

ANTI-CRISIS INNOVATION STRATEGY AND SUSTAINABLE MARKETING ORIENTATION OF OIL AND GAS FIRMS OPERATING IN PORT HARCOURT.**Dr. Hart, Emilia Tamunoipirisa****hart.tamunoipirisa@rsu.edu.ng****Department of Marketing, faculty of administration and management****Rivers State University****And****Dr. Nne Kenneth-Adiele****nne.kenneth-adielle@ust.edu.ng****Department of Marketing****Faculty of administration and management****Rivers State University****ABSTRACT**

This study empirically examined the relationship between anti-crisis innovation strategy and sustainable marketing orientation of oil and gas firms in Port Harcourt. Anti-crisis innovation strategy was seen from defensiveness, aggressive, futurity, riskiness and proactiveness as a predictor variable to sustainable marketing orientation in terms of strategic integration, ethical capabilities, and social engagement. Cross sectional survey research design with correlational style to study a population of twenty-four oil and gas companies operating in Port Harcourt metropolises. The entire population was adopted as sample size for the study using census sampling technique with four managerial staff each making ninety-six (96) managerial staff as respondents for the study. Ninety-six (96) copies of questionnaire were produced and distributed, out of which ninety-two (92) copies were used for the study. Pearson product moment correlation was used to test the relationship between anti-crisis innovation strategy and sustainable marketing orientation of oil and gas companies in Port Harcourt. The findings revealed different degree of positive relationship between anti-crisis innovation strategy and sustainable marketing orientation. Based on the findings, the study concluded that anti-crisis innovation strategy is vital to building sustainable marketing orientation. We recommend based on the conclusion that managers within the oil and gas companies should consider the strategic role of anti-crisis innovation strategy in their pursuit of sustainable marketing orientation.

Keyword: Anti-crisis innovation, sustainable marketing orientation, ethical capability, strategic integration, social engagement

INTRODUCTION

The oil and gas sector occupies a central position in the global energy landscape and is especially critical to the economic fortunes of hydrocarbon rich regions such as Port Harcourt in Nigeria. This sector operates in an environment characterized by volatility, geopolitical disturbance, fluctuating commodity prices, environmental scrutiny and increasing stakeholder demand for sustainability. With this type of environment, firms must not pursue profitability, rather they should include resilience and sustainability in their strategic posture. These strategic actions are pivotal in enabling organisational adaptation and long term viability such as anti-crisis innovation strategy and sustainable marketing orientation. Anti-crisis innovation strategy is defined as the deliberate and systemic deployment of innovation processes that includes product, process, business models and organizational innovation. That act as responses to environmental disruption and crisis. Rather than viewing innovation as mere mechanism for competitive advantage in stable environments, anti-crisis innovation positions innovation as a survival and adaptation mechanism that allows firms to sense threats, seize opportunities and configure resources under turbulent circumstances (Teece, 2007; Archibugi, Filippetti & Frenz, 2013). In the concern sector, crisis ranges from macroeconomic

recessions and marketing breakdown to regulatory shocks to the collapse of oil prices, all of which demand rapid and strategic innovative responses to ensure operational continuity and market relevance.

Sustainability marketing orientation is the extent to which firms systematically integrate sustainability principles into its market intelligence generation, strategic decision making and value delivery processes in order to create long term economic, environmental and social value for different stakeholders. It emphasizes a deep understanding of stakeholder needs that entails environmental stewardship and social accountability in product development, communication, pricing, distribution and customer relationship management. Sustainable marketing orientation is anchored in creating long term value by balancing economic goals with environmental and social expectations (Belz & Peattie, 2009). Sustainable marketing orientation is particularly significant because the oil and gas exploration and production activities have historically generated environmental degradation, oil spills, gas flaring, and socio-economic tensions with host communities. responsible branding, community engagement, environmental restoration initiatives and the alignment of corporate social responsibility programs with genuine community needs. It requires oil and gas firms not to manage relationships with multiple stakeholders not excluding regulators, host communities, environmental advocacy groups and international partners.

The crisis in this sector often exposes weakness of sustainability practices as any firm that applies a strong sustainable marketing orientation is more likely to detect early warning signals from stakeholders, thereby enhancing their sensing capability (.....). This strengthens firm's capacity to design innovative responses before crisis escalates. Conversely, anti-crisis innovation strategy is a tool through which sustainability commitment can be actualized. The relationship between anti-crisis innovation strategy and sustainable marketing orientation is inherently synergistic, noting that crisis often catalyzes shifts in consumer, regulatory and societal expectations towards sustainability. Again, firms that integrate sustainability into their marketing orientation are better equipped to interpret evolving stakeholder signals, which enables their vigilance and responsiveness when crisis occurs (Duchek, 2020). This enhanced environmental sensing skill allows firms for anti-crisis innovation as it aligns innovation efforts with sustainability. Again, sustainable marketing orientation provides a strategic framework for aligning innovation with long term stakeholder values rather than short term crisis reaction. Scholars revealed that firms that adopt sustainability oriented marketing are more likely to pursue innovations that create shared value. That is innovation that not only protects the firm from the harm of crisis but addresses ecological and social challenges (Kotler, 2011; Peattie & Crane, 2005)

Despite the relationship that exists between anti-crisis innovation strategy and sustainable marketing orientation, in the oil and gas industry particularly in port Harcourt, there seem to be little findings as relates to the study. The region's unique socio-economic milieu, shaped by oil-induced environmental influence, activism, regulatory evolution and fluctuating global oil markets has made it an ideal empirical setting for exploring how innovation and sustainability driven marketing intersect during crisis happenings.

Theoretical Foundation

This study is underpinned with dynamic capability theory developed by Teece in collaboration with Pisano and Shuen in 1997. The theory was first formally used in 1997 in a seminal work titled 'Dynamic capabilities and strategic management' and was later refined in 2007 by Teece in another work titled 'Explicating dynamic capabilities: the nature and micro foundations of sustainable enterprise performance' (Helfat, Finkelstein, Mitchell, Peteraf, Singh, Teece & Winter, 2007). This theory emerged as an extension and critique of resource-based view theory, which was considered too static to explain competitive advantage in rapidly changing environment as it posits that firms achieve sustainable performance not merely through valuable resources but their ability to integrate, build and reconfigure internal and external competences in response to environmental turbulence (Teece, Pisano & Shuen, 1997). Teece (2007) conceptualized dynamic capability theory via sensing

opportunities and threat, seizing opportunities through strategic investments and innovation, and reconfiguring organizational assets and structure to maintain alignment with environmental changes. This theory emphasizes that in volatile and crisis-prone environment, competitive advantage is temporary unless firms continuously adapt and renew themselves. Through sensing, firms scan technological, market, regulatory and stakeholder environment; firms can also seize by mobilizing resources to exploit identified opportunities as well as reconfigure through transforming their operational and strategic structures to remain relevant.

This theory has attracted criticism from scholars such as Eisenhardt and Martin (2000) who argued that the theory is conceptually broad and difficult to operationalize empirically while Winter questions the distinction between ordinary capabilities and truly dynamic ones. Other critics posit that the theory at other times underemphasizes institutional and environmental constraints. Nonetheless, subsequent refinement and empirical applications have strengthened its position as one of the most impactful frameworks for explaining innovation, adaptation, and resilience in turbulent environments (Winter, 2003). Dynamic capability theory is relevant in understanding the relationship between anti-crisis innovation strategy and sustainable marketing orientation specifically in the oil and gas firms operating in volatile regions. Anti-crisis innovation strategy represents the practical deployment of sensing, seizing and reconfiguring activities in response to environmental shocks such as oil price fluctuations, environmental incidents, regulatory sanctions and community unrest. Sustainable marketing orientation, which integrates environmental responsibility, stakeholder engagement, and long-term value creation into marketing philosophy, equally depends on dynamic capabilities to continuously interpret stakeholder expectations and realign marketing strategies accordingly. However, dynamic capabilities provide the underlying mechanism that links crisis-driven innovation with sustainability-oriented marketing behaviour. Firms with strong dynamic capabilities are better positioned to innovate under crisis conditions while simultaneously embedding sustainability into their strategic and marketing processes, thereby enhancing resilience, legitimacy and long-term performance.

Concept of Anti-Crisis Innovation Strategy

Anti-crisis innovation strategy is a deliberate approach where firms rethink products, processes, business models and markets to survive, stabilize and even grow during periods of economic, social, technological or organizational crisis. Damanpour (2017) described anti-crisis innovation strategy as a plan to forestall impending crisis, maintain and improve performance in the face of crisis through proactive means using organizations' internal resources. This implies that an effective anti-crisis innovation strategy needs to correctly inform which activity to execute in order to achieve the most performance. An anti-crisis innovation strategy according to Karabulut (2015), consists of the mission, vision, goals and strategies of the firm. Innovative firms invest in research and development to achieve significant performance in their competitive environment. Adiguziel and Celtekliligil (2019) categorized anti-crisis innovation strategy into aggressiveness, defensiveness, futurity, analysis, proactiveness and riskiness.

Aggressive innovation type of strategy is that plan of action that gives firm an attribute of leadership in the market, ensuring resources, investment, innovativeness and, research and development point out to aggressiveness of a firm. Analysis shows the ability of the firm conducting SWOT analysis in implementing innovation strategy for competitiveness. Defensiveness innovation strategy type shows innovative firms that try protecting their market positions in the market space (Damanpour, 2017). Futurity is concern with long-term plan of action in making innovation successful. Proactive type of innovation strategy shows firms seizing initiative towards market opportunities. Being innovative is a risky choice for a firm to succeed.

Sustainable marketing orientation

The issue of long-term wellbeing has become vitally topical among today's scholars and researchers especially as the business environment is experiencing more intense competition all over the world.

According to Lagoarde-Sergot (2015), sustainability suggests maintaining the well-being of an entity over a long period of time, perhaps even an indefinite period. Moreover, defining and establishing sustainable marketing orientation in a globalized state is becoming a challenge for sectors of an organization (Lim, 2016; Kemper & Ballantine 2019). Hence, the constant confrontation of crisis for instance the COVID-19 Pandemic that rocks business operations on a daily basis has shaped technology development, the society and environment within which business operations takes place. Marketing orientation according to Na, Kang and Jeong (2019) is the practice of a firm to ascertain and understand present and potential consumers' needs, providing superior value for consumers, while keeping in mind the desire for profitability.

Kumar (2018) describes marketing as an orientation that adapts itself to developments and revamp approaches in achieving its set objectives. Sustainable marketing is a process that manages the development of offerings, pricing, promotion, and distribution of the offerings to meet customer needs, organizational goals and be well-suited with ecosystems (Lim, 2016). Sustainable marketing orientation according Yang, Kyung and Juran (2014) concerns the way with which organisations employs marketing methods in harmonizing its long term development goals, attract new customers and retain existing customer, make contribution to the society with regards to environmental, economic and social factors. Grubor and Milovanov (2017) revealed that organisations that embraces sustainable marketing orientation are open to universal business transformation due to numerous demand engagement that comes from stakeholders without compromising consumer's future expectations. Sustainable marketing orientation is a marketing approach that meets the needs of present generations without compromising the ability of future generations to meet their own needs.

Sustainable marketing oriented organisation focuses on the use of resources to create efficient and effective comparative advantages as well as deliver values that arises from the relationship between stakeholders and the organisations (Lucic, 2020). Hussain et al. (2016) assert that sustainability in marketing oriented organisation creates economic value that contributes positively to the society by generating sustainable reports that balance financial, environmental, and social performance to measure marketing success. Epstein and Buhovac (2014) affirms that sustainable marketing oriented organisation requires strategy that will enable them achieve the three dimensional objective that is imbedded in their nature specifically with respect to operationalization. Howbeit, the formulation of goals is illogical, specifically when crisis occurs in the business operating environment thereby hampering set objectives (Oprea, Onofrei, Lupu, Vintila & Paraschiv 2020). Sustainable marketing orientation is required by firms to create and handle diverse stakeholders' relationship with which the present and potential consumer, environment, distributors, competitors are seen as vital elements of business operation. Howbeit, Jia, Chowdhury, Prayag and Chowdhury (2020) posit that a rising share of companies should recognize the value of looking at the business strategy from a broader perspective that favours integration of sustainability into the organization's culture (norms and beliefs).

Ideally, the concept of sustainable marketing orientation relates with the collection of environmental, social and economic orientation, that integrates to reinforce credibility and legitimacy with all stakeholders involve with marketing activities in business operation. This concept is vital to organisation as it enable creating long term marketing actions that results in higher value offerings, successful consumer satisfaction, loyal customers and allows organisation time to establish business without deteriorating to trends. This implies that organisation that applies sustainable marketing orientation moves beyond transactional consumption whether it be goods driven or service driven organisation.

Measures of Sustainable Marketing Orientation

Sustainable marketing orientation combines market orientation with sustainable development concept as an opportunity to maximise profit. Though the concept of sustainability is driven by three solid pillars in lexicon of marketing, sustainable marketing orientation has many shortcomings if

developed and implemented within the division of three pillars. In order to break through from that approach, it is necessary to identify the external and internal drivers of sustainability (Schrettle, Hinz, Scherrer-Rathje & Friedli, 2014). The external drivers of sustainability include legal necessity, pressure from the society, culture of the society as well as the market; internal sustainability drivers comprise companies culture, strategy and resources. The concept of sustainable marketing orientation represents the means with which marketing approaches are socially responsible in developing underlying triggers for sustainable actions that are internally driven and as well create unique resources for the organisation. Building on the presented theoretical foundations, sustainable marketing orientation is measure with strategic integration, societal engagement and ethical capabilities (Lucic, 2020).

Strategic integration

Integration is an approach used in marketing to deliver an all-inclusive communication across marketing channels that consumes an organisations offering. Scholars and researchers have argued that integration of strategies help solve dynamic issues confronting organisation, ensures equal reflexion of resources in setting goals and measure the capabilities of marketing operations in both small and huge organisations (Gautam, 2015; Crittenden, Crittenden, Ferrell, Ferrell, & Pinney, 2011). Sustainable marketing orientation contributes rather than subordinate to strategic decision. MBA Skool Team (2016) define strategic integration as the combination of business component into a single combined and centralized unit that extract more benefit to all stakeholders in a business operation. This implies that the use of strategic integration by firms improves marketing performance of organisations in a constant dynamic environment. However, since business environment is in a constant turbulence and consumer needs are not static, Chanda and Shen (2009) assert that the changing business environment needs to continually review and adjust its marketing orientation to achieve firms long term objective.

Strategic integration measures sustainable marketing orientation by combining the elements of sustainability into marketing approaches via the development of economic, social and environment concern as well as shifting attention away from sole satisfaction of consumers present needs and profitability (Dyllick & Hockerts 2005). According to Fraj, Martínez & Matute (2011) the success and survival of organisations recognizes the essentiality in integrating sustainability of marketing orientation into the business culture. However, strategic integration is an approach that concerns configuring sustainability culture into an organisations- in this respect, the entire organisation practice marketing that satisfies present and potential customer as well is responsible socially to all stakeholders not overlooking the operating environment. Wirtenberg, Harmon, Russell and Fairfield (2007) view Sustainability as a necessary element that has to be integrated into industry value system to ensure a sustainable marketing success in this troubled time.

According to Schrettle, Hinz, Scherrer-Rathje and Friedli (2014) organisation use or put together diverse strategy to achieve business goals of transitions and unpredictable challenges which are likely to occur in a crisis situation in business environment. They further asserted that strategic integration expresses true incorporation of sustainable values and ethics into the organisations practices that will help organisations perform better than competitors. In a bid to classify Ionescu (2011) grouped strategic integration into two types namely internal strategic integration and external strategic integration. Internal strategic integration is an approach employ by organisations to achieve co-operation by grouping the internal processes such as advertising, accounting, supply chain, sales, procurement, human resources etc to attain marketing objective and not leaving marketing activity to just the marketing department. External strategic integration on the other hand simply requires the combination of functional processes that influences external stakeholders such as suppliers, distributors, creditors, agent, customers. Also, Eccles, Ioannou and Serafeim (2014) assert that to impact on performance and organisational process, a sustainable marketing orientation need be implemented effectively in all organisations system to enable a better movement of its internal and external stakeholders in realizing its objectives in the long term period.

Understanding Nwokah (2008), marketing orientation requires strategic integration to increase collaboration among units in an organisation, reduces marketing operational time to market, enhances resources and reduces cost of the entire activities of an organisation. Again, Eccles, Ioannou and Serafeim (2014) argued that for organisation to get it right and still remain in business using sustainable marketing orientation, it must start by analysing its current mission, objectives, and values that impacts on the interest of all stakeholders of the organisation. This means that the current mission should be able to identify current strategies that will define the organisations approach to resource effectiveness, the value through cultural practises of the organisation and the organisational objectives elucidating what it desires to achieve (consumer satisfaction, loyalty, trust, profitability, innovation, financial sustainability, increase market share). Huber and Hirsch (2017) posit that the drawback of strategic integration on sustainable marketing orientation is on the degree to which sustainability principles combines with marketing actions in solving separate, individual strategic issue confronting business in this contemporary era. Lucic, (2020) stressed the importance of understanding strategic integration to sustainable marketing orientation to be beyond acclaimed global marketing standards of customer satisfaction, loyalty, profit creation as measure of marketing performance but that attention should be paid towards environment and the society with marketing approaches.

Societal Engagement

In this contemporary times, researchers and scholars are becoming thoughtful about the movement of work carried out in private, governmental or civil societal sectors (Lubberink, Vincent, Johan & Onno, 2017.; Fisher, 2019; Van de Poel et al. 2020). Engagement at different times has been explained to mean different things within the view of rational sociologist. Donati (2013) describes engagement as a co-determination between agency and social structure. This implies that engagement is lived out and acted out within a relationship yet it is not a situation that relates with the interaction of psychological and cultural value in individuals but is a social bond. The Modern understanding of engagement in individual or collective terms reflects a shift from just customer satisfaction and profitability to stakeholder involvement in marketing activities in the society known as societal engagement (Bauer, Bogner & Fuchs, 2021). Steen and Nauta (2020) define societal engagement as association of various social players in the innovation process of an organisation. Von Schomberg (2013) describes social players and innovation processes as an enabler that organize a translucent and interactive process for an organisation to conjointly approach all parties involve with acceptable, sustainable and societal desire of the marketable offerings or products. Societal engagement as a measure of sustainable marketing orientation is a comprehensive concern for stakeholder's commitment more than consumers interest. Societal engagement according to Carrier and Gartzlaff (2019) advocate for openness in partnership with the aim of organizing innovation both for the organisation, consumers, suppliers, partners, environment and society at large. Similarly, Teunis, and Blok (2019) highlights societal engagement as a practical development of strategies that are beneficial to both organisations and their stakeholders.

Earlier on, Morgan, and Hited (1994) cited in Luc'ic (2020) assert that marketing activities that are geared towards the creation, development and maintenance of successful exchanges considers stakeholder dealings as more an aspect of sustainability. Stirling (2008) view social engagement as a product of three types of motivations which includes normative motivation, instrumental motivation and substantive motivation. Normative motivation is concerned with the reason why an even or happenings should take place specifically because there is a norm, principles and code that prescribe the existence of all happenings in a society. Instrumental motivation encourages trust, build a positive reputation and support learning in a society while substantive motivation is directed towards desirable goals like as the quality of the environmental quality and human welfare. Also, Arnaldi and Neresini (2019) assert that for engagement to achieve its potential within marketing orientation, strategic actions are needed to drive sustainable marketing orientation like setting strategies that will respond and prevent unforeseen circumstances. An organisations marketing

orientation should be ethically acceptable, sustainable, socially desirable, environmentally beneficial, socially relevant, solution driven and oriented and sustainability focused for it to emphasis sustainable marketing orientation (Wickson & Carew, 2014).

Ethical capabilities

Every individual, organisation, sector has its own principles on which it is founded and its refer to as ethics. The concept of ethics is developed to be organised, protecting and recommended way of behaviour that depicts what is right and wrong in individual and organisational setting (Dincer & Dincer, 2014). Ferrell (2005) describe ethics in marketing as any standard rule and principle that oversees organisational conduct and marketing decision penalties. Singer (2000) define ethics as values that seek to resolve human morality. This implies that ethics is an extrinsic rules set to guide both individual and organisational existence. Weinstein (2016) describe ethics as a process in decision making that defines right and wrong, which from time to time measures contra interest and value. However, marketing as a live wire of a business is concern with the satisfaction of stakeholders need and the sustainability of the business.

Marketing according to American marketing association (2013) is an action, set of institution and process for creating, communicating, delivering and exchanging offerings that have values with customers, clients and society at large. The definition explains that marketing creates meaningful relationship that is beneficial to all stakeholders in a business and business stakeholders are in multiples which comprise of both internal and external stakeholders. The multiple stakeholders take into consideration the entire society that requires a sustainable marketing orientation for its survival and marketing performance. Sustainable marketing ethic in a nutshell includes implementing appropriate marketing policies and practices with regards to the triple bottom line factors of sustainability- economic, social and environment.

Organisations capability in ethical implementation is a measure to sustainable marketing orientation. Ethical capabilities explore what it means for stakeholders to live well. According to Schrettle, Hinz, Scherrer-Rathje and Friedli (2014), different organisations have different ethical capability that is dynamic and particular to it routine and practice at different stages of its operational process in the environment. Vorhies and Morgan (2005) assert that organisations with principles of sustainability is expected to employ actions that include marketing activities of innovative product development, pricing, market intelligence, communication and not unreachable success stories. However, the approach of sustainability in the marketing orientation of services industries neglects a much broader concept of morality in its actions. Emphasizing marketing position on sustainability, the capabilities of the organisation in terms of marketing need be analysed via environmental and social ethics of standard marketing activities (Belz & Peattie, 2009).

Furthermore, Lim (2016) avers that ethical capabilities in marketing shows the pattern with which marketing action defines morality and are concern with achieving the right and the good within the element of sustainability-economic, social and environment. Song, Nason, Benedetto & Anthony (2008) affirms that the practice of sustainable marketing orientation requires organisation to align its offerings (goods and services), pricing, promotion (communication) and distribution activities with the highest standards of sustainability ethics. In this respect, Mariadoss, Tansuhaj and Mouri (2011) stressed that marketing capabilities in the area of innovation process, knowledge of present and potential customers, image development, pricing, promotion in the area of communication, distribution and relationship building are necessary elements of ethical capabilities in sustainable marketing orientation.

Anti-Crisis Innovation Strategy and Sustainable Marketing Orientation

Innovation is seen universally as a key driver for long term success of firms in this contemporary competitive market as organisation's globally are imbibing the practice into their system to achieve business success. Anti-crisis innovation strategy is a deliberate set of innovation actions undertaken by firms to adapt to, survive through and emerge stronger from crisis situation (Azubuike & Carl,

2020). Yusheng and Ibrahim (2020) conducted an empirical study on the exploration of the effect of innovation adoption on performance of banks in Ghana with 450 respondents that comprises of bank employees and customers in Kumasi metropolitan area. The study used an exploratory factor analysis, confirmatory factor analysis and structural equation model of Smart partial least square version 3. Found innovation dimension of product, process and marketing innovation contributes to bank innovation. Again, from the findings, it was revealed that a direct positive and significant relationship existed between innovation dimensions and bank performance. Thus, Obeng and Boachie (2018) in their study of the effect of IT technology innovation on productivity of bank employees avers that an appropriate innovation strategy can enhance firm performance and as well satisfy customer's needs.

Grasmik (2019) empirically examined innovation active company's performance: does it possess greater stability in economic crisis of companies in Russia. Companies in this research cut across middle high-technology or middle low technology like engineering, chemical, production of plastics, metal and non-metal mineral products. Data were collected from a sample of 227 companies via a database of enterprise and organisations FIRA-PRO and analysed with regression after pair-wising companies according to same size and industry. The outcome of the analysis showed that economic crisis impacts negatively on firm's performance. Economic crisis impacts on innovative active firms harder than it does on non-innovative firms. Innovative firms relate positively to economic crisis in short term period but perform worse in long term. Thus it was further stated that regional knowledge misuse and knowledge survey capacities do not influence significantly firm performance thought it competence impacts on regional innovation system that reveals significant and positive effect.

Adiguzel and Celtikligil (2019) investigated the analysis of the effect of innovation strategy and technological turbulence on competitive capabilities and organizational innovativeness in technology firms. The study adopted Pearson product moment correlation to determine the direction and relationship level between competitive capabilities and organisational innovativeness, found a perfect positive relationships existing between both variables at coefficient of 1.00. Sobel test and regression analysis were used to analyse the relationship between technological turbulence and innovation strategy effect on both the dependent and independent variable with a population of 19 companies located at the industrial area of turkey and 344 white collar employees. The empirical results support all hypotheses and show that technological fluctuations are perceived correctly by firms and they are fed by technological developments in the sector. Akman and Yilmaz, (2018) examined the relation among market orientation, innovation strategy, innovative capability and innovation success in small and medium-sized business in developing countries. Using regression, found a positive relationship among the variables. Also, practical research was carried out in the Turkish software industry and customer orientation component of market orientation influences the innovative capability of the firms.

Kamboj and Rahman (2017) examine the association between market orientation, marketing capabilities and sustainable innovation: The mediating role of sustainable consumption and competitive advantage in service firms in India metropolis. The study employed Pearson product moment correlation and found market orientation to have a positive influence on marketing capabilities such as product development, communication, channel linking and pricing. Secondly, the study found with exception a positive association between marketing capabilities and sustainable innovation. The exceptions were communication capability on technical innovation and channel linking capability on non-technical innovation. Furthermore, marketing capabilities was found to fully mediate market orientation to performance link while the relationship between sustainable innovation and competitive advantage was partially mediated by sustainable consumption also Competitive advantage mediate marketing capabilities to performance relationships.

Ausloos, Bartolacci, Castellano and Cerqueti (2017) empirically examined how innovative activities of companies implemented before crisis and their performance measured at the time of crisis listed in the STAR market segment of the Italian stock exchange. The study analysed and compared data via statistical techniques of cluster analysis based on Voronoi tessellation was used to centroid the

framework of the study and the study found performance behaviour of the companies is not univocal when they innovate. Karabulat (2015) investigated the effects of innovation strategy on firm performance: A study conducted on manufacturing firms in Turkey. Using multiple regression to analyse the influence of innovation strategy on firm performance and found innovative strategy (aggressiveness, proactiveness, riskiness, defensiveness and futurity) to have a positive impact on financial performance, customer performance, internal process performance, and learning and growth performance. Though futurity has a negative impact on customer performance which he argued might be due to the sample size. He further stated that the innovation strategy explains financial performance more than other dimensions of firm performance and concluded that the innovation strategy of Turkish manufacturing firms leads in improvement of financial performance, customer performance, internal business process performance, learning and growth performance.

- H₀₁** There is no significant relationship between anti-crisis innovation strategy and strategic integration.
- H₀₂** There is no significant relationship between anti-crisis innovation strategy and societal engagement.
- H₀₃** There is no significant relationship between anti-crisis innovation strategy and ethical capabilities.

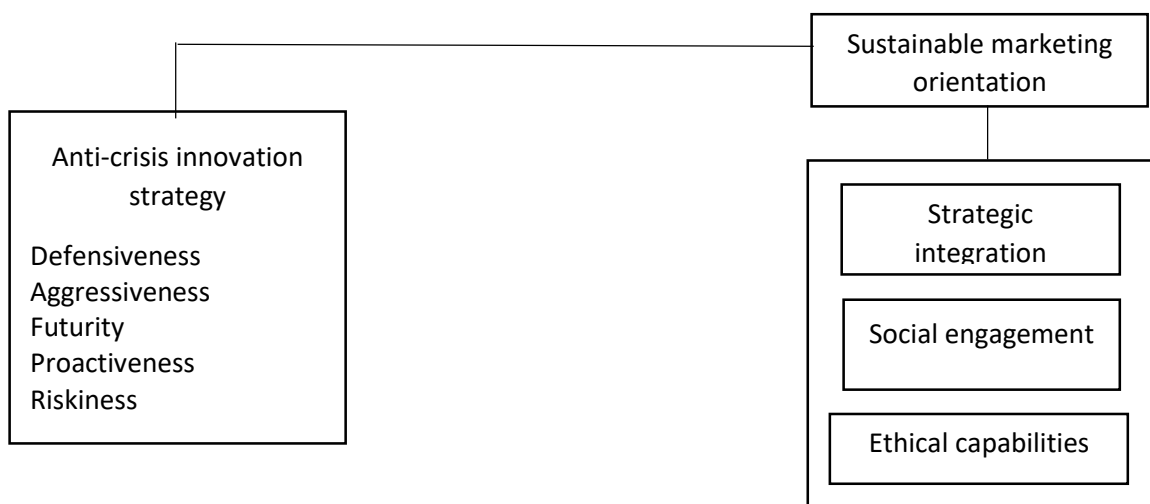


Figure1: The relationship between anti-crisis innovation strategy and sustainable marketing orientation of oil and gas companies in Port Harcourt.

Methodology

This study on the relationship between anti-crisis innovation strategy and sustainable marketing orientation of oil and gas. The study adopted a cross sectional research design with correlational style of examination in a non-contrived setting to study a population of twenty-four oil and gas companies operating in Port Harcourt metropolises. The entire population was adopted as sample size for the study using census sampling technique. Four managerial staff each of the twenty-four operating oil and gas companies making it ninety-six (96) managerial staff as respondents for the study. Ninety-six (96) copies of questionnaire were produced and distributed, ninety-four (94) copies were retrieved, out of which two (2) copies were deemed spoiled and ninety-two (92) copies were used for the study. Pearson product moment correlation was used to test the relationship between anti-crisis innovation strategy and sustainable marketing orientation of oil and gas companies in Port Harcourt using statistical package for social sciences version 24.0

Test of Hypothesis One

Ho₁: There is no significant relationship between anti-crisis innovation strategy and strategic integration

Table 1: Correlations Analysis on the Relationship between ant crisis innovation Strategy and strategic integration

		Anti-crisis Innovation Strategy	Strategic integration
Anti-crisis innovation Strategy	Pearson Correlation	1	.676**
	Sig. (2-tailed)		.000
	N	92	92
Strategic integration	Pearson Correlation	.676**	1
	Sig. (2-tailed)	.000	
	N	92	92

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS output, 2022.

Table 1 shows that Pearson product moment Correlation was used to assess the relationship between anti-crisis innovation strategy and strategic integration using a sample of 92 operating managers of the oil and gas companies' firms that comprises operation managers, marketing managers, liaison managers and security managers as respondents. The strength and relationship between the variables are indicated by the Pearson product moment correlation coefficient (r) which is 0.676** this means there is a strong and positive relationship between anti-crisis innovation strategy and strategic integration. More so, significance of the relationship is shown by the probability value which is 0.000 less than the threshold of 0.05 indicating that the relationship between the variables is statistically significant. In other words, there is a strong, positive and statistically significant relationship between anti-crisis innovation strategy and strategic integration ($r = 0.676^{**}$, $N = 92$, $p = 0.000 < 0.05$). In view of this result, we reject the null hypothesis which states that there is no significant relationship between anti-crisis innovation strategy and strategic integration of oil and gas companies in Port Harcourt. Therefore, we have accepted that there is a significant relationship between anti-crisis innovation strategy and strategic integration of oil and gas companies in Port Harcourt

Test of Hypothesis Two

Ho₂: There is no significant relationship between anti-crisis innovation strategy and societal engagement

Table 2: Correlations Analysis on the Relationship between Anti-Crisis Innovation Strategy and Societal Engagement

		Anti-crisis Innovation Strategy	Societal Engagement
Anti-crisis Innovation Strategy	Pearson Correlation	1	.843**
	Sig. (2-tailed)		.000
	N	92	92
Societal Engagement	Pearson Correlation	.843**	1
	Sig. (2-tailed)	.000	
	N	92	92

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output, 2022

Table 2 shows that Pearson product moment Correlation was used to assess the relationship between anti-crisis innovation strategy and societal engagement using a sample of 92 operating oil and gas managers that comprises operation managers, marketing managers, liaison managers and

security managers as respondents. The strength and relationship between the variables are indicated by the Pearson product moment correlation coefficient (r) which is 0.843** this means there is a very strong and positive relationship between anti-crisis innovation strategy and societal engagement. More so, significance of the relationship is shown by the probability value which is 0.000 less than the threshold of 0.05 indicating that the relationship between the variables is statistically significant. Hence, there is a very strong, positive and statistically significant relationship between anti-crisis innovation strategy and societal engagement ($r = 0.843$, $N = 92$, $p = 0.000 < 0.05$). In view of this result, we reject the null hypothesis which states that there is no significant relationship between anti-crisis innovation strategy and societal engagement of oil and gas companies. Therefore, we have accepted that there is a significant relationship between anti-crisis innovation strategy and societal engagement of oil and gas companies in Port Harcourt.

Test of Hypothesis Three

Ho₃: There is no significant relationship between anti-crisis innovation strategy and ethical capabilities

Table 3: Correlations Analysis on the Relationship between anti-crisis Innovation Strategy and ethical capabilities

		Anti-Crisis Innovation Strategy	Ethical Capabilities
Anti-crisis Innovation Strategy	Pearson Correlation	1	.813**
	Sig. (2-tailed)		.000
	N	92	92
Ethical Capabilities	Pearson Correlation	.813**	1
	Sig. (2-tailed)	.000	
	N	92	92

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output, 2022

The SPSS output on Table 3 shows that Pearson product moment Correlation was used to assess the relationship between anti-crisis innovation strategy and Ethical Capabilities using a sample of 92 operating oil and gas managers that comprises operation managers, marketing managers, liaison managers and security managers as respondents. The strength and relationship between the variables are indicated by the Pearson product moment correlation coefficient (r) which is 0.813** this means there is a very strong and positive relationship between anti-crisis innovation strategy and Ethical Capabilities. More so, significance of the relationship is shown by the probability value which is 0.000 less than the threshold of 0.05 indicating that the relationship between the variables is statistically significant thus, there is a very strong, positive and statistically significant relationship between anti-crisis innovation strategy and Ethical Capabilities ($r = 0.813^{**}$, $N = 92$, $p = 0.000 < 0.05$). In view of this result, we reject the null hypothesis which states that there is no significant relationship between anti-crisis innovation strategy and Ethical Capabilities of oil and gas companies. Therefore, we have accepted that there is a significant relationship between anti-crisis innovation strategy and Ethical Capabilities of oil and gas companies in Port Harcourt.

DISCUSSION OF FINDINGS

The result from the SPSS output showed the relationship between anti-crisis innovation strategy and the measures of sustainable marketing orientation (strategic integration, societal engagement and ethical capabilities) of oil and gas companies indicated a strong positive, very strong positive and a very strong positive with all statistically significant relationship. This relationship is evident in the Pearson product moment correlation and a probability value ($r = 0.676$; 0.843 ; 0.813 ; $p = 0.000 < 0.05$). Based on this result, we reject the null hypothesis one, two and three that states there is no significant relationship between anti-crisis innovation strategy and sustainable marketing orientation (strategic integration, societal engagement and ethical capabilities) of oil and gas

companies and accept an alternate hypothesis that states there is a significant relationship between anti-crisis innovation strategy and the measures of sustainable marketing orientation of oil and gas companies in Port Harcourt. These study findings unveiled that anti-crisis innovation strategy used before, during and after any unexpected happenings that rocked business stability achieved superior performance both socially, economical and environmentally.

The result of the findings is in agreement with the findings of other study, particularly with the study conducted by Yusheng and Ibrahim (2020) who conducted the exploration of the effect of innovation adoption on performance of banks in Ghana and found that innovation dimension of product, process and marketing innovation significantly contribute to bank performance. Grasmik (2019) examined the stability of innovation active company's performance in economic crisis in Russia. The outcome of the analysis showed that innovative firms relate positively to economic crisis in the short run but have a negative influence on firm performance in the long run. Celtikligil and Adiguzel (2019) supported our result with the outcome of their investigation on the effect of innovation strategy and technological turbulence on competitive capabilities and organizational innovativeness in technology firms, which found a perfect positive relationship between all variables at coefficient of 1.00. Akman and Yilmaz, (2018) analysed the relationship among market orientation, innovation strategy, innovative capability and innovation success in small and medium-sized business in developing countries. Findings depict positive relationship among all the variables.

This study is validated by the findings of Kamboj and Rahman (2017) who examined the association between market orientation, marketing capabilities and sustainable innovation and the mediating role of sustainable consumption and competitive advantage in service firms in India metropolis. The outcome of the findings revealed a positive influence of market orientation on marketing capabilities and a positive association between marketing capabilities and sustainable innovation. Marketing capabilities was found to fully mediate market orientation to performance link as well, the relationship between sustainable innovation and competitive advantage was partially mediated by sustainable consumption. And it's in contrast with the findings of Ausloos et al., (2017) that empirically examined how innovative activities of companies implemented before crisis and their performance measured at the time of crisis listed in the STAR market segment of the Italian stock exchange. the study found performance behaviour of the companies not univocal when they innovate. Karabulat (2015) sought to find out the effects of innovation strategy on firm performance in Turkey manufacturing firms. The result findings showed a mixed result- positive impact of innovative strategy (aggressiveness, proactiveness, riskiness, defensiveness and futurity) on business performance (financial performance, customer performance, internal process performance, and learning and growth performance). Futurity as dimension of innovation strategy has a negative impact on customer performance which was argued to as a result of sample size.

Conclusion and recommendation

Based on the results of this study and given the extent of its consistency with similar studies, this study concludes that anti-crisis innovation strategy significantly relates with sustainable marketing orientation of oil and gas companies in Port Harcourt. This further infers that anti-crisis innovation strategy is vital to building sustainable marketing orientation. We recommend based on the conclusion Managers within the oil and gas companies should consider the strategic role of anti-crisis innovation strategy in their pursuit of sustainable marketing orientation.

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