

**STRATEGIC ORIENTATION AND ORGANISATIONAL HEALTH OF
TELECOMMUNICATION FIRMS IN PORT HARCOURT, RIVERS STATE, RIVERS STATE**

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ABSTRACT

This study examines the relationship between strategic orientation and organisational health of telecommunication firms in Port Harcourt, Rivers State, Rivers State. Correlational survey research design was adopted for this study as this study seek to determine the relationship between the two variables. The population of this study was four (4) telecommunication firms in Rivers State which are registered with Association of Telecommunications Companies of Nigeria (ATCON), Rivers State branch. This gave us a total of twelve (12) for the study. Structured questionnaire instrument title "strategic orientation and organisational health of telecommunication firms in Port Harcourt, Rivers State". The questionnaire was developed on five-point likert scale. The result of the Cronbach's Alpha reliability test indicates .800 which is above .70 which implies that the items are reliable. Pearson product moment correlation was used to test the hypotheses using SPSS (Statistical Package Social Sciences). The study revealed that there is a significant relationship between market orientation and organisational health of telecommunication firms in Port Harcourt, Rivers State. There is a significant relationship between innovation orientation and organisational health of telecommunication firms in Port Harcourt, Rivers State. There is a significant relationship between entrepreneurial orientation and organisational health of telecommunication firms in Port Harcourt, Rivers State. In conclusion, the study establishes a significant positive correlation between strategic orientation and organisational health within telecommunication firms in Rivers State. This finding underscores the critical role of strategic direction in fostering a resilient, adaptive, and high-performing organisational environment. The study recommended that management of telecommunication firms in should deepen their market orientation strategies by continuously gathering and responding to customer feedback, monitoring competitor activities, and aligning internal processes to meet dynamic market demands, as this will enhance their overall organisational health.

INTRODUCTION

Strategic orientation refers to the principles that guide a firm's strategic decision-making and behaviors to achieve long-term success in a dynamic environment. As a multidimensional construct, it encapsulates an organization's market orientation, innovation orientation, and entrepreneurial orientation, each of which shapes how firms perceive and respond to environmental shifts (Narver & Slater, 1990; Hult, Ketchen & Slater, 2005). Market orientation emphasizes a firm's responsiveness to customer needs, competitor actions, and inter-functional coordination, creating a culture that prioritizes market intelligence and customer satisfaction (Kohli & Jaworski, 1990). Innovation orientation, on the other hand, reflects a firm's propensity to support novel ideas, risk-taking, and the continual renewal of products, services, or processes to gain competitive advantage (Calantone, Cavusgil & Zhao, 2002). Entrepreneurial orientation

is characterized by proactiveness, risk-taking, and innovativeness, enabling firms to seize market opportunities ahead of competitors (Lumpkin & Dess, 1996).

Organisational health, as a concept, reflects an organization's capacity to function effectively, adapt to changes, and maintain high performance over time. It encompasses a variety of internal dynamics, but prominently includes talent management, performance management, and accountability systems (McKinsey & Company, 2017). Talent management focuses on attracting, developing, and retaining skilled personnel to maintain a competitive workforce, particularly critical in sectors requiring technical expertise like telecommunications (Collings & Mellahi, 2009). Performance management involves systematically evaluating employee contributions toward strategic goals, providing feedback, and aligning individual performance with organizational objectives (Aguinis, 2009). Accountability, meanwhile, pertains to clarity in roles, transparent communication, and ownership of outcomes, fostering trust and operational discipline (O'Toole & Meier, 2004). Collectively, these measures determine how robustly an organization can cope with complexity, align its human capital with strategic goals, and sustain operational integrity.

The relationship between strategic orientation and organisational health is particularly salient in the context of electronic strategic orientation, which integrates digital capabilities into traditional strategic dimensions. Electronic strategic orientation enhances market orientation by utilizing digital analytics to understand consumer preferences; supports innovation orientation through digital platforms that facilitate rapid prototyping and deployment; and reinforces entrepreneurial orientation by enabling agile decision-making and digital experimentation (Chen, Wang & Huang, 2016). These transformations significantly influence organisational health by improving the mechanisms of talent deployment, performance monitoring, and responsibility assignment through technology-enabled systems. Thus, the study aims to fill a critical research gap and provide actionable insights for business leaders navigating digital strategy implementation while safeguarding organisational resilience.

Statement of the Problem

One of the major problems affecting the organisational health of telecommunication firms in Port Harcourt is the ineffective management of talent, which undermines the firms' ability to respond to dynamic market demands. With the rapid evolution of digital technologies and customer expectations, strategic orientation requires organisations to consistently align their workforce capabilities with shifting industry standards. Unfortunately, many firms in the region lack a clear strategy for attracting, developing, and retaining high-performing talent. As a result, there is a noticeable skills gap, especially in areas such as data analytics, network security, and customer experience management. This misalignment between human capital and business goals suggests that firms are operating without a long-term strategic outlook—particularly in terms of human resource planning (Collings et al., 2017). Without embedding talent management into their strategic orientation, these organisations risk stagnation and a decline in competitive advantage.

Another critical issue is the weak performance management systems that fail to support strategic execution. Many telecommunication firms in Port Harcourt operate with outdated performance appraisal models that do not effectively link employee output to organisational goals. Strategic orientation, by nature, demands that firms continually measure and adapt performance indicators to meet evolving priorities (Aguinis, 2019). However, the lack of real-time feedback, performance tracking tools, and transparent reward systems creates a disconnect between individual roles and broader corporate objectives. Employees often lack clarity on how their daily tasks contribute to the company's mission, which erodes motivation

and limits organisational adaptability. This gap between strategy and performance execution leads to inefficiencies and missed opportunities in a highly competitive market environment. Poor accountability mechanisms further erode organisational health by fostering a culture of blame, non-transparency, and low ownership of outcomes. Strategic orientation is not just about setting objectives but also about ensuring that clear responsibilities and performance expectations are in place across all levels of the organisation. When accountability structures are weak or inconsistently applied as is often the case in the Port Harcourt telecommunications sector employees may feel disengaged or unmotivated to go beyond basic expectations (Armstrong, 2014). The absence of strategic accountability means firms are unable to monitor progress effectively or respond quickly to failures, making them less agile in a fast-changing industry. Thus, to achieve sustainable organisational health, firms must embed accountability into their strategic framework, aligning roles, responsibilities, and results in a coherent and consistent manner.

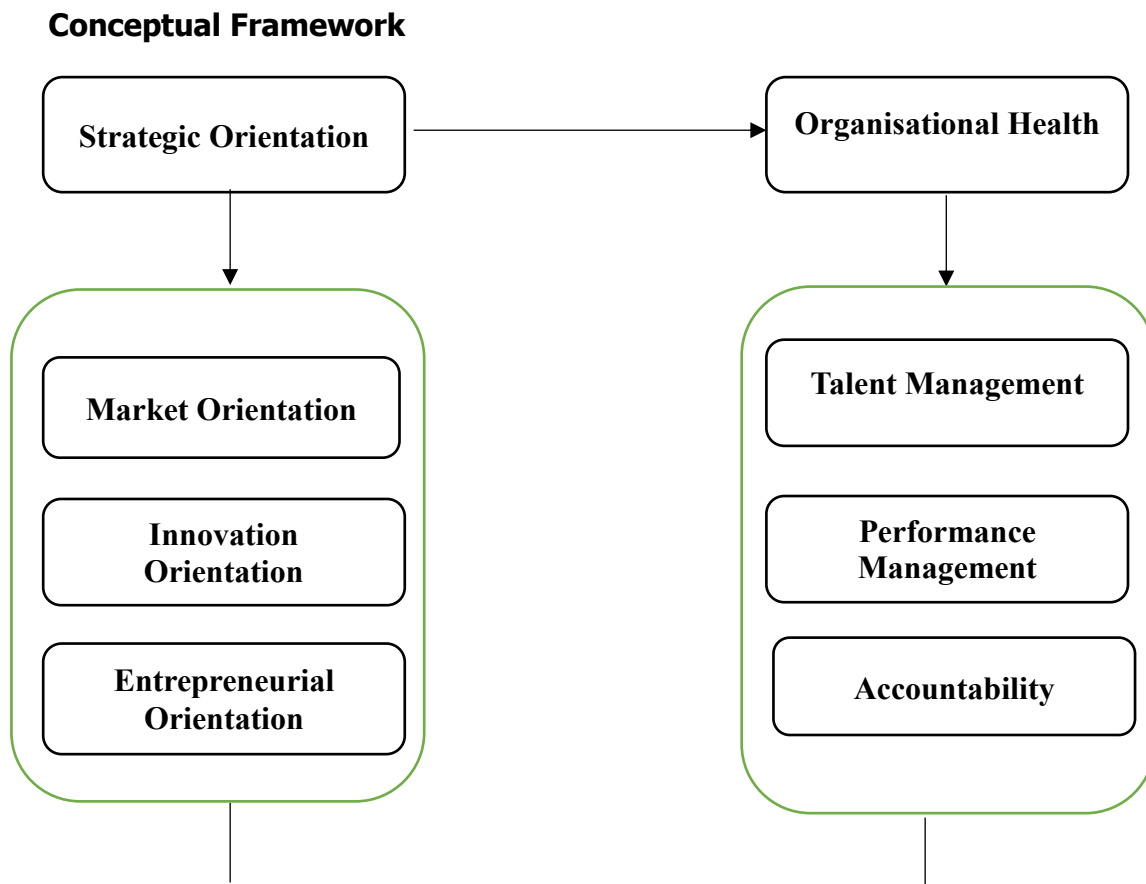


Figure 1: Conceptual framework showing the dimension/measures of Strategic Orientation and Organisational Health of Telecommunication Firms in Rivers State

Sources: Adopted from Lumpkin & Dess (1996) and Bossidy & Charan (2002)

Aims & Objectives

The aim of this study is to examine the relationship between strategic orientation and organisational health of telecommunication firms in Port Harcourt, Rivers State. The specific objectives are to:

- i. Determine the relationship between market orientation and talent management of telecommunication firms in Port Harcourt, Rivers State.
- ii. Determine the relationship between innovation orientation and performance management of telecommunication firms in Port Harcourt, Rivers State.
- iii. Determine the relationship between entrepreneurial orientation and accountability of telecommunication firms in Port Harcourt, Rivers State.

Research Questions

The following research questions were raised to guide the study.

- i. What is the relationship between market orientation and talent management of telecommunication firms in Port Harcourt, Rivers State?
- ii. What is the relationship between innovation orientation and performance management of telecommunication firms in Port Harcourt, Rivers State?
- iii. What is the relationship between entrepreneurial orientation and accountability of telecommunication firms in Port Harcourt, Rivers State?

Research Hypothesis

The following null hypothesis were formulated and was tested at a significant level of 0.01.

Ho₁: There is no significant relationship between market orientation and talent management of telecommunication firms in Port Harcourt, Rivers State.

Ho₂: There is no significant relationship between innovation orientation and performance management of telecommunication firms in Port Harcourt, Rivers State.

Ho₃: There is no significant relationship between entrepreneurial orientation and health of telecommunication firms in Port Harcourt, Rivers State.

Significance of the Study

The significance of studying strategic orientation and organisational health extends across various stakeholders, including employees, employers, policymakers, and researchers

Employees: Understanding the link between strategic orientation and organisational health helps employees recognize how clear goals, innovation, and supportive work environments contribute to job satisfaction, well-being, and career development.

Managers: For managers, insights from this study guide effective leadership, enabling them to align strategic direction with healthy workplace practices that boost team morale, productivity, and long-term performance.

Telecommunication Firms: The study offers telecom firms a competitive edge by showing how aligning strategic focus with organisational well-being can improve agility, service quality, and employee retention in a fast-evolving industry.

Researchers: This study provides a foundation for scholars to explore the dynamic interplay between strategy and health in organisations, opening avenues for empirical research and theory development in management science.

Scope of the Study

The scope of the study will be discussed under content scope, geographical scope, and unit of analysis.

Content Scope: The content scope of the study is limited to strategic orientation and organisational health. Discussions on strategic leadership are restricted to market orientation, digital marketing and entrepreneurial orientation; while organisational health as the dependent variable is measured and discussed through talent management, performance management and accountability.

Geographical Scope: The geographical scope of this study is delimited to telecommunication firms operating in Port Harcourt, Rivers State.

Unit of Analysis: This study adopted a macro level analysis; this implies at the organisational level (management) of telecommunication firms in Rivers State.

REVIEW OF RELATED LITERATURE

This section reviews various extant literatures under the headings of conceptual review, theoretical review and empirical review.

Conceptual Review

Concept of Strategic Orientation

According to Gatignon and Xuereb (1997), strategic orientation involves a firm's philosophy towards market competition, innovation, and risk-taking, all of which drive the development and deployment of strategies aimed at ensuring long-term success. Narver and Slater (1990) further argue that strategic orientation manifests through organizational culture and is expressed in how companies gather and use market intelligence, allocate resources, and adapt to changing market conditions. This implies that strategic orientation not only determines the strategic

choices a firm makes but also reflects the internal capabilities and external market pressures that inform those choices.

The conceptualization of strategic orientation has evolved to incorporate various typologies, including market orientation, entrepreneurial orientation, learning orientation, and technology orientation. Market orientation, for example, emphasizes customer focus, competitor orientation, and interfunctional coordination (Narver & Slater, 1990), while entrepreneurial orientation centers on innovativeness, proactiveness, and risk-taking (Lumpkin & Dess, 1996). Each of these typologies contributes uniquely to how organizations strategize in dynamic environments. Hult, Ketchen, and Slater (2005) contend that a firm's strategic orientation is a critical driver of its ability to achieve and sustain competitive advantage, as it determines how effectively it aligns internal processes with external opportunities. Moreover, Zhou, Yim, and Tse (2005) argue that the synergistic interaction between different strategic orientations enhances organizational performance, especially in turbulent markets, by fostering agility, innovation, and responsiveness.

Morgan and Strong (2003) suggest that strategic orientation is inherently contextual, influenced by industry characteristics, firm size, market turbulence, and cultural values. As such, firms must continuously reassess and realign their strategic orientations to remain competitive. This dynamic nature underscores the importance of strategic fit and adaptability, where the firm's orientation must align with its structural capabilities and the demands of its environment (Miles & Snow, 1978). More recently, researchers such as Wang, Chen, and Chen (2012) have emphasized the role of strategic orientation in driving innovation capability, particularly in knowledge-intensive sectors. Overall, strategic orientation serves as a foundational construct in strategic management, influencing how organizations conceptualize, formulate, and implement their strategies to navigate complex and uncertain market landscapes.

Dimensions of Strategic Orientation

Market Orientation

Market orientation, as a critical dimension of strategic orientation, refers to an organization's overarching philosophy that places the customer at the center of business strategy and decision-making processes. It emphasizes generating, disseminating, and responding to market intelligence about current and future customer needs, competitor actions, and market conditions (Kohli & Jaworski, 1990; Narver & Slater, 1990). This orientation is not merely a tactical approach but a strategic commitment to align internal capabilities with external market demands, thereby enhancing long-term firm performance (Matsuno & Mentzer, 2000). As part of a broader strategic orientation framework, market orientation interacts with other dimensions such as innovation orientation and entrepreneurial orientation to shape how firms adapt and compete in dynamic environments (Hult et al., 2005; Zhou et al., 2005). Its role in driving sustained competitive advantage has been well-documented, especially in turbulent markets where responsiveness and customer insight are paramount (Jaworski & Kohli, 1993).

Innovation Orientation

Innovation orientation, as a critical dimension of strategic orientation, reflects an organization's commitment to innovation as a core value, shaping its strategic decisions, behaviors, and processes to promote the development and implementation of novel ideas, products, and practices. It encompasses both a cultural predisposition towards innovation and the strategic capabilities that support it, aligning closely with long-term competitiveness and market responsiveness (Siguaw, Simpson, & Enz, 2006). Firms with a strong innovation orientation tend to invest in R&D, encourage creative thinking, and tolerate risk-taking, thereby fostering a proactive approach to change and technological advancement (Hurley & Hult, 1998). Moreover,

innovation orientation interacts dynamically with other strategic dimensions, such as market and entrepreneurial orientations, to drive organizational performance and adaptability in complex environments (Wang, 2008).

Entrepreneurial Orientation

Entrepreneurial orientation is widely recognized as a key dimension of strategic orientation, reflecting how firms engage in innovative, proactive, and risk-taking behaviors to achieve competitive advantage in dynamic markets. As a component of strategic orientation, entrepreneurial orientation shapes the strategic choices firms make, influencing their capacity to identify and exploit emerging opportunities (Lumpkin and Dess, 1996). The concept underscores a firm's disposition toward entrepreneurial behavior in its strategic processes, distinguishing firms that pursue innovation and market experimentation from those that maintain conservative strategic postures (Covin and Slevin, 1991). Entrepreneurial orientation contributes to organizational performance by enabling agility and responsiveness in turbulent environments, serving as a strategic lens through which firms assess and respond to external changes (Wiklund and Shepherd, 2003).

Concept of Organisational Health

Organisational health refers to an organisation's ability to function effectively, cope adequately, change appropriately, and grow from within. It is often conceptualised as the organisational counterpart to individual health, incorporating aspects such as adaptability, resilience, and sustainability over time. McKinsey & Company (2010) popularised the term in a corporate context, describing organisational health as the capacity of an organisation to align around a clear vision, execute effectively, and renew itself through innovation and learning. Similarly, Lencioni (2002) contends that a healthy organisation fosters minimal politics and confusion, high degrees of morale and productivity, and low turnover among good employees. Organisational health is not only a product of formal structures and strategies but also deeply embedded in the culture, communication, and interpersonal relationships within the institution (Schein, 2010). This perspective reflects a holistic view, situating organisational health at the intersection of leadership, employee engagement, and operational efficiency.

As argued by Heskett and Kotter (1992), organisations with strong, adaptive cultures aligned with strategic goals outperform others in financial terms, suggesting that cultural coherence and emotional climate are integral to long-term success. Organisational health thus involves trust, psychological safety, and the perception among employees that their well-being is valued (Edmondson, 1999). These intangible elements create an environment in which individuals are motivated to contribute their best, leading to collective high performance. Research by Cameron and Quinn (2011) highlights that healthful organisational cultures are often the result of purposeful leadership and continuous feedback mechanisms, allowing for timely adaptation and development. Consequently, organisational health is not static but dynamic evolving with external conditions and internal developments.

Burke and Litwin (1992) emphasise that effective organisational change is strongly linked to variables such as leadership, work unit climate, and individual needs and values, all of which are central to the health of an organisation. Healthy organisations are better positioned to handle change because they are marked by open communication, shared purpose, and robust problem-solving capabilities (Weick & Sutcliffe, 2007). In this regard, organisational health functions as both a precondition and an outcome of strategic agility. It is increasingly being recognised not only as a key performance indicator but also as a determinant of an organisation's ability to survive in turbulent environments. As noted by De Smet, Schaninger,

and Smith (2018), organisations that systematically invest in health alongside performance can deliver sustainable results and build enduring competitive advantage.

Measures of Organisational Health

Talent Management

Talent management is increasingly regarded as a strategic imperative and a key indicator of organisational health, encompassing the practices of attracting, developing, retaining, and deploying individuals with high potential to drive business outcomes. It serves as a diagnostic tool to assess the vitality and sustainability of an organisation by reflecting the alignment between human capital strategies and long-term organisational goals (Collings & Mellahi, 2009). Effective talent management enhances employee engagement, innovation, and performance, which are essential indicators of a healthy organisation (Cappelli & Keller, 2014). Furthermore, organisations that prioritise talent pipelines and succession planning tend to demonstrate higher resilience and adaptability in dynamic environments (Tarique & Schuler, 2010). The integration of talent management with organisational strategy not only fosters a culture of continuous improvement but also supports leadership continuity, ultimately contributing to overall organisational well-being (Lewis & Heckman, 2006).

Performance Management

Performance management is a strategic and integrated approach to delivering sustained success to organisations by improving the performance of individuals and teams, thereby enhancing overall organisational health. It encompasses setting clear objectives, continuous monitoring, and feedback, aligning individual performance with organisational goals. When effectively implemented, it fosters employee engagement, accountability, and productivity, which are vital indicators of a healthy organisation (Armstrong & Taylor, 2014). Organisational health, referring to a company's ability to align, execute, and renew itself faster than competitors, can be significantly influenced by robust performance management practices (Keller & Price, 2011). Through performance management, organisations can diagnose inefficiencies, identify development needs, and reinforce a culture of high performance, which contributes to agility, resilience, and long-term viability (Pulakos, 2009). Moreover, the continuous feedback and development focus inherent in modern performance systems contribute to psychological safety and motivation, reinforcing organisational cohesion and well-being (Aguinis, 2019).

Accountability

The concept of accountability serves as a crucial indicator of organisational health, reflecting the extent to which institutions uphold transparency, responsibility, and ethical governance. It encompasses the mechanisms through which organisations answer to stakeholders, ensure compliance with internal and external standards, and foster a culture of trust and performance. Scholars argue that high levels of accountability are associated with improved organisational effectiveness, employee engagement, and stakeholder confidence (Behn, 2001; Bovens, 2007). Furthermore, accountability frameworks that include clear roles, measurable outcomes, and regular reporting contribute to resilience and adaptive capacity, especially in complex and dynamic environments (Dubnick & Frederickson, 2010; Ebrahim, 2005). When accountability is embedded into the organisational structure, it not only mitigates risks of corruption and inefficiency but also strengthens legitimacy and long-term sustainability (Koppell, 2005; Mulgan, 2000).

EMPIRICAL REVIEW

Oladele and Adeyemi (2018) worked on the relationship between strategic orientation and organizational health within the context of Nigerian manufacturing firms. The primary aim of this research was to investigate the impact of strategic orientation on organizational health among manufacturing firms in Nigeria. The study employed a quantitative research design, utilizing a survey approach. A structured questionnaire was administered to a sample of managers and employees from selected manufacturing firms in Lagos and Ogun States, Nigeria. The sampling technique was stratified random sampling to ensure representation across different firm sizes and sub-sectors. Data collected were analyzed using descriptive statistics, correlation analysis, and multiple regression analysis to test the hypotheses. The reliability and validity of the research instruments were established through pilot testing and expert review. The findings revealed a significant positive relationship between strategic orientation and organizational health. Specifically, firms with a strong market orientation and entrepreneurial orientation exhibited higher levels of organizational health, characterized by greater adaptability, improved employee morale, and enhanced innovation capabilities. The study concluded that strategic orientation plays a crucial role in shaping the organizational health of manufacturing firms in Nigeria. The study recommended that Nigerian manufacturing firms should consciously cultivate and strengthen their market and entrepreneurial orientations. Management should invest in training and development programs that foster a customer-centric culture and encourage innovation and risk-taking.

Eze and Okoro (2020) examined the interplay between entrepreneurial orientation, organizational learning, and organizational health within Nigerian Small and Medium Enterprises (SMEs). The main aim of this study was to examine the mediating role of organizational learning in the relationship between entrepreneurial orientation and organizational health among Nigerian SMEs. A cross-sectional survey design was adopted for this study. Data were collected from owners/managers of SMEs operating in selected states across Nigeria, using a structured questionnaire. A multi-stage sampling technique was employed, combining purposive and simple random sampling to select the respondents. The collected data were analyzed using descriptive statistics, correlation analysis, and structural equation modeling (SEM) to test the hypothesized relationships and the mediating effect. Reliability and validity checks were rigorously performed to ensure the quality of the data. The results indicated a significant positive relationship between entrepreneurial orientation and organizational health. More importantly, organizational learning was found to significantly mediate this relationship. SMEs with a higher entrepreneurial orientation were more likely to engage in organizational learning activities, which, in turn, positively impacted their organizational health. The study concluded that for Nigerian SMEs, entrepreneurial orientation is a vital precursor to organizational health, but its positive impact is significantly amplified through effective organizational learning. Based on these findings, the study recommended that Nigerian SMEs should actively foster an entrepreneurial culture that encourages innovation, proactiveness, and risk-taking.

THEORETICAL REVIEW

Contingency Theory

Contingency theory was primarily developed by organizational theorists such as Fred Fiedler in the 1960s, particularly within the context of leadership effectiveness, and later expanded upon by scholars like Lawrence and Lorsch, and Donaldson (Fiedler, 1964; Lawrence & Lorsch, 1967). The fundamental premise of contingency theory is that there is no single best way to structure an organization or lead a team; rather, the optimal course of action is contingent upon internal and external situational factors. This theoretical framework assumes that the effectiveness of organizational structures and management strategies depends on how well they align with

contextual variables such as environmental uncertainty, technological complexity, and market dynamics (Donaldson, 2001).

Contingency theory offers a valuable lens through which strategic orientation can be examined. For firms operating in Nigeria’s volatile telecommunications sector, a contingency-based approach encourages flexibility in strategic decisions, such as investment in digital infrastructure, customer engagement models, and innovation practices, to maintain competitive advantage and performance (Venkatraman, 1989; Ogunkoya & Olayemi, 2020). Moreover, the relevance of contingency theory extends to understanding the organisational health of these telecommunication firms. Organisational health refers to a firm's ability to align, execute, and renew itself in response to changing external conditions. In rapidly evolving markets like that of Port Harcourt, contingency theory underscores the need for adaptive organizational cultures, responsive leadership, and dynamic resource allocation to enhance resilience and productivity. Firms that tailor their structures and human resource practices based on environmental demands tend to demonstrate improved employee engagement, service quality, and operational effectiveness core indicators of organisational health (Kwah & Kalu, 2019; Donaldson, 2006). Hence, applying contingency theory helps explain variations in organisational outcomes across telecommunication firms facing differing contextual pressures in Rivers State.

METHODOLOGY

Correlational survey research design was adopted for this study as this study seek to determine the relationship between the two variables. The population of this study was four (4) telecommunication firms in Rivers State which are registered with Association of Telecommunications Companies of Nigeria (ATCON), Rivers State Branch. The firms include MTN, Globacom (Glo), Airtel and 9Mobile. The sample size for this study was the four (4) paint manufacturing companies earlier indicated as the population. The study adopted the census techniques. One of the reasons for applying census method is the limited and manageable size of the population. With regard to the respondents of the study given the strategic nature of the study, three key managers (technical manager, operations manager, and marketing manager) were chosen as respondents from each using simple random sampling of the four (4) firms constitute the study subject. This gave us a total of twelve (12) for the study. Structured questionnaire instrument title “Strategic Orientation and Organisational Health of telecommunication firms in Port Harcourt, Rivers State. The questionnaire was developed on five-point likert scale.

The reliability of empirical measurement is indicated by the internal consistency, one of the most commonly used indicators of internal consistency is Cronbach’s alpha coefficient. Questionnaire item statements with Cronbach’s alpha reliability coefficient below the 0.70 threshold were eliminated. The test-re-test method was used. 12 copies of the questionnaire instrument were issued. The results were used in computation using Cronbach’s alpha test of reliability.

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.800	6

Source: Researcher Computation via SPSS Version 25

The result of the Cronbach's Alpha reliability test indicates .800 which is above .70 which implies that the items are reliable. Pearson product moment correlation was used to test the hypotheses using SPSS (statistical package social sciences).

DATA ANALYSIS

Ho₁: There is no significant relationship between market orientation and talent management of telecommunication firms in Port Harcourt, Rivers State.

Table 2: Correlation on Market Orientation and Talent Management

		Market orientation	Talent management
Market orientation	Pearson Correlation	1	.466
	Sig. (2-tailed)		.000
	N	92	92
Talent management	Pearson Correlation	.466	1
	Sig. (2-tailed)	.000	
	N	92	92

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

Table 2: correlation on market orientation and talent management revealed that there is a significant relationship between market orientation and talent management of telecommunication firms in Port Harcourt, Rivers State where (P. .466 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between market orientation and talent health of telecommunication firms in Port Harcourt, Rivers State.

Ho₂: There is no significant relationship between innovation orientation and organisational health of telecommunication firms in Port Harcourt, Rivers State.

Table 3: Correlation on Innovation Orientation and Organisational Health

		Innovation orientation	Organisational health
Innovation orientation	Pearson Correlation	1	.555
	Sig. (2-tailed)		.000
	N	92	92
Organisational health	Pearson Correlation	.555	1
	Sig. (2-tailed)	.000	
	N	92	92

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

Table 3: correlation on innovation orientation and organisational health revealed that there is a significant relationship between innovation orientation and organisational health of telecommunication firms in Port Harcourt, Rivers State where (P. .555 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between innovation orientation and organisational health of telecommunication firms in Port Harcourt, Rivers State.

Ho₃: There is no significant relationship between entrepreneurial orientation and accountability of telecommunication firms in Port Harcourt, Rivers State.

Table 4: Correlation on Entrepreneurial Orientation and Accountability

		Entrepreneurial orientation	Accountability
Entrepreneurial orientation	Pearson Correlation	1	.866
	Sig. (2-tailed)		.000
	N	92	92

Accountability	Pearson Correlation	.866	1
	Sig. (2-tailed)	.000	
	N	92	92

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

Table 4: correlation on entrepreneurial orientation and accountability revealed that there is a significant relationship between entrepreneurial orientation and accountability of telecommunication firms in Port Harcourt, Rivers State where (P. .866 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between entrepreneurial orientation and accountability of telecommunication firms in Port Harcourt, Rivers State.

DISCUSSION OF FINDINGS

Table 2: correlation on market orientation and talent management revealed that there is a significant relationship between market orientation and talent management of telecommunication firms in Port Harcourt, Rivers State where (P. .466 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between market orientation and talent management of telecommunication firms in Port Harcourt, Rivers State.

Table 3: correlation on innovation orientation and performance management revealed that there is a significant relationship between innovation orientation and performance management of telecommunication firms in Port Harcourt, Rivers State where (P. .555 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between innovation orientation and performance management of telecommunication firms in Port Harcourt, Rivers State. Table 4: correlation on entrepreneurial orientation and accountability revealed that there is a significant relationship between entrepreneurial orientation and accountability of telecommunication firms in Port Harcourt, Rivers State where (P. .866 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between entrepreneurial orientation and accountability of telecommunication firms in Port Harcourt, Rivers State.

Similarly, Oladele and Adeyemi (2018) worked on the relationship between strategic orientation and organizational health within the context of Nigerian manufacturing firms. The findings revealed a significant positive relationship between strategic orientation and organizational health. Specifically, firms with a strong market orientation and entrepreneurial orientation exhibited higher levels of organizational health, characterized by greater adaptability, improved employee morale, and enhanced innovation capabilities. The study concluded that strategic orientation plays a crucial role in shaping the organizational health of manufacturing firms in Nigeria. The study recommended that Nigerian manufacturing firms should consciously cultivate and strengthen their market and entrepreneurial orientations. Management should invest in training and development programs that foster a customer-centric culture and encourage innovation and risk-taking.

CONCLUSION

In conclusion, the study establishes a significant positive correlation between strategic orientation and organisational health within telecommunication firms in Rivers State. This finding underscores the critical role of strategic direction in fostering a resilient, adaptive, and high-performing organisational environment.

RECOMMENDATIONS

1. Management of telecommunication firms should deepen their market orientation strategies by continuously gathering and responding to customer feedback, monitoring competitor activities, and aligning internal processes to meet dynamic market demands, as this will enhance their overall organisational health.
2. Management of telecommunication firms should invest in innovation-driven practices, such as encouraging research and development, adopting new technologies, and fostering a culture that supports creativity, as this positively influences their organisational health.
3. Management of telecommunication firms should cultivate an entrepreneurial culture characterized by proactiveness, risk-taking, and competitive aggressiveness to strengthen their adaptability and resilience, thereby improving organisational health.

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