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INTER-FUNCTIONAL COORDINATION AND MARKETING PERFORMANCE OF TELECOMMUNICATION COMPANIES IN NIGERIA

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ABSTRACT

This study investigated the impact of Inter-functional coordination on Marketing Performance of Telecommunication Companies in Nigeria. The specific objectives were to ascertain the extent to which Inter-functional coordination impacts Customer Acquisition, Market Share, and Sales Growth of Telecommunication Companies in Nigeria. Adopting Positivist Research Paradigm, the study employed semi-structured questionnaire, consisting 20 items to collect primary data from nine Telecommunication Companies that provide GSM, Fixed Wireless, and Voice Over Internet Protocol Services in Nigeria. These companies constituted the population of the study, and a total of 41 respondents were drawn from the companies to provide primary data that were analyzed to establish the impact of Inter-functional coordination on Marketing Performance. Three null research hypotheses were tested using Simple Linear Regression. The results of the analysis revealed that, Inter-functional coordination positively and significantly impacts Customer Acquisition, Market Share, and Sales Growth. In view of these findings, the study concluded that, inter-functional coordination positively and significantly impacts Marketing Performance of Telecommunication Companies in Nigeria. In view of the foregoing, it is recommended that telecommunication companies in Nigeria should prioritize inter-functional coordination as a strategic imperative for improving marketing performance. By fostering cross-departmental communication, shared goals, and a customer-focused culture, these firms can achieve sustainable customer acquisition, increased market share, and continuous sales growth.

Keywords: ***inter-functional coordination, marketing performance, customer acquisition, market share, sales growth.***

INTRODUCTION

Inter-functional coordination is a crucial aspect of organizational strategy, particularly in service firms. It involves collaboration and integration between different functional units to achieve overall business objectives (Narver & Slater, 1990). In the telecommunications sector, where competition is intense and customer expectations are continually evolving, effective inter-functional coordination is essential to improving marketing performance (Auh & Menguc, 2005). When departments such as marketing and operations work cohesively, they enhance service delivery, customer satisfaction, and ultimately, market success (Amamnagala & Ateke, 2018; Kohli & Jaworski, 1990).

Nigeria's telecommunication industry has experienced rapid growth over the past two decades, contributing significantly to the nation's GDP (Nigerian Communications Commission [NCC], 2022). However, many telecommunication companies struggle with internal silos and coordination inefficiencies that hinder their marketing effectiveness (Olalekan & Adeniyi, 2021). While previous research has explored the role of inter-functional coordination in manufacturing and service industries (Homburg et al., 1999; Morgan et al., 2009), there is limited empirical evidence on its specific impact on marketing performance within Nigeria's telecommunications sector. This study aims to bridge this gap by examining how inter-functional coordination influences key marketing performance indicators such as customer acquisition, retention, and brand positioning among Nigerian telecom operators.

Despite the extensive literature on market orientation and inter-functional coordination, there is a paucity of empirical studies focused on the Nigerian telecommunication sector. Existing research has primarily emphasized developed economies (Jaworski & Kohli, 1993; Slater & Narver, 1994), with limited attention to emerging markets where operational and infrastructural challenges differ significantly (Adeleke et al., 2020). Furthermore, while some studies have addressed the impact of market orientation on firm performance (Obi & Okafor, 2019), the specific mechanisms through which inter-functional coordination enhances marketing outcomes in Nigeria's telecom industry remain underexplored.

This study fills the research gap by providing empirical evidence on the impact of inter-functional coordination on marketing performance in Nigerian telecommunication companies. Using a positivist approach, the study will assess how inter-functional collaboration influences key marketing outcomes, including market share growth, customer acquisition, and sales growth. The findings will offer practical insights for telecom operators seeking to enhance their marketing strategies and policymakers aiming to improve industry regulations. This study is rooted in the Resource-Based View (RBV) theory, and conceptualized in a framework.

CONCEPTUAL FRAMEWORK

As shown in the conceptual framework, inter-functional coordination is the predictor variable and marketing performance is the criterion variable. Marketing performance is measured in terms of customer acquisition, market share, and sales growth. All these are market-based measures, adapted from Terblanche et al. (2012).

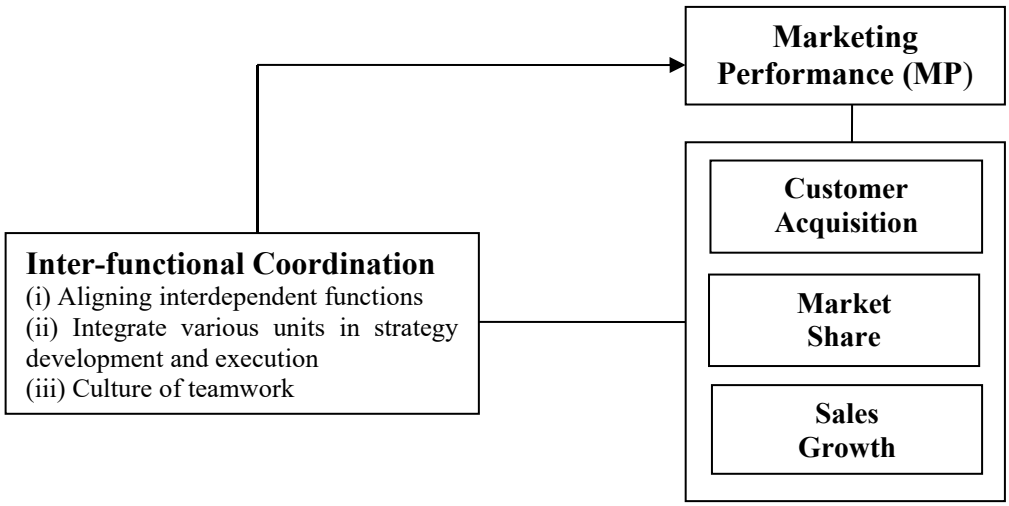

Figure 1: *Conceptual framework of the impact of Inter-functional Coordination on Marketing Performance of Telecommunication Companies in Nigeria.*

Source: Kim & Mauborgne (2005); Terblanche et al. (2012).

PURPOSE OF THE STUDY

The purpose of this study was to investigate the impact of inter-functional coordination on marketing performance of Telecommunication Companies in Nigeria. Specifically, the objectives of the study were to:

i. Explore the extent to which inter-functional coordination impacts customer acquisition of Telecommunication companies in Nigeria.

ii. Identify the extent to which inter-functional coordination impacts market share of Telecommunication companies in Nigeria.
iii. Examine the extent to which inter-functional coordination impacts sales growth of Telecommunication companies in Nigeria.

RESEARCH QUESTIONS

Three research questions were answered by testing three null research hypotheses in order to achieve the objectives and purpose of this study. They research questions are:

i. To what extent does inter-functional coordination impact on customer acquisition of Telecommunication companies in Nigeria?
ii. To what extent does inter-functional coordination impact on market share of Telecommunication companies in Nigeria?
iii. To what extent does inter-functional coordination impact on sales growth of Telecommunication companies in Nigeria?

THEORETICAL FOUNDATION: RESOURCE-BASED VIEW (RBV) THEORY

The Resource-Based View (RBV) theory, developed by Wernerfelt (1984) and further expanded by Barney (1991), posits that firms gain competitive advantage by effectively utilizing internal resources that are valuable, rare, inimitable, and non-substitutable (VRIN criteria). Unlike market-based perspectives that emphasize external factors, RBV focuses on internal capabilities, suggesting that sustainable competitive advantage stems from how well a firm manages its unique assets and organizational competencies.

In the context of inter-functional coordination and marketing performance in Nigeria's telecommunications sector, RBV provides a theoretical foundation for understanding how internal collaboration enhances firm performance. Telecommunication firms operate in a dynamic and competitive market, where efficient coordination between marketing, customer service, and operations becomes a strategic resource. Firms that successfully integrate these functions can deliver superior customer experiences, improve brand positioning, and enhance customer retention—key indicators of marketing performance (Barney, 1991; Grant, 1996).

Moreover, RBV aligns with knowledge-based perspectives, emphasizing that firms with strong inter-functional coordination can leverage internal knowledge more effectively, leading to better decision-making and innovative marketing strategies (Peteraf, 1993). Given the competitive nature of Nigeria's telecom industry, firms with superior internal capabilities in cross-functional collaboration can respond more swiftly to market changes, regulatory challenges, and shifting customer demands.

By adopting RBV, this study underscores the strategic importance of inter-functional coordination as an internal capability that influences marketing performance. Empirical research in developed markets has demonstrated that firms with strong internal coordination achieve higher market performance (Morgan et al., 2009), yet limited studies exist within Nigeria's telecommunications industry. This study, therefore, fills the research gap by providing empirical evidence on how inter-functional coordination, as a strategic internal resource, enhances marketing effectiveness among Nigerian telecom firms.

CONCEPT OF INTER-FUNCTIONAL COORDINATION

Inter-functional coordination refers to the integration and collaboration of different functional units within an organization to achieve shared goals (Kohli & Jaworski, 1990). It is a key component of market orientation, ensuring that departments such as marketing, sales, customer service, and

operations work together to enhance customer satisfaction and overall firm performance (Narver & Slater, 1990). In the telecommunication industry, where firms operate in a highly dynamic and competitive environment, effective inter-functional coordination is essential for achieving superior marketing performance (Homburg et al., 1999).

One of the primary benefits of inter-functional coordination is improved customer relationship management (CRM). In the telecommunications sector, where customer retention is a significant challenge, seamless collaboration between marketing and customer service can lead to more personalized customer interactions, faster issue resolution, and higher customer loyalty (Auh & Menguc, 2005). Companies that align their marketing strategies with real-time customer insights from service departments are more likely to enhance their brand perception and customer satisfaction (Morgan et al., 2009).

Additionally, inter-functional coordination fosters innovation in marketing strategies. By integrating insights from different departments, telecommunication firms can develop more targeted and data-driven marketing campaigns, optimize pricing strategies, and introduce value-added services that appeal to their target markets (Olalekan & Adeniyi, 2021). This strategic alignment helps firms differentiate their offerings and maintain a competitive advantage in a saturated market.

Moreover, inter-functional coordination improves organizational agility, allowing firms to respond swiftly to regulatory changes, technological advancements, and shifts in consumer behavior (Jaworski & Kohli, 1993). In Nigeria's telecommunication industry, where companies face challenges such as infrastructure limitations and fluctuating government policies, strong cross-functional collaboration ensures that marketing strategies remain adaptable and effective (Obi & Okafor, 2019).

Despite its importance, many telecommunication firms still experience internal silos that hinder effective coordination, leading to inconsistent branding, communication gaps, and inefficiencies in service delivery (Slater & Narver, 1994). Therefore, this study aims to provide empirical evidence on how inter-functional coordination can be leveraged to enhance marketing performance in Nigeria's telecommunication sector.

CONCEPT OF MARKETING PERFORMANCE

Marketing performance is defined as "the effectiveness and efficiency of an organization's marketing activities with regard to market-related goals, such as revenues, growth, and market share" (Gao, 2010, p.9). It is a critical measure that evaluates the impact of marketing strategies on a firm's competitiveness and overall success (Rust et al., 2004). Effective marketing performance is influenced by various factors, including market orientation, inter-functional coordination, customer relationship management (CRM), and digital transformation (Katsikeas et al., 2016).

Marketing is a unique and distinguishing function of business, and any business in which marketing is absent or incidental is not a business and should not be seen or run as one (Drucker, 1958). Business prosperity is impossible without effective marketing strategy because marketing is the only business function that brings revenue to an organization; every other function constitutes cost (Kotler & Armstrong, 2013). Firms that implement customer-centric marketing strategies tend to experience higher brand equity and repeat purchases, contributing to long-term profitability (Rust et al., 2004). This is particularly relevant in highly competitive industries such as telecommunications, where customer retention is essential due to the high cost of acquiring new customers (Olalekan & Adeniyi, 2021).

Despite its importance, marketing performance measurement remains a challenge due to the complexity of linking marketing activities directly to business outcomes (Morgan, 2012). Thus, more empirical research is needed, especially in emerging markets such as Nigeria, to explore how marketing strategies can be optimized for improved performance in the telecommunications sector. In this study, three marketing performance measures found in Terblanche et al. (2012) are adopted. They are: (i) customer acquisition (ii) market share and (iii) sales growth.

Customer Acquisition

Customer acquisition is the process of gaining new customers for business or converting existing prospects into new customers (Juneja, 2021). Customers are a firm's most valued assets (Ateke & Damian-Okoro, 2024), and acquiring new customers involve persuading them to purchase a firm's products. Customers can also be gained through referral from satisfied customers. Organizations consider the cost of customer acquisition as an important measure in evaluating how much value customers bring to their businesses (Galetto, 2015). The importance of customer acquisition varies according to the specific business situation of an organization. This process is specifically concerned with issues like acquiring customers at less cost, acquiring as many customers as possible, acquiring customers who are indigenous and business oriented, acquiring customers who utilize newer business channels etc (Juneja, 2021).

Focusing on organization' decisions on customer acquisition and retention, McGahan and Ghemawat (1994) built an analytical model in which customers are either loyal or non-loyal (i.e., switchers), and competing organizations set their own levels of service provisions to determine the proportions of loyal customers in their existing customer groups. Due to the presence of non-loyal customers, their model exhibits a mixed-strategy equilibrium in which an organization with a larger market share displays more effort and thus maintains a greater customer retention rate than its rival with a smaller market share.

Market Share

Market share is the fraction of the total number of actual customers being served by an organization relative to other organizations in the same industry. It is the percentage of a market earned by an organization relative to other organizations in the same industry. In other words, a company's market share can also be the total sales in relation to the overall sales of the industry in which the organization operates (Vipond, 2021). In this study, it is described as the fraction of the total number of actual customers served by a telecommunication company compared to other companies in the telecommunication industry. Market share is most times used to describe the position of an organization within an industry.

The implication is usually that the bigger the market share, the more successful the organization. Thus, market share can be an important determinant of profitability in the medium to long term. Large market share is both a reward for providing value and a means of realizing lower cost. Under most circumstances, organizations that have achieved a large share of the market are considerably more profitable than rivals with smaller market share. A company with high competitive advantage particularly in terms of market share may want to improve the perception of its product by tactically increasing its price.

A company's market share in the overall industry is an indicator of how well the organization is getting along in a market contrasted with its rivals. Organizations use market share to measure or determine the viability of their marketing efforts and systems. Market share is concerned with sales in comparison with sales of competitors in the same market (Etor, 2019). Market share is the percentage of the total sales in an industry that is earned by a particular organization over a given period of time. It is calculated by taking the company's total sales over the period and dividing it

by the total sales of the industry over the same period multiplied by 100. The importance of market share is also acknowledged in the Boston Consulting Group (BCG) matrix as a key indicator of the of a company's growth. This is not surprising, as organization with market leader status tends to derive profitability from the economics of scale.

Vipond (2021) notes that, the importance of high market share is as follows (i) economies of scale - allows the company to operate on a greater scale and increase profitability. It also helps the company develop a cost advantage compared to its competitors (ii) increased sales - helps boost a company's total sales. When consumers notice the brand loyalty of a majority of their peers, the remaining consumers are also driven to purchase that product (iii) increased customer base - helps a company widen its customer base. When a majority of the consumer base is loyal towards one brand or product, the rest may also follow (iv) boost reputation - helps enhance the reputation of a company.

Sales Growth

Sales growth is the parameter used to assess the sales-force activities in order to increase sales revenue over a pre-determined period of time (Bhasin, 2018). It is the percentage increase in net sales of a business from one fiscal period to another (Reddigari, 2019). Sales growth is an incremental change in the sale of a company's product over a given time interval, often expressed as a percentage. It is a strong metric of marketing performance and by implication, business performance (Bhasin, 2018). Every company strives to achieve sales growth because increase in sales is always beneficial for the financial well-being of a company (Bhasin, 2018).

Sales growth is calculated by subtracting the net sales of the previous period from those of the current period. Then, divide the result by the net sales of the previous period. Multiply the result by 100 to get the percentage sales growth. The formula is expressed as: SG = (S2 – S1)/S1 x 100. Where: S2 is the net sales for the current period and S1 is the net sales for the previous period. Sales revenue is the amount of gross income produced through sales of products. Sales revenue is calculated by multiplying the number of sales and the sales price or average service price. The formula is: SR = S x AP. Or SR = S x SP. Where: SR is sales revenue; AP is average price; SP is sales price. Growth in sales may be as a result of new customers acquired by the firm.

Sales growth is the parameter which is used to measure the performance of the sales team to increase revenue over a pre-determined period of time (Bhasin, 2018). Sales growth is an essential parameter for survival and financial growth of a company. The competiveness of a business organization is measured by its sales growth rate (Didia & Nwokah, 2018). One of the major objectives of any business establishment is to profitably remain in business through offering of goods and services which are in line with customers' needs and wants. More so, without production, innovation and the need to make profit, no business can survive or achieve a sustainable growth. Reddigari (2019) posits that the survival or failure of any company lies in the ability of the company to sell its products and continue in the process of production for a long period of time.

Sales growth measures the sales units in volume generated by each sales person on an average. This is more of a supporting parameter to help build and manage sales performance. Sales growth has to be carefully balanced, as both highs and lows also have an undesirable impact (Bhasin, 2018). The success factors of an increased sales growth include the capacity of sales personnel, the quality of training, quality of communication and information flow, follow-up programs, operations support, campaign management etc. The marketing department of any company is in charge of marketing activities such as advertising campaigns, pricing, selling of products, and managing customer relationship. If the performance of the marketing department is not

essentially equal to the expectation of customers, sales would decline. This reduction of sales would inevitably threaten the overall survival of the company.

EMPIRICAL REVIEW

There is a plethora of similar studies similar to this study examining the impact of inter-functional coordination on the marketing performance of telecommunication companies in Nigeria. Some of these studies are examined, highlighting the purpose, country of study, tools for analysis, findings and conclusion. Bankole et al. (2020) investigated the effects of marketing orientation on the performance of telecommunication firms in Ado-Ekiti, Nigeria. Multiple hierarchical regression analysis was used to analyze the data. The study found that inter-functional coordination significantly and positively influences the performance of telecommunication firms. Hence, the authors concluded that adopting market orientation, enhances the performance of telecommunication companies.

Eva (2018) investigated inter-functional coordination and its influence on customer success in Czech Republic. The purpose of the study was to expand the knowledge about inter-functional coordination in Czech Republic. The research was undertaken with companies producing electronic components and electrical equipment in the region of South Moravia in the Czech Republic. 60 SME responded to the questionnaire. Spearman's Rank Correlation Technique was used to analyze the influence of inter-functional coordination of companies on the success of their customers. The results showed that the implementation of inter-functional coordination in a company has a positive relationship on the success of its customers.

Sang et al. (2018) carried out an empirical study about the conditional effect of inter-functional coordination on the relationship between customer orientation and firm performance of manufacturing firms in Nairobi, Kenya. The specific objectives were: to determine the effect of customer orientation on firms' performance and to investigate the effect of inter-functional coordination on firms' performance. The study also explored the conditional effect of inter-functional coordination on the relationship between customer orientation and firm performance. Explanatory research design was used and data collected by questionnaires from a sample size of 300 using random sampling technique. Pearson Correlation and Multiple Regression Models were used to analyze the data and to test the hypotheses. The findings confirmed that both customer orientation and inter functional coordination positively and significantly affect firm performance. Results also indicated that inter-functional coordination significantly has a conditional effect on the relationship between customer orientation and firm performance.

Similarly, Jovanov (2017) conducted a study on "inter-functional coordination: importance of employee communication in marketing activities of entrepreneurial companies in a developing economy" of Macedonia. The paper explored the significance of inter-functional coordination for the financial performance of entrepreneurial companies in developing economies. The study adopted qualitative analysis of employee communication practices. Findings indicated that, effective inter-functional coordination, facilitated by robust employee communication, was linked to improved marketing performance. Therefore, the study concluded that enhancing inter-functional coordination through better communication is crucial for the marketing success of entrepreneurial firms.

In another study, Awwad and Agti (2011) examined the impact of internal marketing on commercial banks' market orientation in Jordan. The purpose of the study was to examine how internal marketing practices, including inter-functional coordination, affect market orientation in commercial banks. Structural Equation Modeling (SEM) was use for the analysis. In the results of the analysis, inter-functional coordination was found to significantly enhance market orientation,

leading to improved organizational performance. The study concluded that fostering inter-functional coordination through internal marketing is vital for enhancing market orientation and performance.

Furthermore, Homburg and Jensen (2007) carried out a study entitled "the thought worlds of marketing and sales: which differences make a difference?" The study investigated the impact of inter-functional coordination between marketing and sales on business performance in Germany. Survey analysis and regression modeling were conducted. The research found that greater alignment and coordination between marketing and sales functions lead to improved business performance. The study emphasized the importance of bridging the gap between marketing and sales to enhance overall company performance.

These studies highlight the essential role that inter-functional coordination play in enhancing marketing performance within the telecommunication sector. However, the following null research hypotheses were tested to answer the research questions and achieve the research objectives, and purpose of the study.

***H_{01}*:** Inter-functional coordination does not significantly impact customer acquisition of telecommunication companies in Nigeria.

***H_{02}*:** Inter-functional coordination does not significantly impact market share of telecommunication companies in Nigeria.

***H_{03}*:** Inter-functional coordination does not significantly impact sales growth of telecommunication companies in Nigeria.

METHODOLOGY

The methodology of this study is rooted in the positivist research paradigm which relies on deductive logic, formulation and testing of hypotheses, offering operational definitions and mathematical equations, calculations, extrapolations and expressions to derive conclusions. Thus, cross-sectional survey of causal research deign particularly explanatory design was employed by the researchers to establish the impact of inter-functional coordination on marketing performance. The population of the study comprised nine telecommunication companies that provide GSM, Fixed Wireless, and Voice over Internet Protocol services in Nigeria. These companies are (i) Mobile Telephone Network (MTN) Nigeria Limited (ii) Global Communications Limited (Globacom Ltd) (iii) Airtel Networks Limited (Airtel Nigeria) (iv) Emerging Markets Telecommunication Services Limited (EMTS) popularly known as 9mobile (v) Vodafone Group Company (vi) 21st Century Technologies (vii) IPNX Nigeria Limited (viii) Smile Nigeria Limited and (ix) Nigeria Telecommunications Limited (Ntel).

This was a census study therefore no sampling technique was employed. In other words, all the nine telecommunication companies were studied. From the companies, 41 top level management employees were drawn to constitute the unit of observation and provide data for the study. These employees were (i) business development managers (ii) heads of corporate finance (iii) commercial sourcing managers (iv) operations managers and (v) marketing managers. Semi-structured questionnaire consisting of 20 items was the instrument used in collecting primary data. The instrument was designed in Likert 5–point scale of very high extent to very low extent. That is, (very high extent = 5; high extent = 4; moderate extent = 3; low extent = 2; very low extent = 1). Table 1 shows how data were collected from the nine Telecommunication Companies.

Table 1: Instrument Administration, Retrieval and Use

S/N	Companies	Copies of Instrument Distributed	Copies of Instrument Retrieved	Copies of Instrument Not Retrieved

1	MTN Nigeria	**5**	**5 (100%)**	**-**
2	Globacom	**5**	**5 (100%)**	**-**
3	Airtel Nigeria	**5**	**5 (100%)**	**-**
4	9mobile	**5**	**4 (80%)**	**1 (20%)**
5	Vodafone Group	**5**	**4 (80%)**	**1 (20%)**
6	21st Century Technologies	**5**	**3 (60%)**	**2 (40%)**
7	IPNX Nigeria Ltd	**5**	**5 (100%)**	**-**
8	Smile Nigeria Ltd	**5**	**5 (100%)**	**-**
9	Ntel	**5**	**5 (100%)**	**-**
	Total	**45 (100%)**	**41 (91%)**	**4 (9%)**

Source: SPSS output from field data

From results of the analysis presented in Table 1 with regard to the administration, retrieval and use of the study instrument (survey questionnaire), a total of 45 copies (100%) of the research instrument were produced and distributed by the researchers to various respondents across the nine telecommunication companies. However, only 41 (91%) copies were successfully retrieved and used for the analysis. This means, 4 copies (9%) were not retrieved as some of the respondents in 9mobile, Vodafone Group and 21st Century Technologies could not be reached to retrieve copies given to them within the time of this study.

Cronbach's (1951) alpha reliability test was conducted to determine the reliability of the study instrument. The test was to find out whether a comparable result could be realized if this study was carried out again in a similar condition. A threshold of 0.70 established by Nunally (1978) was adopted in determining the reliability of the research instrument. More so, Exploratory Factor Analysis (EFA) was conducted to ascertain whether variables in the study had discriminant validity. The results are shown in the factor loadings which were not less than 0.4 to indicate that the constructs had discriminant validity. Table 2 shows results of the Cronbach's alpha reliability and Exploratory Factor Analysis (EFA) results. Furthermore, Simple Linear Regression Analysis was used to test the four null hypotheses stated in the study with a critical value of 0.05. All the analyses were done with the aid of the Statistical Package for Social Sciences (SPSS) version 22.

Table 2: Results of Reliability and Validity Tests

S/N	Variables	Number of Items	Cronbach's Alpha Coefficients	Factor Loadings
1	Inter-functional coordination	5	0.853	0.624
2	Customer Acquisition	5	0.966	0.655
3	Market Share	5	0.954	0.804
4	Sales Growth	5	0.894	0.946

Source: SPSS output form field data

Table 2 shows that, Cronbach's (1951) alpha reliability test was conducted and the results showed that all the variables in the study produced excellent and very high Cronbach's alpha coefficients. This means that, if this study is carried out again under a similar condition the results will be comparable to the results of this study. More so, Exploratory Factor Analysis (EFA) was conducted and the results revealed that all items relating to inter-functional coordination loaded heavily on the variable, and customer acquisition, market share, and sales growth, loaded heavily on marketing performance. These loadings (no factor loading is less than 0.4) indicate that the constructs have discriminant validity.

TEST OF RESEARCH HYPOTHESES

Testing Hypothesis One: Inter-functional coordination does not significantly impact customer acquisition of telecommunication companies in Nigeria.

Table 3: Model Summary[b] Showing the Impact of Inter-functional Coordination on Customer Acquisition

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.782[a]	.611	.601	3.034

a. Predictors (Constant), Inter-functional Coordination

Source: SPSS output from field data

A simple regression analysis was run to determine the impact of inter-functional coordination on customer acquisition of telecommunication companies in Nigeria. As shown in Table 3, inter-functional coordination has a strong and positive impact on customer acquisition. This is evident in the regression coefficient (R) of 0.782. Furthermore, the coefficients of determination (R Square and R Square Adjusted) are 0.611 and 0.601 respectively. This means that 61% or at least 60% of the changes in the criterion variable (customer acquisition) are attributable to the impact of the predictor variable (inter-functional coordination), whilst the remaining 39% to 40% changes are due to the impact of stochastic variables.

Table 4: ANOVA[a] Showing the Impact of Inter-functional Coordination on Customer Acquisition

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	564.212	1	564.212	61.309	.000[b]
	Residual	358.910	39	9.203		
	Total	923.122	40			

a. Dependent Variable: Customer Acquisition

b. Predictors (Constant), Inter-functional Coordination

Source: SPSS output from field data

As shown in Table 4, inter-functional coordination statistically, significantly predicts customer acquisition of telecommunication companies in Nigeria. This is indicated by the probability value of 0.000, which is less than the decision threshold of 0.05. Statistically, inter-functional coordination significantly predicts customer acquisition at $F(1, 39) = 61.309$, $p = 0.000 < 0.05$, $R^2 = 0.611$; R^2 Adjusted = 0.601. The results also showed that the regression model is a good fit for the data.

Table 5: Coefficients[a] Showing the Impact of Inter-functional Coordination on Customer Acquisition

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.936	2.588		.748	.459
	Inter-functional Coordination	.888	.113	.782	7.830	.000

a. Dependent Variable: Customer Acquisition

Source: SPSS output from field data

As shown in the regression model in Table 5, the unstandardized coefficients indicate how much the dependent variable – customer acquisition varies with the independent variable – inter-functional coordination. As shown in the Table, before the introduction of the predictor variable, customer acquisition stood at 1.936, but at the introduction of the predictor variable, there is an additional unit. Specifically, as shown in the Table, the intercept B_0 is 1.936, which is the predicted value of customer acquisition without the contributions of the predictor variable. That is, when inter-functional coordination is equal to zero, customer acquisition is 1.936. However, the slope B_1 is 0.888, indicating that 1 unit increase in inter-functional coordination will bring about 0.888 unit increase in customer acquisition.

In view of the results of the analysis, the researchers rejected the hypothesis which states that; inter-functional coordination does not significantly impact customer acquisition of telecommunication companies in Nigeria. Thus, the alternate hypothesis which was not stated explicitly was accepted.

Test of Hypothesis Two: Inter-functional coordination does not significantly impact market share of telecommunication companies in Nigeria.

Table 6: Model Summary[b] Showing the Impact of Inter-functional Coordination on Market Share

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.319[a]	.102	.079	4.740

a. Predictors (Constant), Inter-functional Coordination
Source: SPSS output from field data

A simple regression analysis was run to determine the impact of inter-functional coordination on market share of telecommunication companies in Nigeria. As shown in Table 3, inter-functional coordination has a weak but positive impact on market share. This is evident in the regression coefficient (R) of 0.319. Furthermore, the coefficients of determination (R Square and R Square Adjusted) are 0.102 and 0.079 respectively. This means that 10% or at least 8% of the changes in the criterion variable (market share) are attributable to the impact of the predictor variable (inter-functional coordination), whilst the remaining 90% to 92% changes are due to the impact of stochastic variables.

Table 7: ANOVA[a] Showing the Impact of Inter-functional Coordination on Market Share

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	99.243	1	99.243	4.417	.042[b]
	Residual	876.269	39	22.468		
	Total	975.512	40			

a. Dependent Variable: Market Share
b. Predictors (Constant), Inter-functional Coordination
Source: SPSS output from field data

As shown in Table 7, inter-functional coordination statistically, significantly predicts market share of telecommunication companies in Nigeria. This is indicated by the probability value of 0.042, which is less than the decision threshold of 0.05. Statistically, inter-functional coordination

significantly predicts market share at $F(1, 39) = 4.417$, $p = 0.042 < 0.05$, $R^2 = 0.102$; R^2 Adjusted = 0.079. The results also showed that the regression model is a good fit for the data.

Table 8: Coefficients[a] Showing the Impact of Inter-functional Coordination on Market Share

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	12.281	4.043		3.037	.004
	Inter-functional Coordination	.372	.177	.319	2.102	.042

a. Dependent Variable: Market Share

Source: SPSS output from field data

As shown in the regression model in Table 8, the unstandardized coefficients indicate how much the dependent variable – market share varies with the independent variable – inter-functional coordination. As shown in the Table, before the introduction of the predictor variable, market share stood at 12.281, but at the introduction of the predictor variable, there is an additional unit. Specifically, as shown in the Table, the intercept B_0 is 12.281, which is the predicted value of market share without the contributions of the predictor variable. That is, when inter-functional coordination is equal to zero, market share is 12.281. However, the slope B_1 is 0.372, indicating that 1 unit increase in inter-functional coordination will bring about 0.372 unit increase in market share.

In view of the results of the analysis, the researchers rejected the hypothesis which states that; inter-functional coordination does not significantly impact market share of telecommunication companies in Nigeria. Thus, the alternate hypothesis which was not stated explicitly was accepted.

Test of Hypothesis Three: Inter-functional coordination does not significantly impact sales growth of telecommunication companies in Nigeria.

Table 9: Model Summary[b] Showing the Impact of Inter-functional Coordination on Sales Growth

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.362[a]	.131	.109	3.876

a. Predictors (Constant), Inter-functional Coordination

Source: SPSS output from field data

A simple regression analysis was run to determine the impact of inter-functional coordination on sales growth of telecommunication companies in Nigeria. As shown in Table 9, inter-functional coordination has a weak but positive impact on sales growth. This is evident in the regression coefficient (R) of 0.362. Furthermore, the coefficients of determination (R Square and R Square Adjusted) are 0.131 and 0.109 respectively. This means that 13% or at least 10% of the changes in the criterion variable (sales growth) are attributable to the impact of the predictor variable (inter-functional coordination), whilst the remaining 87% to 90% changes are due to the impact of stochastic variables.

Table 10: ANOVA[a] Showing the Impact of Inter-functional Coordination on Sales Growth

Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	88.543	1	88.543	5.894	.020[b]
	Residual	585.847	39	15.022		
	Total	674.390	40			

a. Dependent Variable: Sales Growth

b. Predictors (Constant), Inter-functional Coordination

Source: SPSS output from field data

As shown in Table 10, inter-functional coordination statistically, significantly predicts sales growth of telecommunication companies in Nigeria. This is indicated by the probability value of 0.020, which is less than the decision threshold of 0.05. Statistically, inter-functional coordination significantly predicts sales growth at $F(1, 39) = 5.894$, $p = 0.020 < 0.05$, $R^2 = 0.131$; R^2 Adjusted = 0.109. The results also showed that the regression model is a good fit for the data.

Table 11: Coefficients[a] Showing the Impact of Inter-functional Coordination on Sales Growth

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	13.232	3.306		4.002	.000
	Inter-functional Coordination	.352	.145	.362	2.428	.020

a. Dependent Variable: Sales Growth

Source: SPSS output from field data

As shown in the regression model in Table 11, the unstandardized coefficients indicate how much the dependent variable – sales growth varies with the independent variable – inter-functional coordination. As shown in the Table, before the introduction of the predictor variable, sales growth stood at 13.232, but at the introduction of the predictor variable, there is an additional unit. Specifically, as shown in the Table, the intercept B_0 is 13.232, which is the predicted value of sales growth without the contributions of the predictor variable. That is, when inter-functional coordination is equal to zero, sales growth is 13.232. However, the slope B_1 is 0.352, indicating that 1 unit increase in inter-functional coordination will bring about 0.352 unit increase in sales growth.

In view of the results of the analysis, the researchers rejected the hypothesis which states that; inter-functional coordination does not significantly impact sales growth of telecommunication companies in Nigeria. Thus, the alternate hypothesis which was not stated explicitly was accepted.

DISCUSSION OF FINDINGS

Results of the analyses revealed that, inter-functional coordination has a strong impact on customer acquisition, weak but positive impacts on market share, and sales growth. Findings of this study affirmed the findings of previous studies examined. For instance, the findings are consistent with the findings of Bankole et al. (2020) who investigated the effects of marketing orientation on the performance of telecommunication firms in Ado-Ekiti, Nigeria, and found that inter-functional coordination significantly and positively influences the performance of telecommunication firms.

Again, the results aligned with the result of Eva (2018) that investigated inter-functional coordination and its influence on customer success in Czech Republic, and showed that the implementation of inter-functional coordination in a company has a positive relationship on the success of its customers. Our findings also agree with the findings of Sang et al. (2018) that

carried out an empirical study about the conditional effect of inter-functional coordination on the relationship between customer orientation and firm performance of manufacturing firms in Nairobi, Kenya, and confirmed that both customer orientation and inter functional coordination positively and significantly affect firm performance.

Our study also agrees with the study of Jovanov (2017) that conducted an investigation on "inter-functional coordination: importance of employee communication in marketing activities of entrepreneurial companies in a developing economy" of Macedonia, and found that, effective inter-functional coordination, facilitated by robust employee communication, was linked to improved marketing performance. This study also aligns with the study of Awwad and Agti (2011) who examined the impact of internal marketing on commercial banks' market orientation in Jordan, and found internal marketing to significantly enhance market orientation, leading to improved organizational performance.

Furthermore, our study also agrees with the study of Homburg and Jensen (2007) who carried out a study entitled "the thought worlds of marketing and sales: which differences make a difference?" The study investigated the impact of inter-functional coordination between marketing and sales on business performance in Germany, and found that greater alignment and coordination between marketing and sales functions lead to improved business performance. Based on the findings of previous studies which are in consort with findings of this study, it is reasonable to state that, inter-functional coordination brings about marketing performance in the context of telecommunication firms in Nigeria.

CONCLUSION

This study underscores the critical role of inter-functional coordination in enhancing the marketing performance of telecommunication companies in Nigeria. The findings reveal that seamless collaboration between departments such as marketing, sales, customer service, and operations is fundamental to achieving key business outcomes, including customer acquisition, market share expansion, and sales growth.

Customer acquisition is significantly improved when departments work together to deliver a consistent and customer-centric experience. Effective communication between marketing and customer service teams ensures that potential customers receive accurate information and swift responses, leading to higher conversion rates. Additionally, the synergy between product development and marketing enhances the alignment of service offerings with market demands, making the company's products more attractive to new customers.

Furthermore, market share expansion is facilitated through coordinated efforts that drive brand differentiation and customer loyalty. When functional units align their strategies, companies can implement innovative marketing campaigns, enhance service quality, and maintain a competitive edge. A well-integrated approach also enables firms to swiftly adapt to changing industry trends and customer preferences, positioning them as market leaders.

Sales growth is directly linked to efficient inter-functional collaboration, particularly between marketing and sales teams. A streamlined flow of information between these units ensures that sales representatives are equipped with accurate market insights, promotional strategies, and customer data, allowing them to close deals more effectively. Moreover, collaboration between finance and marketing departments optimizes resource allocation, ensuring that promotional activities yield maximum returns on investment.

Therefore this study concludes that, inter-functional coordination has a positive and significant impact on marketing performance telecommunication companies in Nigeria. Thus,

telecommunication companies in Nigeria must prioritize inter-functional coordination as a strategic imperative for improving marketing performance. By fostering cross-departmental communication, shared goals, and a customer-focused culture, these firms can achieve sustainable customer acquisition, increased market share, and continuous sales growth. Future research may further explore technological enablers, such as customer relationship management (CRM) systems and artificial intelligence, in facilitating seamless inter-functional collaboration within the sector.

RECOMMENDATIONS

Based on the findings of this study on the impact of inter-functional coordination on marketing performance in Nigerian telecommunication companies, the following recommendations are proposed to enhance customer acquisition, market share, and sales growth:

1. Strengthen Cross-Departmental Communication: Telecommunication companies should establish formal communication channels between marketing, sales, customer service, and operations teams to ensure seamless information flow. Regular inter-departmental meetings and strategy sessions should be held to align marketing efforts with customer insights and operational capabilities.

2. Adopt Technology-Driven Collaboration Tools: Telecom firms should invest in Customer Relationship Management (CRM) systems and Enterprise Resource Planning (ERP) tools to improve coordination across functions. Artificial Intelligence (AI) and data analytics should be leveraged to gain deeper insights into customer behavior and optimize marketing strategies.

3. Encourage a Culture of Collaboration: Organizations should foster a team-oriented work environment by encouraging employees to collaborate beyond their functional boundaries. Implementing cross-functional training programs can help employees understand the interdependencies between departments, improving teamwork and efficiency.

4. Align Marketing and Sales Strategies: Companies should integrate their marketing campaigns with sales goals to ensure a unified customer approach, improving lead conversion and revenue growth. The use of real-time sales performance data can help adjust marketing strategies dynamically to optimize customer targeting.

5. Improve Customer-Centric Decision-Making: Telecom firms should incorporate customer feedback mechanisms into their inter-functional processes to enhance service delivery and customer satisfaction. Product development, marketing, and customer service teams should collaborate on refining service offerings based on customer insights.

6. Optimize Resource Allocation and Budgeting: The finance and marketing departments should work together to ensure efficient allocation of marketing budgets toward high-impact strategies. Data-driven decision-making should guide investment in promotional campaigns, market expansion, and customer retention efforts.

7. Implement Performance Metrics for Inter-Functional Coordination: Companies should develop Key Performance Indicators (KPIs) that measure the effectiveness of inter-functional coordination on marketing outcomes. Metrics such as customer acquisition rate, market share growth, and sales revenue should be regularly tracked and analyzed.

By implementing these recommendations, Nigerian telecommunication companies can significantly improve their marketing performance, leading to greater customer acquisition, expanded market share, and higher sales growth. The study emphasizes the importance of breaking down

organizational silos, leveraging technology, and fostering a culture of teamwork to remain competitive in the evolving telecom industry.

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