

# **The Impact of Market Orientation, Mixed Method Research and Organizational Leadership: A research method proposition and implication for executive leadership**

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**ABSTRACT:** *The purpose of this study is to examine the conceptual relationship of market orientation, leadership styles and mixed method research in improving performances in quasi-government organizations. The work conducted by scholars and practitioners in the field of marketing reflect little or no effort developed a working framework to better understand the marketing phenomenon. The paper will examine the contextual factors for measuring marketing orientation and briefly summarized the recent history of each leadership and market constructs while highlighting several findings that need additional work as the field of social science continues to advance. It is suggested that mixed methods research is a research methodology that is widely used by practitioners and scholars in the field of the social sciences to better understand the context of market orientation in for profit organizations. It is hoped that this paper will contribute to the ongoing dialogue on research methodology as it is conceptualized by practitioners and scholars. The paper will conclude by examining the effectiveness of market orientation as a valid method of research for measuring market orientation quasi-government organizations.*

**Keywords:** *research methods, market orientation, leadership, culture, semi-autonomous*

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## **1. INTRODUCTION**

### **Research Background**

Within the last ten years, Quasi-Government organizations in the Caribbean Diaspora, to include the United State Virgin Islands, have being undergoing serious organizational restructuring to become more profitable due to legislative mandates. Quasi-Government organizations provide revenues for the central governments so that adequate resources can be made available to provide the services stipulated in mandated government programs. Most of these public-private sector organizations must engage in marketing their products or services in order to generate the required revenues to operate both in the short-term and the long-term. An examination of these organizations seems to lack best practices for evaluating the market environments and their associated productivity phenomenon that they must operate in is still lacking. Yet, organizational leaders have not given serious attention to addressing these emerging structural dys functionalities evident in current business models. Existing research mainly centered around organizational policy, institutional strategy and the demand side of

higher education research are consistent topics in social sciences, but research addressing marketing impediments is lacking.

Consistent with the observation of measuring Semi-autonomous organizations marketing efforts, scholars and practitioners (Hohrenthal, 2007; Gareth & Smircich, 1980; Peltomaki & Nummela, 2004) in the field of marketing supported the call for a broader international perspective on research methodology given the debates in favor of or against mixed method research for measuring marketing orientation in semi-autonomous organizational. Whereas the past two decades have influenced the application of a specific abstracted empiricism based on qualitative methods, the 1980s have been dominated by an “equal emphasis on or pendulum swing” to qualitative methods (Morgan & Smircich, 1980, p. 491). This strategic change in the mindset of scientist, researchers and scholars has given rise to the subject of methodological pluralism, which resulted in a search for a combination of research strategies (Peltomaki & Nummela, 2004; maanen, 1997). Further, Scandura & Williams (2000) argued that there is a need for researchers to critically examine the choice of research methods to be employed in management research. The choice of methodology is important given the fact that the objectives and needs of organizations differ, and the choice of methods selected should identify with the needs of the organization; the problems or dilemmas that must be resolved; and the research processes that will be implemented to obtain the desired results. The argument can be made therefore, that the choice of organizational studies; the selected instruments used in research designs; and the analysis of the data have significant implications on the development of knowledge in organizational studies (Scandura & Williams, 2000). Further, the arguments articulated by Scandura & Williams (2000) and Gareth & Smircich (1980) clearly identified the need to critically evaluate the alternative research methodologies that are available to scientists in measuring market orientation. According to Heiens (2000), market orientation is a business philosophy which enables an organization to align its market and business strategies to its internal and external environments. As a result, in evaluating its internal and external environments, organizations must take into account the impact of a selected strategy on its customers’ or its competitors’ frame of references by applying tested data analysis derived from research methodologies in order to effectively maximize and strengthen strategic competition. Further, it is also important to analyze the individual methodology by critically examining their strengths and weaknesses through a comparative analysis, and by presenting arguments for a selected method or methods in measuring market orientation (Qu & Ennew, 2004). The choice of methods used to assessed the organization’s market relies heavily on the type of leadership the organization has adapted and the sensitivity of its corporate culture environment imbedded within the organization.

## **II. Statement of the Problem**

The problem is that more research is needed to critical analyze the environmental problems associated with quasi-government organizations. Quasi-government organizations are designated by government within the United States Virgin Islands as government organizations that operates as private sector businesses. These organizations operate on a for profit basis, although some received limited budgetary allotments from the central government. Quasi-government organizations are managed by a chief executive officer with shared governance provided by an advisory board. The uniqueness of these organizations is that the entity is neither fully public nor fully private. The challenges these organizations faced, however, is the ability to measure their market initiatives and to fully quantify their market niches. Although much work has been conducted in private sector organizations, the research data are limited as it relates to the study conducted in quasi-government organizations.

## **III. Purpose of the Study**

The purpose of this quantitative empirical study, therefore, is to provide some insight into the operationalization of these unique quasi- government organizations and to better understand the impact of market orientation, mixed method research and organizational leadership on the productivity of these public-private sector organizations. In order to mitigate this gap in research, this study seeks to address the challenges and opportunities of implementing a research framework which can be adapted by other international countries with similar organizational structure.

## **IV. Research Questions**

The investigation of the relationship that exists between market orientation, mixed research methods and organizational leadership seek to answer the following research questions:

- What is the association between market orientation and mixed method research in improving organizational productivity in quasi-government organizations?
- What is the impact of leadership styles on performance in quasi-government organizations?
- Which leadership style is directly associated with marketing orientation and is most conducive to organizational performance in public and private sector organizations/

## **V. Objective of the Study**

The objectives of the research are to better understand the implications for managers and leaders of organizations in assessing their market needs. To achieve the stated objective, the framework assessed several sets of variables: The research implication that foster the intelligence gathering in market orientation, (2) the market orientation factors that facilitates intelligence dissemination (3) the consequence of responsiveness to market orientation, (4) the effect of leadership traits on organizational productivity, (5) the corporate culture types that best facilitates organizational performances.

## **VI. Literature Review**

### **Market orientation and mixed method research**

A review of the literature of the last 25 years reveals extensive research in the field of business and marketing, (ajay & Jaworski, 1990) and very little research in the field of market orientation using mixed methods research. Previous research primarily comprised descriptive work on the extent to which organizations have adapted the research concept, cases studies extolling the virtues of the business philosophy; work on research methods and its applicability to the market orientation concept; and discussions of the factors that facilitate or hamper the implementation of the marketing concept(Kara et al., 2005). Emphasis was placed on these limited writings, especially on the marketing orientation concept and also on related literature in the management discipline. Moreover, from a market orientation standpoint, organizations rely heavily on precise measurement when introducing new products into the market. For example, Cohen (1999) articulated the importance of measuring consumers' behaviors when he highlighted the dilemma Coca-Cola faced on May 9<sup>th</sup>, 1995 in an attempt to introduce a new coke brand into the market. According to Cohen (1999), an improper assessment of a product brand created disgruntled customers when the old product was pulled off the shelves in favor of a new product. Ongoing research in qualitative methods indicated that 60% of the consumers sampled indicated that they preferred the old product taste when both formulas were labeled and used in a test environment (1999). Researchers in market orientation can implement a combination of quantitative and qualitative methods into a mixed method strategy to measure market intelligence and consumer behavior in market orientation. To achieve this objective, researchers can implement quantitative methods to test hypotheses in the external competitive environment on variables such as product, price, and profitability and market trends. Concurrently, researchers can also conduct a study into consumers' behaviors and responses to the unveiling of a new product, to the increase in price that would offset the costs of production and to the new market mixed (Cohen, 1999).

Kohli & Jaworski (1990) pointed out that research findings suggest that there are three primary variables that market orientation should measure. First, the selected construct should identify the current and future needs of the customers. Second, the method selected must provide a critical analysis of market intelligence and evaluate the timely dissemination of the information across departments. Third, a comprehensive effort should be institutionalized to assess the external competitive environment. This can be achieved by critically analyzing the market industry and capitalizing on the competitor's weakness by sharing pertinent information within the organization (Kara et al., 2005). Having conceptualized the components of market orientation, it is important to note that the selection of any research methodology, as a diagnostic tool, requires a critical analysis of the organization's internal and external environments to effectively align the selected methods with the business corporate strategy (Kohli & Jaworski, 1990; Kara et al., 2005). Based on research findings, a mixed method strategy for measuring market orientation should be considered (Cohen, 1999; Hall & Rist, 1999; Kara et al., 2005; Kohli & Jaworski, 1990). First, both scholars and practitioners in the field of market research articulated the importance of quantitative methods in market orientation in developing market intelligence in products, and in predicting sales growth, financial performance and profitability (Kara et al., 2005). While it could be argued that the implementation of qualitative methods in market orientation effectively interprets consumers' behaviors, a similar argument can be articulated that quantitative methods effectively measure hypothetical issues that confront decision makers in market research. Further, the results of quantitative analysis provide a framework in which retesting of the same samples should prove reliable and

consistent with a limited margin of error (Kaplan & Duchon, 1988). Additionally, if one has to rely on intelligent information to make strategic decision, it is important to go beyond interpretive research. Kara et al., (2005) asserted that empirical studies in market orientation using quantitative research provided a positive relationship between market orientation and performance. There are other findings that utilized quantitative research to evaluate the effectiveness of market intelligence in developing products, predicting sales growth, financial performance and profitability (Kara et al., 2005; Kohli & Jaworski, 1990). **Second**, in articulating their argument, Kara et al., (2005) presented their research findings using figure 1 to show the relationship between four hypotheses. According to Kara et al., (2005), one of the strengths of quantitative methodology is the ability to test hypothetical assumptions using research hypotheses. To argue their point, three hypotheses were implemented, as depicted in figure 1, to demonstrate “the relationship that exists between market orientation and intelligence generation, intelligence dissemination, and responsiveness, while the fourth hypotheses test the relationship between market orientation and performance” (Kara et al., 2005, p.108). By using quantitative methods to test the hypotheses, -H1, H2, H3, H4 - the results showed a positive indication in H1, H2, H3 and H4. Giving the consistency and reliability in the correlation between the various constructs, the argument could be made therefore that quantitative methods is an effective method of research for measuring market orientation (Kara et al., 2005).

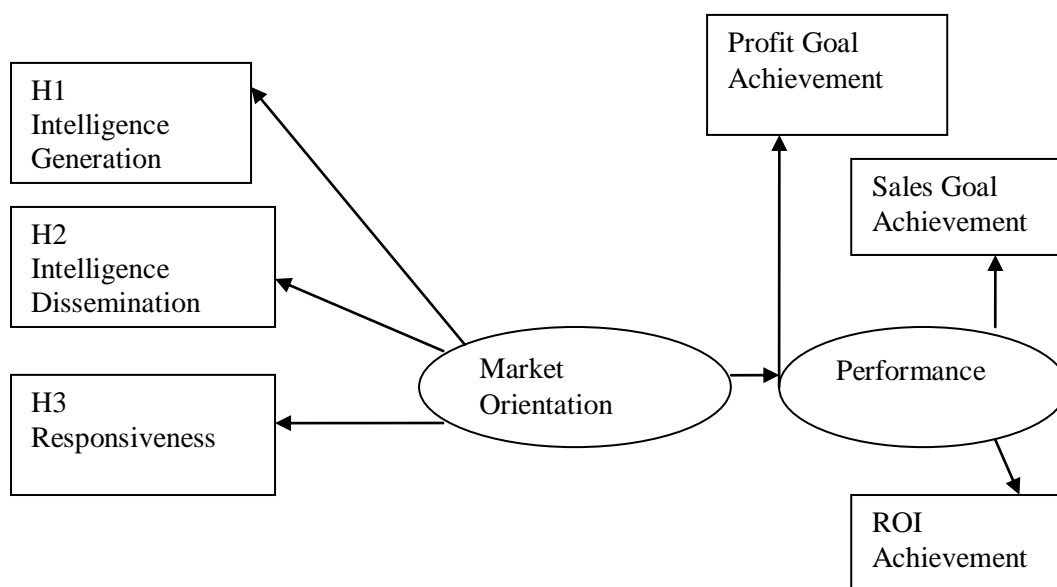


Figure 1: Market Orientation conceptual framework

Further, in addition to the contribution of quantitative method to facilitate market intelligence in research, it has also been argued that the qualitative research method contributes tremendously to the field of market orientation by focusing on consumer behavior. According to Cohen (1999), the implementation of a qualitative methodology to measure market orientation is an effective strategy to assess consumer behavior. Researchers in the field of marketing must be consistent in evaluating the customers’ needs’ and the ability of the business to provide the demands of the customers. The researcher will have to rely on the variety of instruments and strategic approaches to effectively evaluate consumers’ needs. Thus, qualitative method is an ideal measurement to achieve this objective. Further, the researcher will have to observe, interview, read, use deduction, contact clients, evaluate attitudes and emotions through an interpretive process, and employ other techniques when conducting interviews. These techniques are embedded in qualitative methods. Additionally, it was argued that research professionals have many tools to address the changing attitudes and behaviors of the consumer, and qualitative method is one of them (Cohen, 1999).

Cohen (1999) argued that the qualitative method can provide reliable measurement about the psychological disposition of consumers. According to Cohen, the integration of the core elements of qualitative method such as the interviewing process, observing consumer behavior, and documenting the feedbacks of the respondents in an analytical framework can provide reliable measurement in understanding products, and positioning the products in a specific market niche (1999). Similarly, consumers rely heavily on an effective marketing mix which is comprised of product, packaging, price, place and promotion (Cohen, 1999; Hall &

Rist, 1999; Kara, et al., 2005), and psychological variables are extremely relevant in evaluating the perceived relationship that exists between people and products (Cohen, 1999). Further, having analyzed the strengths and weaknesses of qualitative method, it can be argued that qualitative method is an interpretative research process that seeks precise measurement of the phenomenon to be studied, while developing a detailed description in an attempt to build theory but seldom testing it (Srnks & Koeszegi, 2007; Cohen, 1999; Cooper and Schindler, 2006).

## **TRANSFORMATIONAL LEADERS**

From an ethical perspective, transformational leadership theory holds a great promise for leaders both in the public and private sectors who must develop marketing initiatives to finance their organizations. Transformational leadership promotes strong ethics in leaders (Banerji & Krishnan, 2000) by motivating and uplifting moral values in human conduct and ethical aspirations for both leaders and followers. Further, transformational leadership has consistently been shown to be superior to transactional leadership with respect to criteria such as trust and respect for those who are being led (Duckett & Macfarlane, 2003).

There are several reasons why transformational leadership facilitates the development of trust in the leader semi-autonomous organizations. First, there is a need for leaders to be seen as credible if they are to gain the trust of their followers. Inconsistency between words and actions decreases trust, whereas consistency between one's values and deeds creates perceptions of credibility (Casimir, Waldman, Bartram & Yang, 2006). Second, the leader's ability to carry out the assigned task may be essential to build followers' confidences, which in turn may help to engender trust due to the perceived confidence that the followers have of the leader. Casimir et al. (2006) noted that competence is the nucleus of trust and it is essential for good decision making. Third, trust in the leader transcends from the follower's confidence in the leader's intentions and motivations to the leader's concerns for the follower (Casimir et al.). Bass (1999) conceptualized this trust as individualized consideration, or sincere concern, about the welfare of individual followers. Authentic transformational leaders have several common factors worthy of mentioning that can benefit leaders in semi-autonomous organizations. These phenomena can be categorized as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Banerji & Krishnan, 2000; Bass & Avolio, 1994; Bass, 1999; Bass & Steidlmeier, 1999; Bass & Simons, 1999; Nahavandi, 2006).

## **TRANSACTIONAL LEADERSHIP**

Within the context of semi-autonomous organizations, Transactional leadership is based on the premise of exchange between leaders and followers (Avolio, Bass & Jung, 1999). The leader encourages followers to excel in their responsibilities by providing them with resources and rewards in exchange for motivation, productivity and effective task accomplishments (Banerji & Krishnan, 2000; Barbuto, 2005; Burns, 1978; Eisenbach et al., 1999; Nahavandi, 2006). The transactional leadership theory further asserted that the followers rely greatly on the leader to receive certain valued outcomes when they comply with their leader's expectations. The argument is that when the job or the work environment of the follower fails to provide the necessary impetus such as motivation, direction and satisfaction, the leader will be effective by providing the necessary compensation for the deficiencies experienced by the follower (Hartog, Muijen & Koopman, 1997).

Transactional leadership is associated with four types of behaviors: Contingent reward, management by exception, passive management by exception, and laissez-faire leadership (Nahavandi, 2006). The contingency reward is a process in which leaders compensate followers for fulfilling their agreed-upon goals. These rewards can take many forms. For example, subordinates can be given compensated time for completing group projects, monetary compensation for excelling set goals, and recognition for outstanding performances. A well-managed contingency reward program can provide beneficial gains for the leader, the followers, and the organization. The second behavioral approach, management by exception (MBE), is a style of leadership in which management takes a stand-off approach by interacting less with followers, providing little or no direction, and only intervening when things go wrong. On the contrary, leaders take a very active role in the third behavioral approach denoted as active management by exception. In this approach, leaders monitor followers' activities by providing guidance and correct mistake as they happen (Bass & Avolio, 1994; Nahavandi, 2006). In the fourth behavioral approach, defined as the 'laissez-faire', leaders are passive and indifferent towards followers performing their tasks, and provide practically neither encouragement nor reinforcements. Instead, heavy reliance is placed on disciplinary actions and punishment (Bass & Avolio, 1994).

Finally, despite the arguments in favor of transactional relationships in achieving performance, an exclusive focus on such exchanges and transactions with followers has been blamed for low expectations of followers and for minimal performance in organizations (Banerji & Krishnan, 2000; Barbuto, 2005; Burns,

1978; Eisenbach et al., 1999; Nahavandi, 2006). It was further asserted that transactional contracts do not inspire followers to aim for excellence; rather, they focus on short-term, immediate outcomes instead of the long-term commitment required by transformational leadership (Nahavandi, 2006) within a semi-autonomous organizational environment.

## **CHARISMATIC LEADERSHIP**

Charisma is defined as the ability for leaders to inspire enthusiasm, interest, or affection in others by means of personal charm or influence (Nahavandi, 2006, p. 230). Weber (1947) first describes the concept of charismatic leadership through the eyes of followers, who perceived leaders to be endowed with exceptional skills or talents (Barbuto, 2005). This definition conjures up images of politicians or organizational leaders such as Martin Luther King Jr, Mahatma Gandhi, John F. Kennedy and Nelson Mandella (Nahavandi, 2006, p. 230). These extraordinary leaders and others like them usually emerge in a context of crisis or major administrative changes (Hinkin & Tracey, 1999), thus empowering their followers and championing the call for organizational reform in government. Charismatic leaders form special relationships with their followers by inspiring a shared vision that goes beyond setting goals, using resources, and conducting business. Followers view these types of leaders as genuine and are magnetized by their characteristics (Kouzes & Posner, 2002; Nahavandi, 2006; Smith, Montagno & Kuzmenko, 2004). Research has identified three conditions that conceptualized the core elements necessary for the development of charismatic leadership (Hinkin & Tracey, 1999; Kouzes & Posner, 2002; Nahavandi, 2006) namely, leader characteristics, follower characteristics and leadership situation which can also be termed as a leadership triangle (Nahavandi, 2006).

It has been documented that several well-established research (Bass & Avolio, 1994; Bass, 1978; Burns, 1978; Gardner, 1990; Smith et al., 2004) argued that charismatic leaders share several common personalities, behavioral characteristics, and traits. It can be further asserted that these phenomena - high degree of self-confidence, strong conviction about ideas, high energy and enthusiasm, expressiveness and excellent communication skills; active building and role modeling are also evident in other types of leaders. However, research would also show that the combination of these key constructs is what defines the charismatic leader (Bass & Avolio, 1994; Bass, 1978; Burns, 1978; Gardner, 1990). For example, Gandhi's strong position on change and reformation in India, and Martin Luther King Jr. unwavering focus on civil rights issues are examples of self-confidence.

The final construct of the charismatic leadership is the situation. The situational phenomenon facilitates the emergence of charismatic leadership (Nahavandi, 2006). However, there are two schools of thought regarding the conditions that support the emergence of charismatic leadership. The first school argued that a community or organization must anticipate a crisis or turbulence situation that can negatively impact the functionality of the institutions (Hinkin & Tracey, 1999; Nahavandi, 2006). The crisis environment provides the opportunity for the leaders to acquire more latitude and to take on the challenge by demonstrating their ability to lead. The fact that followers view their leaders as the only candidates who can resolve the external quagmire, it is reasonable to assume that these followers crystallized the ideological vision of their leaders, and impressed upon them the need to break away from the unwanted values of the past (Nahavandi, 2006).

## **Mixed Method Research**

Within the context of the semi-autonomous organizations, mixed methods research is more than simply collecting qualitative data from interviews, or collecting multiple forms of qualitative evidence (e.g., observations and interviews) or multiple types of quantitative evidence (e.g., surveys and diagnostic tests). It involves the intentional collection of both quantitative and qualitative data and the combination of the strengths of each to answer research questions (Bryman, 2006; Creswell & Plano Clark, 2011). Bryman, (2006) asserted that mixed methods begins with the assumption that investigators, in understanding the social and health world, gather evidence based on the nature of the questions and theoretical orientation. Social inquiry is targeted toward various sources and many levels that influence a given problem (e.g., policies, organizations, family, individual). Quantitative (mainly deductive) methods are ideal for measuring pervasiveness of "known" phenomena and central patterns of association, including inferences of causality. Qualitative (mainly inductive) methods allow for identification of previously unknown processes, explanations of why and how phenomena occur, and the range of their effects (Pasick et al., 2009).

Creswell (2003), asserted that mixed methods research is a combined quantitative and qualitative methodology used for conducting research that involved collecting, analyzing and interpreting data. While Quantitative method using experiments, surveys, qualitative focused on a one on one interaction which involved

focus group and interviews in a random sample population research setting. This approach to research is used when the integration of the three phenomenon provides a better understanding of the research problem than any one singular method. Creswell (2003) further stated that quantitative methods research includes close-ended information such as that found to measure attitudes using rating scales, behaviors observation checklists, and performance instruments. The analysis of this type of data consists of statistically analyzing ratings scores collected on instruments such as questionnaires or checklists to answer research questions or to test hypotheses. Creswell (2003) asserted that a qualitative research method on the other hand, consists of open-ended information that the researcher usually gathers through interviews, focus groups and observations. The analysis of the qualitative data to include words, text or behaviors, typically follows the path of aggregating it into categories of information and presenting the diversity of ideas gathered during data collection. According to Creswell (2003), by integrating the phenomenon of quantitative and qualitative research into a combined method to measure market orientation, the researcher gained breadth and depth of the understanding and corroboration of the subject matter, while offsetting the perceived limitations inherent in any one method. He also stated that one of the most advantageous characteristics of conducting mixed methods research is the possibility of triangulation, which is the use of several options to include methods, data sources and researchers, to examine the same phenomenon (Creswell, 2003). The process of integrating the quantitative and qualitative methods into a single method is considered to be triangulation and this allows one to identify aspects of a phenomenon more accurately by approaching it from different vantage points using different methods and techniques. Successful triangulation requires careful analysis of the type of information provided by each method, including its strengths and weaknesses (Creswell, 2003).

On the other hand, Hohenthal (2007) argued that while quantitative and qualitative methods may have weaknesses when used individually, the strength in a mixed method strategy can compensate the other. According to Hohenthal (2007), a mixed method approach enables the researcher to compile a substantive data base in a way that a survey instrument alone would not allow, and allow some latitude for the researcher to check for generalization in ways that may not have been permitted by qualitative methods. In this triangulation approach, it was articulated that there are three conditions that can support the incorporation of a mixed method framework in a study. First, a mixed method may have an instrumental role where both qualitative and quantitative methods facilitate the research process. Second, the approach can improve the validity of the results by having a positive impact on the study. Third, a mixed method can enable the researcher to have a more effective assessment of the variables under investigation, whereas a single method alone may not have provided such advantages (Hohenthal, 2007; Peltomaki & Nummela, 2004).

In addition to the strengths associated with the research methodologies, Srnka & Koeszeg (2007) articulated that there is a need to take into consideration the problems that could be encountered when using the quantitative, qualitative and mixed methods. While the qualitative method is criticized for its weaknesses in measuring issues of reliability and validity, the quantitative method seems to be rated higher on the reliability spectrum. Research analyst in experimental design argued that data from quantitative research consist of responses within a sample frame that are coded, categorized, and reduce to numbers where they are manipulated for statistical analysis (Creswell, 2003; Kaplan & Duchon, 1998). However, there can be a high margin of error that is statistically unreliable if care is not given to the interpretation and analysis of the data (Cooper & Schindler, 2006). Additionally, Kaplan & Duchon (1998) asserted that scientists have been heavily criticized for placing a high degree of emphasis on statistical or experimental hypotheses. Further, there are developing concerns with the continued evolution of quantitative methods (Maanen, 1997). According to Maanen (1997), the relationship between theory and methodology should be revisited, and the way in which scientists implement a procedural approach to make the necessary link between measure and concept is practically outdated.

In contrast to quantitative methods, Srnka & Koeszeg (2007) pointed out that there seems to be a “lack of rigor in qualitative research in the field of social sciences. This lack of rigor can be very costly and can result in the unreliability of the data being researched. Second, the creative processes are often difficult to measure, and the integrity of the results depends on the level of knowledge that the researcher commits to analyzing the materials. Third, given the concerns associated with measuring the data, care must also be given to the issue of reliability and validity (Srnka & Koeszeg, 2007). When compared to qualitative and quantitative methods, the mixed method also has its challenges. Peltomaki & Nummela (2004) articulated three concerns that must be considered in implementing a mixed method research. First, a mixed method can exert a high demand for the allocation of scarce resources through the research process. Further, the method is perceived as two studies, and therefore can increase the anticipated time of completion for a project that could have taken half the time. Second, the researcher must possess the methodological skills to coordinate two methods into one research whereas one approach would have been more effectively mastered. Third, there must be a thorough and detailed

preparation of the research process to facilitate a smooth transition from one stage to the next (Peltomaki & Nummela, 2004).

Hall & Rist (1999) stated that a professional tradesman seeks the best quality tools to work with and researchers in the field of marketing are no different. In addition, as it relates to research methodologies, marketers can avail themselves to three strategies which can facilitate the measurement and inquiries into market orientation. These three methodologies are qualitative, quantitative and mixed method. However, in order to evaluate the effectiveness of each construct as a valid method of measurement in research, it is imperative to define the concept of market orientation. According to Kohli & Jaworski (1990), "Market orientation is the organizationwide generation of market intelligence pertaining to current and future customer needs, dissemination of intelligence across departments, and organizationwide responsiveness to it" (p.6). Kara, Spillan & DeShields (2005) supported Kohli & Jaworski (1990) seminal research on market orientation and extended the meaning to include the facilitating of marketing research to aid in the development of product intelligence. Collectively, market orientation provides a framework in which business and marketing strategies are implemented in a business concept with customers and competitors being the primary focus (Kohli & Jaworski, 1990).

Creswell (2003) articulated that in addition to contributing to a knowledge base, mixed methods also complement the spectrum of approaches scientists utilize in the research process. An analysis of mixed method purports that the methodology has the potential to complement the strengths of both quantitative and qualitative research methods. According to Hohenthal (2007) and Srnka & Koeszegi (2007), there has been some mixed perception in reconciling the challenges and demands of theory development and application in research techniques, and the uniqueness of mixed methods have been suggested to resolve the implied perception. Further, it has been asserted that the mixed method studies synthesized and crystallized the results of both approaches, and revealed that neither qualitative nor quantitative research as an independent and separate approach may not have provided all of the results in an experiment (Hohenthal, 2007; Srnka & Koeszegi, 2007). Mixed method is purported to be a methodology of choice among researchers in the social sciences. Jick (1979) evaluated the emphasis that scholars placed on the mixed method approach, and argued that scholars in social sciences research provided a preponderance of evidence in favor of multiple methods. According to Jick (1997), the mixed method strategy provides a convergent methodology or triangulation of both quantitative and qualitative in a complementary process. He further stated that mixing methods buffers the strengths and weaknesses that are evident in a single method design (Jick, 1997; Rist, 1999). Creswell (2003) and Cooper & Schindler (2006) argued that quantitative research can be effectively utilized in theory testing but it requires the researcher to maintain a distance from the results to avoid the possibility of bias. Further, Kaplan & Duchon (1998) asserted that in a quantitative research, identical data is required from all participants, thus the methods do not evolve with the stages of the research. On the contrary, having analyzed the arguments for and against the use of quantitative and qualitative methods, it is reasonable to assume that each method has its strengths and its weaknesses within the framework of a specific research paradigm. First, Creswell (2003) stated that although qualitative research methodologies have been used in many social sciences for a longer period than quantitative methodologies within the same discipline, the method is not readily endorsed by business strategists in senior management levels. Second, he asserted that qualitative methods can be labeled as interpretive research, which requires the personal involvement of the researcher. However, Hohenthal (2007) argued that there seems to be a strong perception of human error and bias in the preparation and interpretation of the data samples that are being researched. Further he stated that there is an inherent weakness in the fact that the results from qualitative studies cannot be generalized to a larger population.

The following hypotheses provided a procedural process of the intended research questions of the study.

**Ho:** There is no linear relationship between leadership traits, corporate culture types and organizational performance in marketing as defined by the Competing Values Framework.

**Ha:** There is a linear relationship between leadership traits, corporate culture types and organizational performance in marketing as defined by the Competing Values Framework

## **VII. RESEARCH METHODOLOGY**

### **Research Design**

This research utilized a survey instrument to collect data. The surveys were distributed to all full time employees in four (4) Semi-autonomous organizations of the United States Virgin Islands. The organizations



surveyed were the Department of Public Works, Bureau of Motor Vehicles; Virgin Islands Fire Services, and the Virgin Islands Waste Management Authority. The participants were given hard copies of the survey to complete with instruction to return the completed copies in sealed envelopes to ensure confidentiality and anonymity. The completed data were keyed into a computer program using both Microsoft Excel and SPSS spread sheets to secure the data and to further preserve anonymity of the responses.

#### *Sample size and Selection*

The full-time employees of four semi-autonomous agencies received hard copies of a letter asking them to complete the survey by answering questions about their demographics; their organization's leadership and management styles of their immediate supervisors, and their organization's culture. A total of 220 surveys were distributed with 200 returning. Of the 200 that returned, nine (9) were rejected due to insufficient data resulting in 191 usable surveys yielding a response rate of 96%. For example, only the demographic sections of 4 surveys were completed, with another 2 surveys incorrectly distributing the points for OCAI. Note: respondents scored all items on the scale 100 points.

#### **Data analysis**

The data was analyzed in three stages: demographics, factor analysis, and regression analysis. First, the data was examined using descriptive statistics to understand the samples without testing the hypotheses. The age of the respondents ranges from 22 to 55. The mean age was 42.3 years with a standard deviation of 11.72. Gender was 34% male and 65% female. 98 % of the respondents reported full-time tenure with their agencies with a mean of 9 years. 5% of the respondents reported tenure with less than 5 years, while 3% reported tenure with less than 1 year. Although the demographics were incorporated into the data set, they were only used to better understand the sample, and were not used in the analysis of the questionnaires. The results of the sample showed that the respondents were mostly females, well-experienced and have a long tenure with their organizations.

### **VIII. FINDINGS AND DISCUSSIONS**

An aggregated variance analysis was conducted on Transformational Leadership Traits to identify those items that were appropriately correlated to Organizational Culture Types using variance procedures. First, the mean score for each of the six transformational leadership scales was calculated, then a comparison of the means was conducted for each item to evaluate the appropriateness of each score ( i. e statistically significantly higher on the appropriate definition utilizing t-tests;  $p < 0.05$ ). The analysis indicated that the sample size was adequate for assessing the practical significant differences between the means which is consistent with each observation represented in Table 1 below. The analysis also indicated that the mean scores of Organizational Effectiveness (Org. Eff.) = 37.50; Idealized Influence Behavior (IIB) = 37.50; and Inspirational Motivation (IM) = 43.75; are significant when compared to Organizational Performance. Intellectual Stimulation (IS); Individualized Consideration (IC) and Idealized Influence Attributes (IIA), reported less significant with 29.88; 30.42; and 29.17 respectively.

Table 1 A comparison of means leadership styles types with Transformational leadership traits

L. Traits	Transformational	Transactional	Charismatic	Org. Performance
Org. Eff.	14.17	32.5	10.83	<b>37.50</b>
IIB	14.17	32.5	10.83	<b>37.50</b>
IM	14.72	16.72	19.22	<b>43.72</b>
IS	23.52	18.08	23.07	29.88
IC	7.50	19.16	36.25	30.42
IIA	16.67	19.00	25.83	29.17

This study also found strong correlations with transformational leadership traits and organizational leadership styles in public sector organizations as depicted in Table 2. The links are positively related with Servant leadership 3.333; Transactional leadership 0.476; and Charismatic leadership .268, .232 respectively. What was surprising, is the positive link between Org. Performance .322, and .447, and transformational leadership traits in public sector organizations which Cameron and Quinn (2006), asserted is more prominent in private sector organizations. It should be noted that the links were related significantly at the stated .05 level of significance, and the P- values were also significant between the correlations coefficients. The implications of these findings from the standpoint of management, and their impact on organizational effectiveness will be discussed in the recommendations.

**Table 2 Correlation of Organizational Culture and Transformational Leadership Traits**

	Servant	Transactional	Charismatic	Org. Performance
<b>Idealized Influence Behaviour</b>				
Correlation coefficient	3.333*	-0.367*	-0.257	0.268
p-value	0.000*	0.022*	0.142	0.114
<b>Inspirational Motivation</b>				
Correlation coefficient	-0.362*	0.339*	0.322*	-0.328*
p-value	0.002*	0.001*	0.005*	0.003*
<b>Intellectual Stimulation</b>				
Correlation coefficient	-0.226	-0.419*	0.447*	-0.358*
p-value	0.176	0.006*	0.008*	0.028*
<b>Individualized Consideration</b>				
Correlation coefficient	0.476*	-0.459*	-0.169	0.232
p-value	0.001*	0.001*	0.241	0.096
<b>Idealized Influence Attributes</b>				
Correlation coefficient	-0.196	-0.538*	-0.078	0.530*
p-value	0.160	0.000*	0.579	0.000*

This study used the Multifactor Leadership Questionnaire (MLQ 5X), to collect data from 191 full-time employees in four public sector organizations. The MLQ 5X developed by Bass and Avolio (1994) was used to define leadership traits as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Regression analysis measured the relationship between the independent variable and the dependent variable. The most significant findings of this study was that transformational leadership traits are positively correlated with Servant 3.333; Transactional 0.476; and Charismatic leadership types .268, respectively. What was surprising, however, is the positive link between Org. Performance .447 and transformational leadership styles in public sector organizations, which Cameron and Quinn (2006) asserted is more common with leadership in private sector organizations. This finding can serve as a model framework in public sector organizations for political leaders that supports matching effective leadership styles with organizational structure in order to enhance performance. The positive correlation between Servant and Charismatic was expected with transformational leadership traits. The analysis further revealed that the traits of transformational leadership are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. What was unexpected, however, is the strong association with Organizational

performance which demonstrated that leaders with transformational leadership characteristics are considered to be dynamic, entrepreneurial, and exhibits the organization as a creative place to work; compounded with the argument that such leaders are result oriented, competitive, and goal-oriented (Cameron & Quinn, 2006; Hooijberg & Petrock, 1993). Finally, this study corroborated the fact that organizational structure impacts the ability of leaders to improve organization performance as evident by the symbiotic relationship of each construct. The five elements of transformational leadership correlated positively with the four phenomenons of organizational performance. The analysis of the various component parts of transformational leadership made it possible to evaluate the correlation, which would have otherwise been difficult to assess

## IX. CONCLUSION

This study hypothesized and proved that transformational leadership traits have a significant positive impact on organizational performance. This study confirmed that Transformational leaders possess the ability to effectively enhance organizational performance. The research also examines the correlation of other leadership styles such as Servant, Transactional, and Charismatic with organizational performance to a lesser extent. Further study is recommended using Transformational Leadership Traits in other public and private sector organizations so that leaders can fully understand and appreciate the appropriate traits that will effectively enhance performance in specific for profit and non-profit organizations.

According to Hall & Rist (1999), mixed method is an effective measurement of diversity as it relates to market orientation both in the internal and external organizational environments. Their use of a mixed method examined the importance of diversity amongst consumers in specific market niches to better provide for their varying needs. The implementation of multiple methods also resolves the issues of values and behaviors within organizations, and facilitates employees' performance. Hall & Rist (1999) further articulated that using two separate methods would not have provided the comprehensive results derived from the mixed methods approach. Mixed method research also facilitates different approaches in examining market orientation phenomenon, such as opportunities in international marketing (Hohenthal 2007). In this scenario, two approaches to investigate market intelligence can be combined: International business, which is purely quantitative research and entrepreneurship with a focus on qualitative research (Hohenthal, 2007). Another situation in which mixed methods research facilitates the measurement of market orientation is in testing theory (Hohenthal, 2007). One such concern is the question of the relationship between a firm launching an international business venture and the experience of the organization to maximize its potential in the international market (Hohenthal, 2007). Hall & Rist (1999) argued the importance of triangulation in market orientation using mixed method research by articulating the need to combine multiple methods to evaluate a given phenomenon. According to Hall & Rist, "data triangulation, investigator triangulation, theory triangulation, and methodology triangulation" when used as a mixed method explains the diversity among consumers' behaviors; the challenges inter-departments divisions encounters for scarce resources; and identifies the problems that many organizations are encountering on a day to day basis (1999, p. 296). Additionally, Hall & Rist (1999) postulated that a mixed method approach in market orientation allow the market researchers to collect data at different points and from various sources, enables the investigator to implement multiple research to study similar questions, while theories allow the researcher to examine the phenomenon from different theoretical points of view. In reflecting on the definition of market orientation, one can argue therefore that when mixed method is used as a research strategy for measuring different constructs, the results can be extremely positive. This view was articulated by Scandura & Williams (2000) who asserted that mixed methods as a marketing strategy produced results that are more comprehensive and generalized, and that managers can make decisions being more informed and with confidence. The observations of Scandura & Williams (2000) are consistent with the research findings of Kaplan & Duchon (1998) who argued that there has been a move in other fields towards combining qualitative and quantitative methods to provide a richer, contextual basis for interpreting and validating results.

The arguments articulated by scholars and practitioners in the field of methodology and theory development, proved that quantitative, qualitative and mixed methods can be implemented individually and collectively in organizational research to achieve specific results (Hohenthal 2007; Kaplan & Duchon 1998; Kohli & Jaworski 1990; Scandura & Williams 2000). Whereas quantitative method facilitates the testing of hypotheses to confirm reliability and consistency, qualitative research seeks to interpret and understand why certain events or behavior occurs in organizational environments. It was further proven that a mixed method complements both quantitative and qualitative research by presenting a more comprehensive view of a particular phenomenon under investigation (Kaplan & Duchon 1998; Scandura & Williams 2000). Additionally, a comparative analysis of each method further supported the arguments that there are strengths and weaknesses associated with each

methodology, but when combined, each method compensates for the others methods where individually it would have not been possible (Hohenthal, 2007). As has been noted, the analysis and comparison of the various methods proved that when used as methods of research for measuring market orientation they can effectively facilitate measurements of different market construct (Kohli & Jaworski 1990). The arguments proved that when quantitative, qualitative and mixed methods were appropriately applied to consumer behavior, market intelligence, and diversity within an organizational internal and external environment, the results of each method proved to be a valid methods of research for measuring market orientation (Kohli & Jaworski 1990).

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