination measured using five items, and consumer satisfaction measured using four items. The results of a hierarchical moderator regression analysis revealed that consumer orientation and competitor orientation had significant impacts on consumer satisfaction, while inter-functional coordination had no significant impact on consumer satisfaction.

Altarifi *et al*. (2016) sought to determine to what extent the market orientation of private schools in Jordan would affect consumer satisfaction. Following the example of Guo and Wong (2013), Altarifi *et al*. (2016) also conceptualized market orientation as consisting of consumer orientation, competitor orientation and inter-functional coordination, and the same number of items used by Guo and Wong (2015) were used to measure each dimension. As for consumer satisfaction, it was conceptualized as comprising five dimensions (corporate image,

attendants, convenience, promotion, and facility) and was measured using a 10-item scale. Data on the two variables was collected from 158 school managers and multiple regression analyses of the data revealed that all three components of market orientation had a significant impact on consumer satisfaction. This study has the same weakness as Guo and Wong (2013) as data regarding consumer satisfaction was obtained from the school managers rather than the consumers themselves.

Mahmoud *et al.,* (2019) sought to determine whether market orientation could predict consumer satisfaction in the Ghanaian banking sector. Market orientation was conceptualized using three dimensions of consumer orientation, competitor orientation and inter-functional coordination (see Guo and Wong, 2015; Altarifi *et al*., 2016), while consumer satisfaction was measured based on bank managers' perceptions. Data was collected from 120 managers from two large banks in Ghana and the results of multiple regression analyses revealed that all three dimensions of market orientation had a significant impact on consumer satisfaction.

Remaining in the banking sector, but this time in Saudi Arabia, Abuzid and Abbas (2017) surveyed 51 bank managers and 265 bank consumers in order to test the relationship between market orientation and consumer satisfaction. Unlike Mahmoud *et al.,* (2019) who conceptualized market orientation as consumer orientation, competitor orientation and inter-functional coordination, Abuzid and Abbas (2017) used three different dimensions of gathering, disseminating and responsiveness (see Jyoti and Sharma, 2012; Qu, 2013). Consumer satisfaction was measured using a 10-item scale while path analysis was used to

analyse the collected data. The study found that the three dimensions of market orientation had a significant impact on consumer satisfaction.

Pattanayak *et al*. (2017) continue the banking sector theme (Mahmoud *et al.,* 2019;Abuzid and Abbas, 2017) by exploring the relationship between market orientation and consumer satisfaction in the Indian banking sector. Data was collected through a survey of 224 middle managers in the retail banking sector. Market orientation was measured using a six-item scale, while consumer satisfaction was measured using a four-item scale, continuing the trend of studies relying on managers rather than consumers to determine consumer satisfaction (see Guo and Wong, 2013; Altarifi *et al*., 2016; Mahmoud *et al.,* 2019). The maximum likelihood estimation approach was used to analyse the data, and the findings revealed that market orientation had a significant positive impact on consumer satisfaction.

Abed *et al*. (2018) investigated the impact of market orientation on consumer satisfaction in the Iraqi banking sector. Data was collected via a survey of 385 respondents and analyzed using a PLS-SEM model. The study found that market orientation had a strong impact on consumer satisfaction. Stanbic Bank Uganda was the focus of Isaiah and Turyakiya's (2019) study, with data on market orientation and consumer satisfaction obtained from a survey of 175 consumers. The study failed to explicitly state how both variables were measured which significantly reduces its overall quality. However, results of a regression analysis revealed that market orientation was a significant predictor of consumer satisfaction.

Similar to Mahmoud *et al*. (2019) also focused on the Ghanaian banking sector in their test of the market orientation – consumer satisfaction hypothesis. Data was collected from 277

marketing managers and employees from selected Ghanaian banks. Market orientation was measured using the Mktor scale while consumer satisfaction was measured using a five-item scale. The results of structural equation modelling revealed that the three components of market orientation (consumer orientation, competitor orientation and inter-functional coordination) had significant positive impacts on consumer satisfaction.

Amangala and Wali (2020) bring the Nigerian banking sector into the discussion regarding the impact of market orientation on consumer satisfaction. Data was collected from 165 employees and 160 consumers of 21 selected banks. Market orientation was measured using the 11-item MARKOR scale while consumer satisfaction was measuring using a four-item scale. Hierarchical regression was used to analyze the data and the findings indicated that market orientation had a positive and significant impact on consumer satisfaction.

Anabila *et al*. (2021) investigated the impact of market orientation among tourist organizations in Ghana on the satisfaction of tourists. Data was collected from 226 respondents, although the exact identity of the respondents was unclear as only the abstract of the paper was available to the researcher. In the same vein, the conceptualizations of the two variables were not mentioned in the study's abstract. The results of a partial least squares analysis revealed that market orientation had a significant and positive relationship with tourist satisfaction.

Ramos (2021) combined both the MARKOR and Mktor scales to measure the market orientation of Portuguese wine firms in an attempt to determine its impact on consumer satisfaction. The results of the study revealed that market orientation had a significant impact

on consumer satisfaction. The data collection method and conceptualization details of the study were not contained in the abstract of the study which was available to the researcher. However, considering the relevance and recency of the study, it seemed remiss not to include its findings in this review.

2.3.2 Market orientation and consumer satisfaction in the public sector

Jozsa (2017) investigated the relationship between market orientation and consumer satisfaction in the Hungarian municipal public service. Data was collected via a survey from 158 managers of public service providers in Hungary. Market orientation was measured using the MARKOR scale (gathering, disseminating and responsiveness) while consumer satisfaction was measured based on the perception of the managers using a four-item scale. Linear regression analysis revealed that market orientation had a significant positive impact on consumer satisfaction in the Hungarian public sector.

Novixoxo *et al*. (2018) surveyed 430 consumers of Ghanaian public utility companies to determine their perception of the market orientation of these companies as well as their satisfaction with the services provided by them. Market orientation was measured using an adapted version of Mktor with 11 items while consumer satisfaction was measured using a three-item scale. Simple regression analysis revealed that market orientation had a significant positive impact on consumer satisfaction. Novixoxo *et al*.'s (2018) study stands out from the majority of the studies reviewed in that it relied on consumers to determine the market orientation of the companies under investigation rather than relying on company managers. In this researcher's opinion and following the view of Steinman *et al*. (2000), this approach is

much less vulnerable to problems of social desirability bias as the consumers are more likely to give their honest opinions regarding the market orientation of the companies as compared to company managers who would be more inclined to put themselves and their companies in a more favourable light by giving false responses. The National University Hospital in Jinju, South Korea was the setting for Shin and Shin's (2021) study evaluating the relationship between market orientation and patient satisfaction. Data was collected from 222 respondents (their identities were not mentioned in the abstract) and analysed via path analysis. The findings revealed that market orientation had a significant impact on patient satisfaction.

2.3.3 Research gaps

The extensive review of extant empirical scholarship on the impact of market orientation on consumer satisfaction presented in the preceding subsections revealed four important research gaps which this study intends to address; two of the gaps relate to the choice of respondents for data collection, while the remaining two gaps deal with a sample imbalance and a geographical imbalance respectively.

The first gap relates to the fact that the vast majority of studies reviewed obtained data on a firm's market orientation from the managers of the firms responsible for ensuring that the firm's strategies are all consumer-centric (Jyoti and Sharma, 2012; Jozsa, 2017; Pattanayak *et al.,* 2017). The major problem with relying on respondents to evaluate themselves on a construct that can make them look competent or incompetent is that such data will be highly susceptible to social-desirability bias. Social-desirability bias is a phenomenon whereby respondents are inclined to provide responses that will present them in a positive light rather

than providing accurate responses that will make them look ineffective or incompetent (Tona *et al*., 2021). As it relates to market orientation, Steinman *et al*. (2000) argue that the best respondents to evaluate a firm's market orientation are the consumers themselves; they are the ones that experience the quality of service offered by the firm. Based on this gap, this study will collect market orientation data from the consumers of Abuja artisans rather than from the artisans themselves.

The second gap relates a lot of the previous studies reviewed have gotten data regarding consumer satisfaction. For example, studies like Qu (2014), Guo and Wang (2015) and Altarifi *et al*. (2016) all relied on firm managers' perceptions to measure consumer satisfaction. Similar to the first gap, relying on managers rather than consumers to tell you how satisfied consumers are with a firm's products or services is highly problematic. Even when promises of anonymity are made, research has shown that respondents will provide socially desirable answers when asked to provide an evaluation of their competencies (Lelkes *et al*., 2012). To ensure that a higher quality of data regarding consumer satisfaction is obtained, this study relies on the consumers themselves to inform the researcher how satisfied they have been with the services of their artisans.

The third identified gap is a sample gap in that virtually all the previous empirical studies reviewed explored the relationship between market orientation and consumer satisfaction in the context of large organizations such as automobile showrooms (Jyoti and Sharma, 2012), hotels (Qu, 2014), large household appliance chains (Chang, 2014), private universities (Abu Bakar *et al*., 2014; Santikary and Chandrasekhar, 2018) and banks (Mahmoud *et al.,* 2019;

Abuzid and Abbas, 2017; Isaiah and Turyakiya, 2019). An investigation of this phenomena among micro, small and medium enterprises (MSMEs) which constitute most of the businesses globally is glaring absent. As a result of their smaller sizes and relatively fewer resources as compared to their larger counterparts, these MSMEs typically have to be more creative and flexible in the way they utilize market orientation to satisfy their consumers (Hernandez-Linares *et al*., 2021). This study hopes to begin to address this sample imbalance by investigating the relationship between market orientation and consumer satisfaction among artisans in Abuja, Nigeria who typically range from micro to small enterprises.

The fourth gap this study seeks to address is a geographical gap in the sense that only one of the articles reviewed took place in a Nigerian business context (Amangala and Wali, 2020). This gap is important because a country's business environment and culture has an important impact on the market orientation strategies that will be adopted by businesses as well as how consumers are likely to react to those strategies (Asikhia and Naidoo, 2021). This study addresses this gap by exploring the relationship between market orientation and consumer satisfaction among artisans in Abuja, Nigeria.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1   Description of Study Area

This study takes place in Abuja, the capital of Nigeria. All information about the city were obtained from Encyclopaedia Britannica: "Abuja, city, capital of Nigeria. It lies in the central part of Nigeria, in the Federal Capital Territory (FCT; created 1976). The city is approximately 300 miles (480 km) northeast of Lagos, the former capital (until 1991). During the 1980s the new capital city was built and developed on the grass-covered Chukuku Hills.

The site was chosen for Nigeria's new capital because of its central location, easy accessibility, salubrious climate, and low population density and the availability of land for future expansion. It was the first planned city to be built in Nigeria. Abuja lies at 1,180 feet (360 metres) above sea level and has a cooler climate and less humidity than is found in Lagos. The city's Central Area contains the city hall, national cultural institutes, and other government-related offices. It also contains the Three Arms Zone, which is home to the presidential palace, the National Assembly, the Supreme Court, the National Arboretum, the National Christian Centre, the National Mosque, and Millennium Park, the largest park in Abuja; the National Children's Park and Zoo is nearby. Other areas provide housing, shopping facilities, and other urban amenities.

The National Stadium, a large multisport arena, is located on the western edge of the Central Area. Abuja has an international airport, and expressways connect the federal capital with

other cities. Power lines and underground cables conduct electricity to the city; the Shiroro Dam, on the Niger River southwest of Abuja, Abuja Municipal Area Council, 776,298; (2016 est.) urban agglom., 2,940,000" (Encyclopaedia Britannica, 2021).

"The region is underlain by crystalline rocks consisting of granites and gneisses. The vegetation is mainly savanna with limited forest areas. Agriculture, the economic mainstay, produces yams, millet, corn (maize), sorghum, and beans. The population comprises the Gwari, Koro, Ganagana, Gwandara, Afo, and Bassa ethnic groups, predominantly dairy farmers. Hausa and Fulani also live in the territory. Mineral resources include clay, tin, feldspar, gold, iron ore, lead, marble, and talc. Abuja has an airport and major road connections" (Encyclopaedia Britannica, 2021).

3.2   Research Design

This study adopted a cross-sectional survey research design so as to collect a large amount of data from selected respondents at a single point in time. Specifically, data on market orientation of artisans in Abuja as well as consumer satisfaction data were collected from residents of Abuja via the use of close-ended questionnaires.

3.3   Population of the Study

The population for this study is the total number of people living in Abuja in 2021, who are all considered to be consumers of artisans one way or the other. The population according to the World Population Review (2021) and Macro Trends (2021) websites is estimated at 3,464,000. It was clearly stated that this study would focus on the perceptions of consumers

rather than the artisans themselves. The study did not involve any particular artisans since consumers are the one who experience the quality of service offered.

3.4   Sampling Techniques

This study relied on convenience sampling rather than the preferred simple random sampling technique due to the fact that it was impossible to obtain an exhaustive list of all residents of Abuja. For this reason, the researcher was left with no choice to survey as many residents as were readily available.

3.5 Sampling Size

 The Yamane (1967) formula was used to determine this studies appropriate sample size.

$n = N/(1 + N[e^2])$

Where n = sample size; N = population size; e = margin error (0.05)

n = 3.464,000/(1 + 3,464,000[0.05]^2)

n = 3.99.95 (400 approximately).

In order to mitigate against incomplete questionnaires, Tanburn (2015) an additional 15% of the optimal sample size should be added making this study's final sample size 460 respondents.

3.6   Source of Data Collection

Data regarding the market orientation of artisans in Abuja as well as consumer satisfaction with their services were derived through a survey of 460 residents of Abuja. The residents were categorized using gender (male and female).

3.7   Method of Data Collection

Close-ended questionnaires were used to collect demographic information about the respondents as well as data on this study's two variables. The questionnaire had three sections: the first section collected demographic data about the respondents. The second section collected artisan market orientation data from the respondents while the third section collected consumer satisfaction data from the respondents.

3.8   Data Analysis Techniques

The study used simple linear regression analysis to measure the impact of each of the three dimensions of market orientation on consumer satisfaction. Descriptive statistics was used to analyse the respondents' demographic data.

3.9   Psychometric Properties of the Instrument Validity and Reliability

The validity and reliability of the research instruments that was used by the study are discussed in the following subsections:

3.9.1   Validity of the research instruments

The face and content validity of the questionnaire was done by research experts in Entrepreneurship and Business Studies Department of Federal University of Technology Minna

3.9.2   Reliability of research instrument

The reliability was determined using test-retest technique during the pilot study.

3.9.2.1   Pilot study of questionnaires

The pilot study of questionnaire was conducted using residents from Abuja. This ensured that the questionnaire was free from any form of ambiguity that may cause problems in eliciting the appropriate responses from the study's final respondents. Thus, 10% (46) of the sample size of Abuja residents was used as the pilot study. On average, the respondents took about 10-15 minutes to complete the questionnaires.

Issues that were observed among respondents in the pilot of the questionnaire included: Ability to comprehend the instructions in the covering letter, understanding of questionnaire items, the terms used, the sequence of questions and the flow of statements, the format, including the font and lay out, length of the questionnaire (i.e. the time taken to complete the questionnaire), other comments by respondents. All comments were taken into consideration and errors amended.

3.10   Procedure for Administration

The questionnaires were distributed to residents of Abuja manually by the researcher and two

research assistants and collected immediately so as to ensure a high response rate.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1   Results

4.1.1   Descriptive statistics

This section presents the summary of results for the independent and dependent variables as shown in Tables 4.1.   The demographic profile of survey respondents are presented respectively. The demographic characteristics considered for this study were age, gender, marital status, tribe and occupation Multiple regression are presented to show the summary of result depicting the impact of intelligence generation, intelligence dissemination and Responsiveness dimensions on customer satisfaction among residents of Abuja, Nigeria.

4.1.2   Gender distribution

Table 4.1 presents the gender distribution of respondents in Abuja.

Table 4.1: Gender Distribution of Survey Respondents

	Frequency	Percent.
Male	242	60.5
Female	158	39.5
Total	400	100.0

Source: Author's Field Survey (2021)

Table 4.1 revealed that 60.5%, representing 242 respondents were male, and 39.5%, representing 158 respondents were female indicating that, there are more male than female.

The reason might be due to the fact that men have few sawing style that can easily be identify by most tailors and quickly provide their customer the kind of cloths they want in advance.

4.1.3 Age distribution

Table 4.2 presents the demographic feature of survey respondents according to their various age groups.

Table 4.2 Age Distribution of Respondent

	Frequency	Percent.
18-35	201	50.2
36 above	199	49.8
Total	400	100.0

Source: Author's Field Survey (2021)

The table 4.2 revealed the followings, that 50.2%, representing 201 survey respondents had their age between 18and 35 years respectively. More so, 49.8 %, representing 199 respondent had their age 36 above respectively. The findings depict that majority of respondents age is largely between 18 and 35years. This result indicates that the respondents are still young, active and in their productive years where they could actively patronize tailors in order to meet up with day to day task in their respective occupation.

4.1.4 Marital Status

Table 4.3 presents the marital status of survey respondents and accompanying percentages for clarity.

Table 4.3: Marital Status of Survey Respondents

	Frequency	Percent.
Married	224	56.0
Single	176	44.0
Total	400	100.0

Source: Author's Field Survey (2021)

Table 4.3 unveil respondents' educational qualifications as follows, 56% representing 201 survey respondents were married while 44% representing 176 survey respondents were single. The findings depict that majority of respondents are married. This result indicates that the respondents are productive people who largely patronize tailors either for their personal usage or wards in order to have happily family with good shelter

4.1.5 Ethnicity of Survey Respondents

Table 4.4 presents the ethnicity of survey respondents and accompanying percentages for clarity.

Table 4.4: Ethnicity of Survey Respondents

	Frequency	Percent.
Hausa	95	23.8
Igbo	117	29.2
Yoruba	128	32.0
Others	60	15.0
Total	400	100.0

Source: Author's Field Survey (2021)

In regard to the ethnicity of survey respondents in this study, it can be observed that 23.8%, representing 95 survey respondents were Hausa. More so, 29.2%, representing 177 survey respondents were Igbo. Furthermore, 32%, representing 128 survey respondent were Yoruba. 15% representing 60 survey respondents did not identify any of three major ethnic groups as their tribe. The result indicated that Yoruba were the majority respondents. This results indicates that Yoruba ethnic group since to be more incline with occasions and they like appearing in uniform clothes.

4.1.6 Occupation of Survey Respondent

Table 4.5 present the occupation of Survey respondent respondents and accompanying percentages for clarity.

Table 4.5: Occupation of Survey Respondent

	Frequency	Percent.
civil servant	136	34.0
Self-employed	202	50.5
Others	62	15.5
Total	400	100.0

Source: Author's Field Survey (2021)

Table 4.5 reveals that about half of the respondents (50.5%) were self-employed, with 34% identifying themselves as civil servants while the remaining 15.5% of the respondents were neither self-employed nor civil servants. The result indicated that majority of the respondents are self- employed. The reason might be due to the fact that self – employed which mostly

are businessmen tends to have financial autonomy that influence them to saw more often than civil servant.

4.2 Discussion of Regression Analysis Result

This study employed multiple regression analysis to determine the impact of Artisans' Market Orientation on the Consumer Satisfaction of Residents of Abuja, Nigeria. The result from table 4.6 showed R^2 of 0.151 indicates that intelligence generation had only a negligible effect (Cohen, 1988) on consumer satisfaction as it was only able to explain 15.1% of the variations in consumer satisfaction. This finding means that 84.9% of the change in consumers' satisfaction with their artisans were due to other factors different from intelligence generation. More so, the R^2 of 0.177 shows that in reality the explanatory power of intelligence dissemination relative to consumer satisfaction was very negligible (Cohen, 1988) as it was only able to explain 17.7% of the variations in consumer satisfaction. This indicates that 82.3% of the changes in consumer satisfaction with artisan's services were due to other factors apart from intelligence dissemination. However, R^2 of 0.333 indicated that responsiveness had a small impact (Cohen, 1988) on consumer satisfaction, being able to explain 33.3% of any variation in consumer satisfaction. This finding indicates that 66.7% of the changes in consumer satisfaction were caused by other factors other than responsiveness.

Table 4.6: Model summary

Variables	R Square	Adjusted R Square	F Change	Sig F Change
Intelligence generation	0.151	0.149	70.728	0.000
Intelligence dissemination	0.177	0.175	85.612	0.000
Responsiveness	0.333	0.332	198.890	0.000

4.2.1   Multi-collinearity test

Table 4.7 presents the results of the test of multi-collinearity among the study's three proxies for the independent variable of market orientation: Intelligence Generation, Intelligence Dissemination and Responsiveness.

Table 4.7: Results of Multi-collinearity Test

Variable	Variance Factor (VIF)
Intelligence generation	2.00
Intelligence dissemination	1.93
Responsiveness	1.46

Source: Author's Field Survey (2021

According to Bose and Kandaswamy (2021) a VIF value of less than 10 indicates an absence of multi-collinearity. Based on this assertion, Table 4.7 indicates that none of the three proxies of market orientation have any collinearity between them.

4.2.2 Hypotheses testing

Table 4.8 presents the results of three linear regression analyses that were carried out to test this study's three hypotheses as elucidated in Chapter One of this thesis.

Table 4.8: Results of Three Linear Regression Analyses

Independent Variable	Coefficients B	Std error	Sig
Intelligence generation	.490	0.58	0.000
Intelligence dissemination	.498	0.54	0.000
Responsiveness	.763	0.54	0.000

Source: Author's Field Survey (2021)

This study's first hypothesis posited that artisan's intelligence generation has no influence on consumer satisfaction among residents of Abuja. Table 4.8 indicates that this null hypothesis can be rejected due to a p-value of 0.000 which indicates that intelligence generation had a significant impact on consumer satisfaction among the respondents of the study. The result revealed a regression coefficient of 0. 490 which shows a positive relationship exist between intelligence generation and customer satisfaction. Therefore, a unit increase in intelligence generation yield 49 % unit's increase in customer satisfaction.

This study's second hypothesis posited that artisans' intelligence dissemination has no ability to explain consumer satisfaction among residents of Abuja. Like the first hypothesis, this second hypothesis was also rejected due to the p-value (0.000) indicating that the intelligence dissemination had a significant ability to explain consumer satisfaction. The findings showed a regression coefficient of 0. 498 which shows a positive relationship exist between

intelligence dissemination and customer satisfaction. Therefore, a unit increase in intelligence dissemination yield 49.8 % unit's increase in customer satisfaction.

Finally, this study's third hypothesis postulated that artisans' responsiveness would have no impact on the consumer satisfaction of residents of Abuja. Similar to the two previous hypotheses, findings presented in Table 4.8 indicate that the null hypothesis can be rejected as a p-value of 0.000 indicated that responsiveness had a statistically significant impact on consumer satisfaction. The result revealed a regression coefficient of 0. 763 which shows a positive relationship exist between responsiveness and customer satisfaction. Therefore, a unit increase in responsiveness yield 76.3 % unit's increase in customer satisfaction.

4.2.3 Discussion of the Findings

This study sought to determine the Impact of Artisans' Market Orientation on the Consumer Satisfaction of Residents of Abuja, Nigeria. The findings of the study indicated that all three components of market orientation (intelligence generation, intelligence dissemination and responsiveness) had a statistically significant impact on consumer satisfaction. This in line with the findings of Jyoti and Sharma (2012), Abuzid and Abbas (2017), Amangala and Wali (2020) and Ramos (2021) However, the results also indicated that in reality this impact ranged from being negligible to small.

Of the three components of market orientation, responsiveness had the strongest impact on consumer satisfaction which means that artisans who are best able to respond to the changing needs of their patrons are likely to engender a stronger sense of satisfaction among these

patrons. This finding was similar to that of Jyoti and Sharma (2012) in the Indian Automobile Industry. On the other hand, this study found that intelligence generation had the least impact on consumer satisfaction which indicates that consumers of artisaning services in Abuja were not too bothered about their artisans contacting them regularly about their needs. What they valued the most was the artisans being able to ascertain what those needs were without asking and then responding to those needs by integrating them into the services that they provided. Interestingly, Jyoti and Sharma (2012) also found that intelligence generation had the least explanatory power regarding variations in consumer satisfaction.

From a broader perspective, the findings of this study indicated that at best, market orientation dimensions were only able to explain 33.3% of the variations in consumer satisfaction. This indicates that residents of Abuja residents consider other factors besides market orientation of their artisans as being more important when it comes to how satisfied they are with their artisans' services as well as how willing they are to recommend these services to their friends and families. It is thus incumbent for Abuja artisans to identify what these other factors are and integrate them into the services that they offer so as to consistently satisfy their consumers and convert them into loyal consumers who can attract other consumers through positive reviews and recommendations. For example, Islam *et al.* (2012) found that in Bangladesh, price, quality and brand reputation were important determinants of consumer satisfaction with artisans' services. Similarly, Ferrero-Regis (2014) and Shih and Agrafiotis (2019) both found that quality was the most important consideration for patrons of high-end artisans in Italy and the United Kingdom respectively.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1   Conclusion

Durojaiye (2020) famously proclaimed that "Nigerian artisans are unreliable". It was against this backdrop that this study sought to determine to what extent the perceptions of residents of Abuja regarding the market orientation of their artisans would affect their level of satisfaction as regular consumers of artisans' services. By adopting a customer-defined perspective of market orientation, this study found that market orientation had a statistically significant impact on consumer satisfaction. However the study revealed that the practical impact of market orientation on consumer satisfaction was only small, thus indicating that Abuja residents were more concerned with other facets of the services provided by the artisans when it came to what led to their satisfaction with the services they received from these artisans as well as their willingness to recommend them to friends, family and colleagues.

The implications of this study's findings are as follows: Firstly, the value precept theory was found to be not very relevant in explaining the impact of market orientation on consumer satisfaction in the context of the perceptions of Abuja residents. This is because the study found only a small practical significance between the two variables. This indicates that future studies should try to identify and empirically validate other factors that might better explain what determines consumer satisfaction with artisans' services in Abuja, Nigeria.

Secondly, the implication of the findings of this study relates to the artisans themselves. The study has revealed that consumers are more interested in the fact that artisans anticipate their changing needs and integrate those needs in the services that they provide. This is based on the fact that only the responsiveness dimension of market orientation had a small practical impact on consumer satisfaction while the other two dimensions (intelligence generation and intelligence dissemination) had only negligible effects on consumer satisfaction. Artisans should thus strive to be on trend with the latest consumer dressing needs so as to customize their services to meet those needs.

Lastly, the implication of the responsiveness dimension of market orientation being the most significant determinant of consumer satisfaction among all three dimensions is that artisan unions such as the Artisans Association of Nigeria and the Nigerian Union of Artisans can educate their members about the importance of being on-trend with their services as an important strategy of satisfying customers and subsequently increasing their customer bases through referrals and positive reviews.

Despite the importance of the findings of this study, it is not without its limitations. Firstly, it only relied on perceptions of Abuja residents in collecting data. This indicates that the findings are not generalizable to the entire country but are rather reflective of the study area. Future studies should thus address this limitation by including states from each of the six geopolitical zones of the country so that the findings can be more representative of the opinions of the Nigerian populace.

Another limitation of the study is that it relied solely on surveys to collect data, which prevented a much deeper exploration of the impact of market orientation on consumer satisfaction. Future studies could therefore adopt a qualitative approach to data collection by using in-depth individual interviews as well as focus groups to investigate the causal relationship between these two variables.

And the last limitation of this study is the fact that it did not include control variables in its conceptual framework. This would have provided additional insight as to which factors apart from market orientation had a significant practical effect on consumer satisfaction with artisans' services in the study area. Future studies should include such control variables such as price, design style and efficiency in order to better understand which factors can best predict consumer satisfaction with artisans.

Nigerians are well known for their penchant for celebrations that require new and elaborate costumes; from marriages to birthdays, anniversaries to naming ceremonies, thanksgiving services and funerals, just to name a few. This means that there is tremendous opportunity for artisans in the country to grow and become prosperous. However, these artisans have to inculcate a spirit of professionalism, creativity, consumer services and perhaps more importantly reliability so as to dispel the current narrative that Nigerian artisans are unreliable.

5.2   Recommendations

Based on its findings, this study has the following recommendations:

1.   Artisans in Abuja do not need to spend too much time and resources in contacting their clients in order to find out their current needs. Rather, what they should do is to ensure that they meet their clients' specification and deliver on time.

2.   Artisans in Abuja do not need to focus too much energy ensuring that their workers are cognizant with the new consumer trends. Rather, they should ensure that their apprentices are well trained and equipped with modern equipment. They should also explore adopting alternative means of power so that they can deliver high-quality service in a timely manner. This will help in developing a loyal clientele which will in turn translate to growing profits, an improved reputation and enhanced prosperity.

3.   A third recommendation is the fact that artisans must learn to practice restraint when accepting client demands for their services. They must accurately assess their capacity and have the integrity to explain to clients when they will be able to deliver the products and the discipline to ensure that they meet these deadlines. They must care enough about the long-term sustainability of their businesses by being honest to clients when they know they cannot deliver when the consumer so desired. It is better to be honest up front rather than disappointing a client who has placed his or her trust in you. As Covey (2004) famously proclaimed, "Win/Win or No Deal" must be the guiding principle of all businesses.

5.3   Contribution to Knowledge

The study contributed to knowledge by been the first to examine the impact of market orientation and consumer satisfaction of Artisans with the used of intelligence generation, intelligence dissemination and responsiveness as dimensions of market orientation. Therefore, served as the driver that was used to identify consumers need and then develop goods and services that meet those need which is contrast with other studies of who explored the relationship between market orientation and consumer satisfaction in the context of large organizations and relied on managers perceptions to measure customer satisfaction (Jyoti and Sharma, 2012; Qu, 2014; Chang, 2014; Abu Bakar *et al.*, 2014; Santikary and Chandrasekhar, 2018; Abuzid and Abbas, 2017). The output of the study has form a strong bases for establishing viable and sustainable business by artisans.

5.4   Suggestion for Further Research

The findings of this research, suggest the following areas for further study.

1.   The study was limited to only Abuja in Nigeria, further studies could be conducted in North –central geopolitical zone of Nigeria.

2.   Further studies should combine a mixed researched method in other to overcome the shortcomings of structured questionnaires.

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APPENDIX I

QUESTIONNAIRE

Dear Research Respondents,

Your participation in a research project is requested. The title of the study is **The Impact of Artisans' Market Orientation on Consumer Satisfaction among Residents of Abuja, Nigeria**. This is part of the requirements for the award of Masters of Technology (M. TECH) in Entrepreneurship and Business Studies, Federal University of Technology (FUT), Minna, Niger State, Nigeria. In accordance with this aim, you are kindly requested to respond to a 27-item survey which will take about 5minutes to complete. Your anonymity is guaranteed, so please respond as honestly as you can.

Thanks for your anticipated co-operation.

....

Salman Isiaka.

MTECH/SEMT/2018/8243

SECTION A: DEMOGRAPHIC PROFILE OF RESPONDENTS: Instruction: Please tick in the appropriate box. You are requested to kindly complete this questionnaire as objectively as possible.

What is your gender?   Male ☐   Female ☐   Other ☐

What is your age category?   18 – 35 ☐   36 and above ☐

What is your marital status?   Married ☐   single ☐

What tribe are you?   Hausa ☐   Igbo ☐   Yoruba ☐   others ☐

What is your occupation?   Civil servant ☐   self-employment ☐   others ☐

SECTION B: **Intelligence Generations**: In a scale of 1-5, where 1= Strongly Agree (SA), 2= Agree (A), 3= Undecided (U), 4= Disagree (D), 5= Strongly Disagree (SD).

S/N	Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	My artisan meets with me at least once a year to find out my future service needs.					
2	My artisan consults with me regarding ideas for new designs.					
3	My artisan is slow to detect changes in my needs.					
4	My artisan contacts me at least once a year to find out how satisfied I am with his or her services.					
5	My artisan consults with me regarding the availability of certain new designs or sevices.					
6	My artisan shows me the latest styles at home and abroad.					
7	My artisan puts me in touch with makers of new products or services.					
8	My artisan has invited me to lunch to discuss new ideas.					
9	My artisan shows me designs from other artisans so we can compare his/her designs and theirs.					
10	My artisan discusses with me government policy issues that might affect my service needs.					

SECTION C: Intelligence Dissemination: In a scale of 1-5, where 1= Strongly Agree (SA), 2= Agree (A), 3= Undecided (U), 4= Disagree (D), 5= Strongly Disagree (SD).

S/N	Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	My artisan has invited me to his or her shop to discuss my service needs					
2	My artisan has invited me to his or her shop to discuss my concerns with his or her services					
3	My artisan sends me WhatsApp pictures of designs I might like.					
4	My artisan has sent me a free item of clothing showcasing a new design.					

SECTION D: Responsiveness: In a scale of 1-5, where 1= Strongly Agree (SA), 2= Agree (A), 3= Undecided (U), 4= Disagree (D), 5= Strongly Disagree (SD).

S/N	Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	My artisan utilizes my feedback in future services provided to me.					
2	My artisan contacts me if he or she has not heard from me for a while.					
3	My artisan delivers on the agreed date.					
4	My artisan informs me beforehand of any increase in price for his/her services.					
5	My artisan always delivers products and service that matched my request.					

6	My artisan always obeys my instructions regarding the design I have selected.					

SECTION E: Consumer Satisfaction: In a scale of 1-5, where 1= Very Satisfied (VS), 2= Somewhat Satisfied (SS), 3= Neither Satisfy nor Dissatisfied (NSND), 4= Somewhat Dissatisfied (SD), 5= Very Dissatisfied (VD).

	Very satisfied	Somewhat Satisfied	Neither satisfy nor dissatisfied	Somewhat dissatisfied	Very dissatisfied
How satisfied are you with your artisan's services?					
	Very likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Very unlikely
How likely are you to recommend your artisan to your family, friend or colleagues?					

APPENDIX II

DEMOGRAPHIC RESULTS

STATISTICS

		Gender	Age	marital	Tribe	Occupation
N	Valid	400	400	400	400	400
	Missing	0	0	0	0	0
	Mean	1.3950	1.4975	1.4400	2.3825	1.8150
	Std. Deviation	.48946	.50062	.49701	1.00684	.67965

GENDER

		Frequency	Percent.	Valid Percent.	Cumulative Percent.
Valid	Male	242	60.5	60.5	60.5
	Female	158	39.5	39.5	100.0
	Total	400	100.0	100.0	

AGE

		Frequency	Percent.	Valid Percent.	Cumulative Percent.
Valid	18-35	201	50.2	50.2	50.2
	36 above	199	49.8	49.8	100.0
	Total	400	100.0	100.0	

MARITAL

		Frequency	Percent.	Valid Percent.	Cumulative Percent.
Valid	Married	224	56.0	56.0	56.0
	Single	176	44.0	44.0	100.0
	Total	400	100.0	100.0	

TRIBE

		Frequency	Percent.	Valid Percent.	Cumulative Percent.
Valid	Hausa	95	23.8	23.8	23.8
	Igbo	117	29.2	29.2	53.0
	Yoruba	128	32.0	32.0	85.0
	others	60	15.0	15.0	100.0
	Total	400	100.0	100.0	

OCCUPATION

		Frequency	Percent.	Valid Percent.	Cumulative Percent.
Valid	civil servant	136	34.0	34.0	34.0
	Self-employed	202	50.5	50.5	84.5
	Others	62	15.5	15.5	100.0
	Total	400	100.0	100.0	

The first Independent vs Dependent variable

Intelligence generation VS Customer satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.388ᵃ	.151	.149	.8982	.151	70.728	1	398	...000

a. Predictors: (Constant), Generation

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	.472	.181		2.614	.009					
	Generation	.490	.058	.388	8.410	.000	.388	.388	.388	1.000	1.000

a. Dependent Variable: Consumer

The second Independent vs Dependent variable

Intelligence dissemination VS Customer satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.421[a]	.177	.175	.8843	.177	85.612	1	398	.000

a. Predictors: (Constant), Dissemination

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	.592	.152		3.884	.000			
	Dissemination	.498	.054	.421	9.253	.000	.421	.421	.421

a. Dependent Variable: Consumer

The third Independent vs Dependent variable

Responsiveness VS Customer satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.577ᵃ	.333	.332	.7960	.333	198.890	1	398	.000

a. Predictors: (Constant), Responsiveness

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	-.028	.145		-.194	.846			
	Responsiveness	.763	.054	.577	14.103	.000	.577	.577	.577

a. Dependent Variable: Consumer