

SSH33

A CONCEPTUAL MODEL FOR INDIVIDUAL LEVEL IMPLEMENTATION OF MARKET ORIENTATION

Abdallah Ally Sendaro^a*, Rohaizat Baharun^a

^a Faculty of Management, Universiti Teknologi Malaysia, 81310 Johor Bahru, Johor, Malaysia

*Corresponding author

sendaro2000@yahoo.co.uk

Keywords: Individual market orientation; emotional intelligence; employee personality; employee commitment; employee performance.

Abstract: The objective of this paper is to investigate the antecedents and consequences of Individual Market Orientation (I-MO). The intention is to construct a new conceptual model that can be tested empirically through SMEs in the Less Developed Countries (LDCs). Studying Market Orientation concept in LDCs is advocated by many previous researches of Market Orientation. Literature reveals that few studies have investigated the contribution of individuals in the organizations' Market Orientation. This study's contribution to knowledge is to construct a new I-MO conceptual model that can be tested by future empirical studies. The conceptual model is based on two theories; Social Exchange Theory and Theory of Resource-Based View. The model has three independent variables; Employee Personality Emotional Intelligence and Employee Commitment which are viewed as antecedents. I-MO is seen as mediating variable that lead to Employee Performance. Findings from the study are expected to enlighten managers on the factors that will lead to higher employees' performance through enhanced implementation of I-MO. The model will be a significant tool for managers to induce the implementation of organization Market Orientation through individual employees.

I. INTRODUCTION

Market Orientation (MO) contributes significantly to organizations' overall performance. Although previous studies show a fragmented results regarding its contribution (Liao et al., 2011), yet majority of studies supports the notion (Aziz & Yassin, 2010; Lagat eta el 2012; Liao et al, 2011; Mahmoud, 2010).

However, the implementation aspect of Market Orientation is the least researched (Amalia et al, 2011; Hilman & Kaliappen, 2014) among the four aspects of Market Orientation, others being the definition, measurement and models (also see Raaij & Stoelhorst, 2008). In attempting to enhance implementation, recent literature has concentrated on the Individual Market Orientation (Baber et al, 2014; Dauda & Akingbade, 2010; Schlosser & McNaughton, 2009).

Therefore, the aim of this paper is to construct a conceptual model for individual level Market Orientation. This is significant because of the need to enrich the literature with new antecedents and consequences of Market Orientation as recommended by previous literature (Schlosser & McNaughton, 2007; Amelia eta el, 2011; Bodlaj, Coenders & Zabkar, 2012; Baber et al, 2014)

II. RESULTS AND DISCUSSION

In this paper, the new Individual Market Orientation conceptual model (figure 1) based on the Social Exchange Theory and the

Theory of Resource Based View is proposed. From the literature review, we uncovered variables as antecedents and consequence that may influence the Market Orientation implementation. The proposed conceptual model is in line with the two identified theories.

The researchers' view is that, two ways are suitable to study the implementation aspect; firstly, by designing an implementation framework. Secondly, by designing a model for implementers with clear antecedents and consequences and this paper opted for the

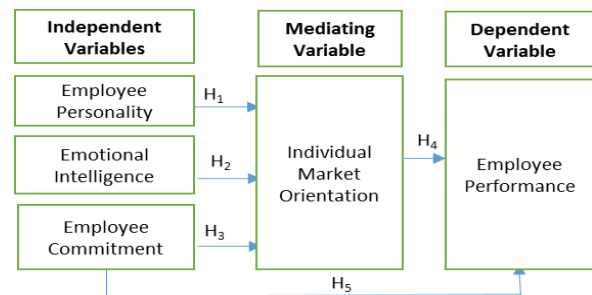


Figure 1. Proposed I-MO Conceptual Model

latter. The model also intends to measure the mediating effect of individual Market Orientation on the employees' behavioural factors in relation to their individual performance.

REFERENCES

- [1] Alhakimi, W. & R. Baharun, 2010. An Integrative Model of Market Orientation Constructs In Consumer Goods Industry: Empirical Evidence. *International Management Review*, 6(2), 40.
- [2] Ali N, & M. Zia-Ur-Rehman, 2014. Impact of Job Design on Employee Performance, Mediating Role of Job Satisfaction: A Study of FMCG's Sector in Pakistan, *International Journal of Business and Management*; 9(2) 70-79
- [3] Ajzen, I., 1991. The Theory of Planned Behavior. *Organizational Behavior and Human Decision Processes*, 50(2), 179-211.
- [4] Amalia, P., P. Ionut & O. Olimpia, 2011. Market Orientation: Identifying Gaps between Theory and Practice. Downloaded on 28/3/2015. Retrieved from <http://www.impgroup.org/uploads/papers/7741.pdf>
- [5] Aziz, N. A. & N. M. Yasin, 2010. How will market orientation and external environment influence the performance among SMEs in the Agro-food sector in Malaysia? *International Business Research*, 3(3), 154
- [6] Baber, R., Y. Updhyay & R. P. S. Kaurav, 2014. Antecedents and Consequences of Individual Market Orientation, 37-47
- [7] Beverland, M.B., & A. Lindgreen, 2007. Implementing Market Orientation in Industrial Firms: a multiple case study, *Industrial Marketing Management*, 36(4), 430-442

- [8] Bodlaj, M., G. Coenders, & V. Zabkar, 2012. Responsive and Proactive Market Orientation and Innovation Success under Market and Technological Turbulence. *Journal of Business Economics and Management*, 13(4), 666-687.
- [9] Borghans, L., A. L. Duckworth, J. J. Heckman & B. Ter Weel, 2008. The Economics and Psychology of Personality Traits. *Journal of Human Resources*, 43(4), 972-1059
- [10] Brown, T.J., J.C. Mowen, D.T. Donavan, & J.W. Licata, 2002. The customer orientation of service workers: personality trait effects on self- and supervisor performance ratings, *Journal of Marketing Research*, 39 (1), 110-19
- [11] Cherniss, C. & M. Adler, 2000. Promoting Emotional Intelligence in Organizations: Make Training in Emotional Intelligence Effective. American Society for Training and Development
- [12] Costa Jr, P. T. & R. R. McCrae, 1992. Reply to Ben-Porath and Waller. *Psychological Assessment*, 4(1), 20-22.
- [13] Dauda, Y. A. & W. A. Akingbade, 2010. Employee's market orientation and business performance in Nigeria: Analysis of small business enterprises in Lagos state. *International Journal of Marketing Studies*, 2(2), 134
- [14] Day, G. & S. 1994. The Capabilities of Market-Driven Organizations. *The Journal of Marketing*, 37-52.
- [15] Deng, S. & J. Dart, 1994. Measuring Market Orientation: A Multi-Factor, Multi-Item Approach. *Journal of Marketing Management*, 10(8), 725-742
- [16] Deshpande, R., J. U. Farley & Jr. F. E. W., 1993. Corporate culture, customer orientation and innovativeness in Japanese firms: a Quadrad analysis. *Journal of Marketing*, 57(January), 23-37.
- [17] Deshpandé, R. & J. U. Farley, 1998. Measuring Market Orientation: Generalization and Synthesis. *Journal of Market-Focused Management*, 2(3), 213-232.
- [18] Dubihlela, J., 2013. Determinants of Market Orientation Adoption among Small and Medium Enterprises (SMES) in South Africa. *Mediterranean Journal of Social Sciences*, 4(6), 55.
- [19] Eisenhardt, K. M. & J. A. Martin, 2000. Dynamic capabilities: What are they? *Strategic Management Journal*, 21(10-11), 1105-1121.
- [20] Farrelly, F. J. & P. G. Quester, 2005. Examining important relationship quality constructs of the focal sponsorship exchange. *Industrial Marketing Management*, 34(3), 211-219.
- [21] Goleman, D. 1998. Working with Emotional Intelligence, Bantum Books, New York, NY
- [22] Green Jr, K. W., R. A. Inman, G. Brown, & T. H. Willis, 2005. Market orientation: relation to structure and performance. *Journal of Business & Industrial Marketing*, 20(6), 276-284.
- [23] Harris, L. C. & E. Ogonna, 2001. Leadership style and market orientation: an empirical study. *European Journal of Marketing*, 35(5/6), 744-764.
- [24] Harris, Lloyd, 1999. Barriers to developing marketing orientation, *Journal of Applied Management Studies*, Vol 8, 85
- [25] Ho, P. Niden, & S. Johneny, 2011. Market Orientation of Individuals: A Study on the Remisiers in Malaysia (No. 2011-030-187). Conference Master Resources.
- [26] Helfat, C. E., S. Finkelstein, W. Mitchell, M. Peteraf, H. Singh, D. Teece, & S. G. Winter, 2009. Dynamic capabilities: Understanding strategic change in organizations. John Wiley & Sons
- [27] Hilman, H. & N. Kaliappen, 2014. Market Orientation Practices and Effects on Organizational Performance. *SAGE Open*, 4(4), 2158244014553590
- [28] Homans, G., 1961. Social Behavior as Exchange. *American Journal of Sociology*, 63, 597-606.
- [29] Homburg, C. & C. Pflesser, 2000. A multiple-layer model of market-oriented organizational culture: Measurement issues and performance outcomes. *Journal of Marketing Research*, 37(4), 449-462.
- [30] Jaworski, B. J. & A. K. Kohli, 1993. Market orientation: Antecedents and consequences. *Journal of Marketing*, 57(3), 53-71.
- [31] Jones, E., P. Busch, & P. Dacin, 2003. Firm market orientation and salesperson customer orientation: interpersonal and intrapersonal influences on customer service and retention in business-to-business buyer-seller relationships. *Journal of Business Research*, 56(4), 323-340.
- [32] Kelley, S. W, 1992. Developing Customer Orientation among Service Employees. *Journal of the Academy of Marketing Science*, 20(1), 27-36.
- [33] Kennedy, K.N., F.G. Lask, & J.R. Goolsby, 2002. Customer Mind-Set of Employees throughout the Organization, *Journal of the Academy of Marketing Science*, 30 (2) 159-71
- [34] Kirca, A. H., S. Jayachandran & W. O. Bearden, 2005. Market orientation: a meta-analytic review and assessment of its antecedents and impact on performance. *Journal of Marketing*, 69(2) 24-41.
- [35] Kohli, A. K. & B. J. Jaworski, 1990. A market orientation: The construct, research propositions. *Journal of Marketing*, 54(2), 1-18.
- [36] Kohli, A., B. Jaworski & A. Kumar, 1993. MARKOR: A measure of market orientation, *Journal of Marketing Research*, 30, 467-477.
- [37] Jaworski, B. J., Kohli, A. K., 1996. Market Orientation: Review, Refinement, and Roadmap, *Journal of Market-Focused Management*, 1, 119-135.
- [38] Lagat C, Chepkwony J, Kotut C S, 2012. Market Orientation and Firm Performance in the Manufacturing Sector in Kenya, *European Journal of Business and Management*, 4(10), 20-27
- [39] Langerak, F, 2001. Effects of Market Orientation on the Behaviours of Salespersons and Purchasers, Channel Relationships, and Performance of Manufacturers. *International Journal of Research in Marketing*, 18(3), 221-234.
- [40] Liao, S. H., W. J. Chang, C. C. Wu & J. M. Katrichis, (2011). A Survey of Market Orientation Research (1995-2008). *Industrial Marketing Management*, 40 (2), 301-310.
- [41] Linz, S. J. & A. Semykina, 2009. Personality Traits as Performance Enhancers? A Comparative Analysis of Workers in Russia, Armenia and Kazakhstan. *Journal of Economic Psychology*, 30(1), 71-91.
- [42] Linz, S. J., & A. Semykina, 2011. Personality and performance: A comparative analysis of workers in transition economies. *Personality and Individual Differences*, 51(3), 293-301.
- [43] Low, D. R., R. L. Chapman & T. R. Sloan, 2007. Inter-Relationships between Innovation and Market Orientation in SMEs. *Management Research News*, 30 (12), 878-891.
- [44] Mahmoud, M. A., 2011. Market Orientation and Business Performance among SMEs in Ghana. *International Business Research*, 4(1), 241.
- [46] Martin-Consuegra, D., Esteban, A., 2007. Market Orientation and business performance: An empirical investigation in the airline industry. *Journal of Air Transport Management*, 13(6), 383-386.
- [47] Mayer, J. D., P. Salovey, D. R. Caruso & G. Sitarenios, 2001. Emotional intelligence as a standard intelligence.
- [48] McCrae, R. R. & P. T. Costa, 1997. Personality Trait Structure as a Human Universal. *American Psychologist*, 52(5), 509.
- [49] Mount, M. K., L. A. Witt, & M. R. Barrick, 2000. Incremental validity of empirically keyed Bio-data Scales over GMA and the Five Factor Personality Constructs, *Personnel Psychology*, 53(2), 299-323
- [50] Narver, J. C., S. F. Slater, 1990. The Effect of a Market Orientation on Business Profitability, *Journal of Marketing*, 54(4), 20-36.
- [51] Narver, J. C., S. F. Slater, B. & Tietje, 1998. Creating a Market Orientation, *Journal of Market-Focused Management*, 2(3) 241-255.
- [52] Costa P. T. & R. R. McCrae 1992. Revised NEO Personality Inventory and Five-Factor Model Inventory Professional Manual, Psychological Assessment Resources, Odessa