SSH33

A CONCEPTUAL MODEL FOR INDIVIDUAL LEVEL IMPLEMENTATION OF MARKET ORIENTATION

Abdallah Ally Sendaro *, Rohaizat Baharun*

* 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 et al 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 et al, 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 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


