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An investigation of Market Orientation and SMEs Performance in Developing Countries: A review of the literature

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This paper aims to build a structured literature review to the field of market orientation and its impact on tourism SMEs performance in developing countries. Such literature review will provide an archive of past research points and methodologies related to market orientation and tourism SMEs performance studies to explore, analyse and develop a clear understanding about the different research topics and methodologies implemented in market orientation and its impact on tourism SMEs performance published articles. The paper systematically reviews and categorise the published literature implementing a three stages methodology and thereafter analyses and reviews this literature methodologically. The review covered many areas and identified some factors that drive/hinder market oriented activities within tourism SMEs. Furthermore, suggestions have been made to understand more thoroughly how market orientation influences tourism SMEs performance in developing economies. A research gap in the area of market orientation and tourism SMEs performance in developing countries was identified. The study provides great benefits for owner-managers, government policy makers, scholars, and educators by clarifying the concept of market orientation and its relationship with performance in the context of tourism SMEs.

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Key Words:

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Market Orientation, Tourism SMEs, Performance, Literature Review, Tourism in Developing Countries

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1. Introduction:

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The theory of market orientation (MO) propagated from longstanding acknowledgment of the importance of the marketing concept in the field of marketing. The assumption of maximising the effectiveness of marketing, organisations need to emphasis on marketing and market related information gathering beyond the boundaries of the marketing department (Taylor et al., 2008). In other words, firms need to have a MO in order to maximise performance. A firm's MO yields value for customer that is hard to imitate, it can be used as a source of

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3 competitive advantage which will allow firm to overtake their less market oriented
4 competitors (Liao et al., 2011). In recent times, the great interest in MO and what it
5 encompasses has led many scholars to label its operational definition as a
6 “construct”, and most of the scholars (For example Greenley, 1995; Harris and
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8 Piercy, 1997; Sin et al., 2005; Panigyrakis and Theodoridis, 2007; Dwairi et al.,
9 2007; Chao and Spillan, 2010; Raju, Lonial and Crum, 2011 etc.) have derived their
10 definitions from the two most popular conceptualisations, presented by Kohli and
11 Jaworski (1990) and Narver and Slater (1990) more than two decade ago.
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18 Meanwhile, several differences between large and small and medium firms
19 have been identified by researchers, including advantages such as: innovation, more
20 flexibility and lower overhead cost; and disadvantages such as limitation in term of
21 market power, capital, and resources. Such differences raise the question, whether
22 small and medium enterprises (SMEs) enjoy the same benefits from MO and its
23 consequences as the large firms do? Despite the huge interest of researchers in MO
24 construct and the possible importance of MO to improve business performance of
25 firm, attention devoted by scholars to MO and its influence on business performance
26 of SMEs has been inadequate, particularly in context of developing economies.
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30 To make the construct of MO more clear and accessible, a comprehensive survey of
31 literature regarding published articles on MO from 1990 to 2013 is presented by the
32 authors. Thus unlike traditional literature review which discuss important
33 contributions and influential literature, current review will describe the totality of MO
34 research including publication outlets, national context (that is: developed or
35 developing countries), and the methodological issues. Current study will take a
36 closer look at the relationship between MO and performance of both large, medium
37 and small firms in develop and developing countries as well as MO measure,
38 performance measures, antecedents of MO, and moderators of MO-performance
39 relationship. Therefore, current study will provide a roadmap to those who are
40 interested in developing a better understanding of MO research.
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51 **1.1 Small and Medium Enterprises (SMEs):**

52 In the context of the current paper it is important first to define SMEs, as there
53 is always a little agreement between scholars, practitioners, financial institutions and
54 governmental agencies on what defines a small and medium business (El-Gohary,
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2010). Within this context, SMEs have been defined differently in different parts of the world depending on national and local needs and the suitability and objectivity of studying SMEs (Kureshi et al., 2009; Theng and Boon, 1996). Table 1 summarises the official (or the most commonly used) definition of SMEs used in some countries around the world.

Table 1: SME's definitions in some countries

Country	Size	No. of employees	Other Criteria
Australia	Small	Manufacturing: less than 100 employees Services: less than 20 employees	None
	Medium	Manufacturing: 100-499 employees Services: 20-499 employees	None
Canada	Small	Manufacturing: Less than 100 employees Services: Less than 50 employees	Manufacturing & Services: Less than CDN\$ 5 million in sales.
	Medium	Manufacturing: Between 100-500 employees Services: Between 20-500 employees	Manufacturing & Services: Sales between CDN\$ 5-20 million.
European Union	Small	Employees < 50	Turnover < 10 million Euro OR balance sheet total < 10 million Euro
	Medium	Employees < 250	Turnover < 50 million Euro OR balance sheet total < 43 million Euro
Indonesia	Small	Employees 5 to 19	Annual turnover < Rp 1 billion and Assets < Rp 200 million
	Medium	Employees 20 to 99	Annual turnover > Rp 1 billion and assets < Rp 10 billion
Malaysia	Small	Employees < 50	Turnover < RM 10 million
	Medium	Employees < 150	Turnover < RM 25 million
Thailand	Small	Employees < 50	Invested capital < 20 million baht
	Medium	Employees < 200	Invested capital < 100 million baht
USA	Small & Medium	Employees < 500	Annual Sales < US\$ 5 million

Sources: Adopted from United States International Trade Commission (2010; pp 9-13); European Commission (2007); The Australian Bureau of Statistics (ABS 2009, pp. 83-92); Industry Canada (2005); APEC (2004).

The term 'SME' covers a wide variety of definitions and scholars and practitioners all over the world agree that there is no universally accepted definition as shown in the above Table 1. Employment is the most common element. However, the numbers of employees determining the size of SMEs vary among countries. Furthermore, even some countries differentiate between services and manufacturing SMEs as well as industry type. From Table 1 it is also clear that in addition to the number of employees, some countries use annual turnover, sales, invested capital, assets, and balance sheet total as additional determinants of the size of SMEs.

1.2 Market Orientation:

There is an agreement in the extant literature that MO has originated from the marketing concept (Kohli and Jaworski, 1990; Ruekert, 1992). MO as a construct is developed around 1990s, with debates about the construct its nature and consequences for businesses (Kerin, 1996). In the subsequent years, investigators have tried to measure the impact of MO on performance of firm (Narver and Slater, 1990; Kohli and Jaworski, 1993; Kirca et al., 2005; Foley and Fahy, 2009; Martin et al., 2009). The construct of MO is based upon the generation of market intelligence relating to the current and future needs of consumers, the dissemination of market intelligence all over the firm, and firm wide responsiveness to it (Kohli and Jaworski, 1990). While Narver and Slater (1990) suggest that MO is the cultural values and norms of an organisation which enable the firm to gather market intelligence regarding buyers and competitors in the target market and disseminate these throughout the firm. This behavioural and cultural perspective of MO can lead a firm to improved performance, both in the context of large organisations (Narver and Slater, 1990; Panigyrakis and Theodoridis, 2007; Singh, 2009) and in small firms (Pelham, 2000; Kirca et al., 2005; Hassim et al., 2011).

However, Literature regarding market orientation reveals that there is no agreed terminology exists amongst marketing academics. A huge numbers of marketing scholars and researchers used different names and labels to represent

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3 the concept of market orientation and often used these labels interchangeably.
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5 Examples in this vein include “orientation to marketing” by Trustrum (1989),
6 “marketing orientation” by Chang and Chen (1993), Spillan and Parnell (2006), and
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8 Robinson (2012), “market oriented culture” by Harris (1998a, b), “customer
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10 orientation” by Deshpande and Farley (1999), “market driven” by Grinstein (2008),
11 and “market led” by Kaur and Gupta (2010). However, in the extant literature there is
12
13 a consensus that the terms mentioned above have little differences amongst them
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15 (Osuagwu, 2006), although “market orientation” has been taken as the most
16 appropriate term (Kohli and Jaworski, 1990; Narver and Slater, 1990). Furthermore,
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18 the label “market orientation” focuses attention on markets which include both
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20 internal and external customers, which is consistent with the wider “management of
21 markets” orientation originally suggested by Park and Zaltman (1987) to address the
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23 limitations in current paradigms (Kohli and Jaworski, 1990).

24 25 **1.3 Market Orientation and Business Performance:**

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27 A substantial amount of research has been done on the relationship of MO
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29 and a firm’s business performance. However, the proof for a positive relationship
30 between MO and business performance is not manifesting (Foley and Fahy, 2009).
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32 There are evidences from literature which show a strong relationship between MO
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34 and business performance of a firm (Matsuno et al., 2002; Subramanian and
35 Gopalakrishma, 2001; Megicks and Warnaby, 2008; Haugland et al., 2007), whereas
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37 some studies found a negative relationship between the two construct (Grewal and
38 Tansuhaj, 2001; Han et al., 1998; Jaworski and Kohli, 1993), while even some
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40 evidence shows that there is no relationship between MO and business performance
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42 at all (that is Baker and Sinkula, 1999; Harris, 1998; Nwokah, 2008). In addition,
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44 empirical support is equivocal (Gray and Hooley, 2002; Langerak, 2003) with the
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46 predictive capability of the construct on business performance dependent on a
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48 number of situational characteristics such as the scale chosen to measure MO and
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50 business performance, the cultural context of the study, the industry context, and the
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52 character of the sample (Langerak, 2003; Cano et al., 2004; Shoham et al., 2005;
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54 Kirca et al., 2005; Ellis, 2006).

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56 Similarly, measuring performance is considered by many researchers as one
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58 of the most challenging topics in the field of MO and it is therefore argued that the
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3 relationship between MO and performance may depend upon the indicators used to
4 measure performance (Narver and Slater, 1994; Agarwal et al., 2003; Green et al.,
5 2005; Wang, 2012). Within this context, Sink (1991) describes the concept of
6 measuring business performance as a mystery, complex, difficult, frustrating, abused
7 and misused concept. According to Elkgrhli (2010), the problem of measuring
8 business performance lies in the fact that there is no single formula or technique that
9 will promise success in employing a performance measurement. In fact, business
10 performance has been used as: the ultimate dependent variable in many if not all
11 empirical research regarding MO-performance relationship (see: Liao et al., 2011),
12 advanced as a confused and theoretically weak construct (Leitch et al., 2010), and a
13 constant moving target in managerial context (Aggarwal, 2001). Therefore,
14 researchers and practitioners have used a wide range of performance indicators to
15 measure business performance in the field of MO.

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17 Although the majority of researchers in the field of MO have used single item
18 measures (for example: ROI, ROA, and sales growth), which help only as a
19 substitution for measuring the primary performance measure, it is generally accepted
20 that business performance is multi-dimensional in nature (Venkatraman and
21 Ramanujam, 1986) and measuring it by either financial or non-financial indicators
22 may be misleading. Therefore, to generate a more composite measurement of
23 business performance, it is suggested that financial measures (that is: accounting
24 based) should be combined with non-financial measures (that is: market based or
25 operational measures) (Mavonodo et al., 2005; Rauch et al., 2009).

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27 Meanwhile, research investigating the relationship between MO and
28 performance is limited with respect to SMEs in developing countries (Blankson et al.,
29 2006). The need for sustainable research activities in the small and medium sector is
30 particularly critical in view of the rising interest from governmental policy makers and
31 the increasing number of small and medium business start-ups (Blankson et al.,
32 2006). Considering the importance of small and medium enterprises to world
33 economic growth (Hills, 2001), there is a need for investigating the relationship
34 between market orientation and business performance of small and medium
35 enterprises.

2. Research Aim and Objectives:

This paper aims to build a structured literature review to the field of MO from tourism and hospitality perspective. Such literature review will provide an archive of past research points and methodologies related to the studies of MO and SMEs performance to explore, analyse and develop a clear understanding about the different research topics and methodologies implemented in MO published articles. Therefore, preparing a complete archive of the past publications in the field of MO will help in determining the different gaps in the literature and consequently help in directing the future research in the field. Furthermore, a plethora of researchers empirically investigated the relationship between market orientation and business performance. However, the findings are not decisive, particularly, in the context of SMEs in developing countries. Therefore, there is a need for having more well-established studies that can be considered as a step toward clarifying the construct of MO in the context of SMEs in developing countries.

Accordingly, the main objective of this research is to: develop a clear understanding about the different research points regarding MO studies published from 1990 to 2013 and explore and analyse the different methodologies used by researchers in the field of MO.

The following section will briefly describes the methodology used in current survey, followed by results analysis, conclusions and discussion of the limitations of current research as well as directions for future research.

3. Research Methodology:

Unlike, a traditional literature review which looks for particular key contributions and influential pieces of work, the current research presents the totality of the research stream by examining its overall health as a research stream and the various directions that it is moving in. Therefore, the current study is based on a systematic survey and synthesis of MO literature from 1990 to 2013 in order to make the concept of MO more accessible. Within this context, the authors reviewed the literature by implementing a simple keywords search of available publications outlets, in order to identify a comprehensive database of articles for inclusion in the current study. Accordingly, the size of the database, its level of comprehensiveness,

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3 and its collections of reviewed marketing journals, the following five online
4 publications outlets were searched:

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- 8 ○ Emerald (MCB) Full text;
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- 10 ○ Proquest Electronic Database;
- 11 ○ Science Direct (Elsevier) Database;
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- 13 ○ ABI/Inform Database; and
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- 15 ○ Birmingham City University Catalogue.
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18 Furthermore, based on MO research, the literature search was based on
19 some descriptors to obtain a comprehensive list of MO articles. These descriptors
20 were as follows: “market orientation”, “marketing Orientation”, “market driven”, and
21 “market led”.
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26 Although, the last decade observed a fast growth in MO research it was in the
27 early 1990s when Kohli and Jaworski (1990) and Narver and Slater (1990) produced
28 their seminal works to inspire MO theory development. In fact, they were the first to
29 develop MO measures and investigate their impact on business performance. Since
30 then, many scholars (For example Ruekert, 1992; Greenley, 1995; Harris and Piercy,
31 1999; Sin et al., 2005; Panigyrakis and Theodoridis, 2007; Dwairi et al., 2007; Chao
32 and Spillan, 2010; Raju et al., 2011 etc.) have derived their definitions from the two
33 most popular conceptualisations, presented by Kohli and Jaworski (1990) and
34 Narver and Slater (1990) more than two decades ago. Therefore, the time period for
35 the current survey starts from 1990 and ends May 2013 to provide a step towards
36 building a comprehensive archive of the past publications in the field of MO.
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46 The search yielded more than 900 articles based on the descriptors
47 mentioned earlier. The full text of each article was studied to exclude those studies
48 that were not actually related to MO. Furthermore, the following selection criteria
49 were also used to include studies in the survey:

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- 53 ○ Articles that have been published in Marketing, Business and Management,
54 and Economics Journal were included, as these were the focus of the survey
55 and also the most appropriate publications outlets for MO.
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- According to Nord and Nord (1995), journals articles represent the highest level of research and scholars and practitioners alike most often use journals articles to get information and disseminate new findings. Therefore, conference papers, textbooks, unpublished working papers, and master and doctoral dissertation were excluded.
 - Those articles that either investigate the relationship between market orientation and performance, or examining the antecedent's factors of MO, or investigate the impact of moderators on the relationship between MO and performance were included in the survey.

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After filtering all articles a total of 252 articles from 92 journals were selected to include in the survey. Each article of 252 articles was reviewed carefully to investigate both the research points and methodology applied in it. The articles were classified according to year of publication, developed or developing country, firm size (Large or SMEs), MO-performance relationship, antecedents of MO, moderators of MO-performance relationship, MO scale used, performance measures used, and name of journal.

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4. Results

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4.1 Publication outlets

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The articles published from 1990 to 2013 in the field of MO have been distributed in 92 different journals. Table 2 and 3 shows the listing of these journals with numbers of articles published in these journals with distribution percentage. Table 2 also differentiate between articles published in large and small and medium firms. The top ten journals in terms of frequency of articles accounted for 45.2% of the total. Although, articles were located in the current study from a variety of journals, however, the top ten journals with most MO articles published are all marketing journals except the *Journal of Business Research* (13 articles, 5.8% of total) and *Journal of Small Business Management* (8 articles, 3.6% of total). Table 4 shows top ten journals with number of articles and distribution percentage.

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Table 2: Distribution of MO articles published from 1990 to 2013 by Journal

<i>In Large organisations</i>		
<i>Journal Name</i>	<i>Number of articles published</i>	<i>%</i>
Asia Pacific Journal of Marketing and Logistics	5	2.5
Asian Social Science	1	0.5
Asia-Pacific Journal of Business Administration	1	0.5
Australian Journal of Management	2	1.0
Australasian Marketing Journal	2	1.0
Australian Journal of Management	1	0.5
Brazilian Administration Review	1	0.5
Canadian Journal of Administrative Sciences	1	0.5
Construction Management and Economics	1	0.5
Cross Cultural Management: An International Journal	1	0.5
European Business Review	1	0.5
European Journal of Innovation Management	5	2.5
European journal of marketing	22	11.0
European Scientific Journal	1	0.5
Frontiers of business research in China	1	0.5
Hospitality Management	1	0.5
Industrial Management & Data Systems	2	1.0
Industrial Marketing Management	12	6.0
European Management Journal	1	0.5
International Business Research	1	0.5
International Journal of Bank Marketing	1	0.5
International Journal of Commerce and Management	1	0.5
International Journal of Contemporary Hospitality Management	1	0.5
International Journal of Hospitality Management	2	1.0
International Journal of Management and Marketing Research	2	1.0
International Journal of Marketing Studies	2	1.0
International Journal of Productivity and Performance Management	1	0.5
International Journal of Service Industry Management	1	0.5
International Journal of Strategic Property Management,	1	0.5
International journal of public sector management	1	0.5
International journal of research in marketing	6	3.0

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3	International Journal of Technology Management	1	0.5
4			
5	International Journal of Wine Business Research	1	0.5
6			
7	International Marketing Review	9	4.5
8			
9	International Review of Retail, Distribution and Consumer Research	1	0.5
10			
11	Journal of Academy of Marketing Sciences	2	1.0
12	Journal of Air Transport Management	1	0.5
13			
14	Journal of American Academy of Business	1	0.5
15	Journal of Applied Business Research	2	1.0
16	Journal of Business & Industrial Marketing	2	1.0
17	Journal of Business Research	17	8.5
18			
19	Journal of Global marketing	3	1.5
20	Journal of Health Care Marketing	2	1.0
21	Journal of International Business Studies	1	0.5
22	Journal of International marketing	2	1.0
23			
24	Journal of Management	1	0.5
25	Journal of Management Research	2	1.0
26	Journal of Management Studies	2	1.0
27	Journal of market-focused management	4	2.0
28	Journal of Marketing Management	1	0.5
29			
30	Journal of marketing research	1	0.5
31	Journal of Medical Marketing	1	0.5
32	Journal of Product & Brand Management	1	0.5
33	Journal of Product Innovation Management	2	1.0
34	Journal of Retailing and Consumer Services	3	1.5
35	Journal of Service Management	1	0.5
36	Journal of Services Marketing	5	2.5
37	Journal of Strategic Marketing	9	4.5
38			
39	Journal of strategy and management	1	0.5
40	Journal of the Academy of Marketing Science	1	0.5
41			
42	Journal of World Business	2	1.0
43	Library Review	1	0.5
44	Management Decision	3	1.5
45	Marketing Bulletin	1	0.5
46	Marketing Decision	1	0.5
47	Marketing Intelligence & Planning	4	2.0
48	Marketing Letters	1	0.5
49			
50	Scandinavian Journal of Management	1	0.5
51	Service Industries Journal	1	0.5
52	Social Responsibility Journal	1	0.5
53	Strategic Management Journal	3	1.5
54	Supply Chain Management: An International Journal	2	1.0
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Technology Analysis & Strategic Management	1	0.5
The Journal of Marketing	12	6.0
The Journal of Marketing Theory and Practice	3	1.5
Urbana	1	0.5
Total	200	100

Table 3: Distribution of MO articles published from 1990 to 2013 by Journal in Small and Medium Enterprises (SMEs).

<i>In Small and Medium Enterprises (SMEs)</i>		
<i>Journal Name</i>	<i>Number of article published</i>	<i>%</i>
Enterprise and Innovation Management Studies	1	1.9
Entrepreneurship & Regional Development	1	1.9
Entrepreneurship Theory and Practice	2	3.8
European Journal of Innovation Management	2	3.8
European Journal of Marketing	3	5.8
Industrial Marketing Management	2	3.8
Industrial Management & Data Systems	2	3.8
International Journal of Business Administration	1	1.9
International Business Research	2	3.8
International Business Review	1	1.9
International Journal of Entrepreneurial Behaviour & Research	1	1.9
International Journal of Hospitality Management	2	3.8
International Journal of Leadership Styles	1	1.9
International Journal of Marketing Studies	2	3.8
International Marketing Review	1	1.9
Journal of Business & Industrial Marketing	3	5.8
Journal of Enterprise Information Management	1	1.9
Journal of Marketing	1	1.9
Journal of Marketing Theory and Practice	1	1.9
Journal of Business & Industrial Marketing	1	1.9
Journal of Research in Marketing and Entrepreneurship	2	3.8
Journal of Small Business and Enterprise Development	1	1.9
Journal of Small Business Management	8	15.4
Journal of the academy of marketing science	1	1.9
Management & Marketing-Craiora	1	1.9

Management Decision	1	1.9
Management research news	1	1.9
Management Research Review	1	1.9
Marketing Intelligence and Planning	1	1.9
The International Review of Retail, Distribution and Consumer Research	1	1.9
The services Industry Journal	1	1.9
Total Quality Management & Business Excellence	1	1.9
	52	100.0

However, in SMEs' context most of the articles were published in the *Journal of Small Business Management* (8 articles, 18.6% of total number of studies conducted in the period of the literature search). The next top journals were: *European Journal of Marketing* and *Journal of Business and Industrial marketing* (3 articles, 5.8% of total for each), followed by *European Journal of Innovation Management*, *Industrial Management & Data systems*, *International Business research*, and *Journal of Research in Marketing and Entrepreneurship* with 2 articles each (3.8% of total).

Table 4: Top ten Journals on MO (1990-2013)

N	Journal Name	Number of articles published	%
1	Asia Pacific Journal of Marketing and Logistics	5	2.0
2	European Journal of Innovation Management	7	2.8
3	European journal of marketing	25	9.9
4	International Journal of Research in Marketing	6	2.4
5	Industrial Marketing Management	14	5.6
6	International Marketing Review	10	4.0
7	Journal of Business Research	17	6.7
8	Journal of Strategic Marketing	9	3.6
9	The Journal of Marketing	13	5.2
10	Journal of Small Business Management	8	3.2
	Total	114	45.2

4.2 Distribution of MO articles by year of publication:

The distribution of MO articles published by year is shown in Fig. 1. Research publications of MO have increased significantly since 1998. However, this situation is not consistent with Liao et al. (2011) who found that MO research peaks around 2001. There was a significant decrease in MO publications during 2004 (6 articles, 2.4% of total), however, 2009 and 2012 produced the largest numbers of MO articles published in the period of the literature with 21 articles each (8.3% of total). From the Fig. 1 it is noticed that the overall growth of MO research is strong and steady. In the first eight years (1990 to 1997) there were only 26 articles (10.3% of total), while the next eight years (1998 to 2005) accounting for 99 publications (39.3% of total). Similarly, the last eight years (2006 to 2013) produced a total of 127 articles which account for 50.4% of total publications since 1990. While the fig. 1 show only 5 articles published during 2013, it is only represents articles published in the first 51 days of that year.

4.3 Distribution of studies conducted to investigate the antecedents of MO:

Antecedents to market orientation are the factors that drive or hinder market oriented activities in an organisation (Deshpande, 1999). According to Kennedy et al. (2003, cited in Kirca et al., 2005), antecedents to market orientation are particularly important from implementation perspective, as they may offer clues about how to develop a market-oriented activities in a firm. Considering the large amount of studies on market orientation, it is rather surprising to find a steady stream of scholarships identifying and examining the barriers, impediments, obstacles or antecedents' factors to the implementation of market orientation (Foley and Fahy, 2009). The following Fig. 2 shows the percentage of studies conducted to investigate the antecedents of MO.

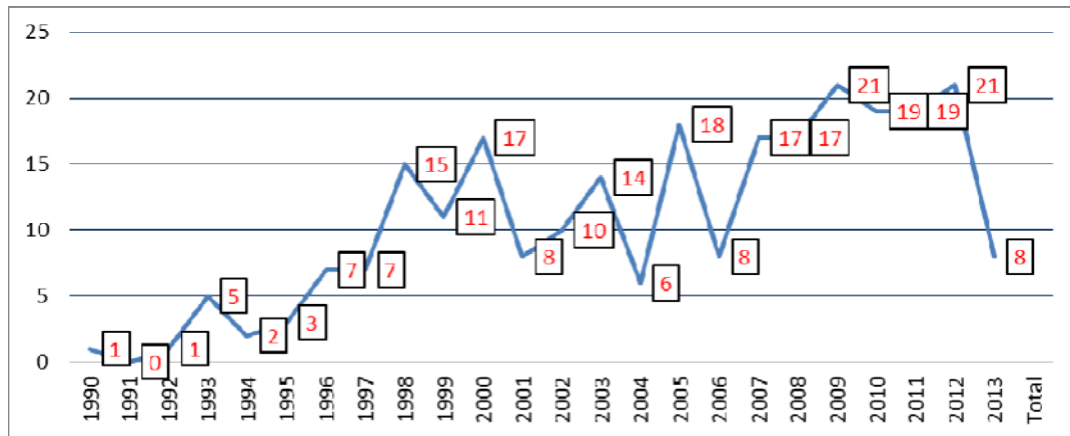


Figure 1: The distribution of MO articles by Year of Publications.

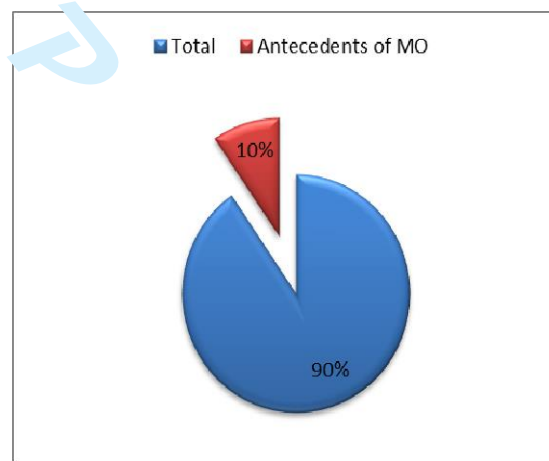


Figure 2: Studies conducted to investigate antecedents of MO.

Out of 252 studies conducted on MO during 1990 to 2013, only 27 studies were devoted to an examination of the antecedents of MO. However, out of these 27, 20 studies investigated the antecedents' factors proposed by Jaworski and Kohli (1990 and 1993). However, it was found that only 7 studies (2.8% of total) were conducted to investigate antecedents of MO in the context of SMEs. As the following Table 5 shows that most of the researchers investigate the antecedents of market orientation proposed by Jaworski and Kohli (1990 and 1993) (that is: Top management factors, Interdepartmental Factors, and Organisational structural factors). While, others investigated antecedents such as Organisational capabilities and Organisational culture (for example: Keelson and Polytechnic, 2012), Political behaviour (for example: Ranjbarian et al., 2012; Harris and Piercy, 1999), Leadership styles (for example: Keelson and Polytechnic, 2012; Kassim and Sulaiman, 2011), Professionalism (for example: Kowalik, 2011; Zhou et al., 2009),

and Formal marketing education and Management training (for example: Zebal and Goodwin, 2012).

Table 5: Different antecedents of MO

Studies	Antecedents of market orientation
Kohli and Jaworski (1993); Chelaviu et al. (2002); Blankson and Cheng (2005); Blankson et al. (2006); Dwairi et al. (2007); Song and Parry (2009); Kirca and Hult (2009); Mahmoud et al. (2010); Mahmoud (2011); Opeda and Jaiyeoba (2011)	Top Management Factors, Interdepartmental Factors, and/or Organisational Structural Factors
Keelson and Polytechnic (2012)	Top management emphases, Risk aversion, Management training, Leadership style, Organisational capabilities, Organisational culture, Centralisation, Market turbulence, Competitive intensity, Technological factors, General state of economy, and Formalisation.
Zebal and Goodwin (2012)	Top management emphasis, reward system, Interdepartmental connectedness, Formal marketing education, Risk aversion, Management training.
Ranjbarian et al. (2012)	Political behaviour, Management top management emphasis, Risk aversion, Centralisation, Reward system, Interdepartmental conflict, Management perception of environmental changes, Organisational connectedness, Formalisation, and Departmentalisation.
Kok and Driessen (2012)	Change capacity, Risk aversion, Process improvement control, Top management factors, Interdepartmental factors, and Organisational structural variables.
Kowalik (2011)	Size of local government, Manager's professionalism, Income of local government unit.
Kassim and Sulaiman (2011)	Leadership styles
Hinson and Mahmoud (2011)	Employee involvement, Interdepartmental dynamics, Organisational systems, Environmental evaluation.
Zhou et al. (2009)	Professional commitment, Professional education, and Management knowledge.
Martin et al. (2009)	Degree of departmentalisation, Communication system, Employee relationship system, Performance management system and rewards.
Hafer and Gresham (2008)	Top management factors, Interdepartmental factors, Organisational structural variables,

	Organisational commitment, Esprit de corps.
Cadogan et al. (2006)	Export structure, Export development indicators, Management commitment to exporting, Emphasis on export market orientation, Export experience, Export environment.
Green et al. (2005)	Formalisation, Decentralisation, Specialisation, and Integration.
Harris and Piercy (1999)	Vertical communication, Political behaviour, Conflictual behaviour, Formalised behaviour.
Harris and Watkins (1998)	Ignorance of MO, Limited resources, Perceived inappropriateness, Contentment with the status quo, Short-termism, Unclear view of customers, and Lack of competitive differentiation.

4.4 Distribution of studies conducted in developed and developing countries and small, medium, and large firms:

The following Figures (figure 3 and figure 4) show the distribution of MO articles conducted in developed and developing countries and in small, medium, and large firm. It is noticed from figures that in developed countries 132 (66% of total in large firms) and 30 (58% of total in SMEs) studies were conducted in large and SMEs context respectively. While in the context of developing countries it was noticed that 58 (29% of total in large firms) and 20 (37% of total in SMEs) studies were conducted in large firms and SMEs respectively.

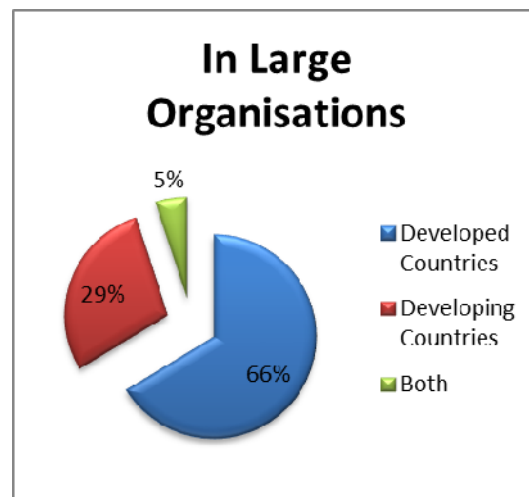


Figure 3: Distribution of MO articles according to country (developed and developing)

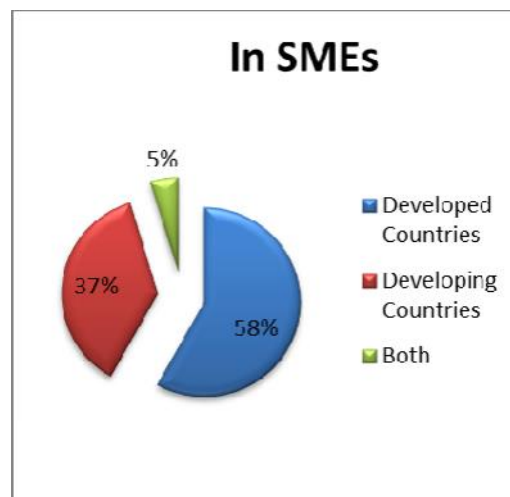


Figure 4: Distribution of MO articles according to firm size (large and SMEs).

Distribution of articles published from 1990 to 2013 by country is shown in Table 6. From the table 5 it is absorb that USA has the most published articles on MO with 41 (22% of total in large firms) articles in large firms and 11 articles (22% of total in SMEs) in SMEs' context. Similarly, UK has the second most published articles on MO with 17 (9.1% of total in large firms) in large firms and 3 (6.1% in total in SMEs) in SMEs. While Australia is on third number with 16 (8.6% of total in large firms) articles published in context of large firms and 2 (4% of total in SMEs) articles in SMEs context. The abundance of MO research in developed countries like USA, UK, and Australia can be justified by the fact that MO construct and its measures has been developed in developed countries particularly USA and UK. However, in developing context China has the most published MO articles with 15 (8.1% of total in large firms) studies were conducted in large firms while 2 (4% of total in SMES) studies were in the context of SMEs.

Table 6: Distribution of MO articles published during 1990 to 2013 by country and firm's size.

Country	In large Organisations		In SMEs	
	Number of studies	%	Number of studies	%
Australia	16	8.6	2	4.0
Bangladesh	1	0.5	0	0.0
Belgium	1	0.5	0	0.0
Brazil	1	0.5	0	0.0
Canada	1	0.5	1	2.0
Chile	2	1.1	0	0.0
China	15	8.1	2	4.0

1					
2					
3	Denmark	2	1.1	2	4.0
4	European Union	8	4.3	0	0.0
5	Finland	3	1.6	0	0.0
6	France	1	0.5	0	0.0
7	Germany	2	1.1	0	0.0
8	Ghana	5	2.7	2	4.0
9	Greece	5	2.7	2	4.0
10	Hong Kong	7	3.8	1	2.0
11	Hungary	1	0.5	0	0.0
12	India	3	1.6	2	4.0
13	Iran	1	0.5	0	0.0
14	Ireland	1	0.5	2	4.0
15	Japan	1	0.5	0	0.0
16	Jordan	1	0.5	0	0.0
17	Malaysia	6	3.2	4	8.0
18	Netherlands	3	1.6	2	4.0
19	New Zealand	5	2.7	0	0.0
20	Nigeria	0	0.0	1	2.0
21	Norway	1	0.5	0	0.0
22	Portugal	2	1.1	1	2.0
23	Russia	1	0.5	0	0.0
24	Saudi Arabia	2	1.1	0	0.0
25	Singapore	2	1.1	0	0.0
26	South Africa	1	0.5	0	0.0
27	South Korea	5	2.7	1	2.0
28	Spain	11	5.9	3	6.0
29	Taiwan	4	2.2	2	4.0
30	Thailand	2	1.1	1	2.0
31	Turkey	2	1.1	3	6.0
32	Uganda	1	0.5	0	0.0
33	UK	17	9.1	3	6.0
34	Ukraine	1	0.5	0	0.0
35	Uruguay	0	0.0	1	2.0
36	USA	41	22.0	11	22.0
37	Vietnam	1	0.5	0	0.0
38	Zimbabwe	0	0.0	1	2.0
39	Total	186	100.0	50	100.0
40	In more than one countries	16		Sub Total	252
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4.5 Market orientation and performance:

The researchers in the current study have pursued an understanding of the relationship between MO and performance by investigating:

- A positive relationship (For example. Ruekert, 1992; Zebal and Goodwin, 2012),
- Not significant relationship (For example. Jimenez-Jimenez et al., 2008; Silva et al., 2009),
- A negative relationship (For example. Grewal and Tansuhaj, 2001; Arshad et al., 2012),
- No relationship (For example. Bhuian, 1997; Ho and Huang, 2007).

Out of 252 studies conducted on MO during 1990 and 2013, 224 studies were devoted to an examination of the relationship between MO and performance. **Table 7** shows the summary of all 224 studies that have addressed the relationship between MO and performance in terms of the strength of the relationship (i.e. positive, not significant, negative, or no relationship) in the context of SMEs and large organisations.

Table 7: MO-Performance relationship

Relationship	Studies conducted in large Organisations	%	Studies conducted in SMEs	%
Positive	154	68.1	29	67.4
Not Significant	21	9.6	11	25.6
Negative	1	0.6	2	4.7
No-relation	5	2.8	1	2.3
Total	181	100	43	100

Note: (out of 252 studies, (181 + 43) 224 studies were devoted to investigate the link between MO and performance.)

Meanwhile, the review reveals 68 studies that have investigated the relationship between MO and performance in the context of developing countries. Looking at individual studies as a unit of analysis it was noticed that 52 studies (76.5% of the total in developing countries) reported a positive relationship between MO and performance, 12 studies (17.6% of the total in developing countries) reported a non-significant relationship, while 2 studies (2.9% of the total in developing countries) each reported a negative and/or no-relationship respectively. Figure 5 show the distribution of articles that investigated the different relationships between MO and performance in developed and developing countries.

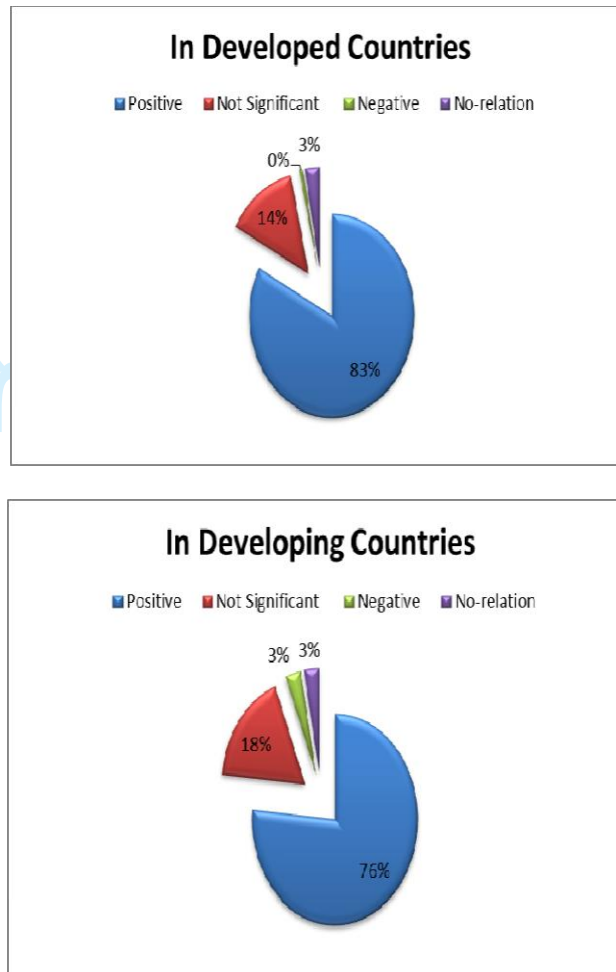


Figure 5: Distribution of articles resulted in different relationship between Mo and performance.

Similarly, the review reveals that only 18 studies have been conducted in the context of tourism and hospitality, out of which 13 studies (72.2% of the total) have been conducted in developed countries and 5 (27.7% of the total) in developing countries. Which support the view of Sin et al. (2005), who argue that relatively few studies have examined empirically the relationship between MO and performance in the context of hotel industry, specifically in developing countries. However, in terms of the strength of the relationship between MO and performance, the review of MO articles in the context of tourism and hospitality reveals that 11 studies (61.1% of the total) and 5 studies (27.7% of the total) reported a positive relationship between MO and performance in developed and developing countries respectively. While only one study (5.5% of the total) reported a non-significant and no-relation between MO and performance in developed countries. This is consistent with the results of other MO-Performance studies in a sense that majority of these studies reported a positive

relationship between the two constructs. However more interestingly, the review reveals that only 2 studies (11.1% of the total) have been conducted in SMEs in developing countries. Table 8 and Table 9 show a summary of all the 18 studies that addressed the relationship between MO and performance in the context of tourism and hospitality from 1990 to 2013.

Table 8: MO-Performance relationship in the context of tourism and hospitality

Relationship	Studies conducted in Developed Countries	%	Studies conducted in Developing Countries	%
Positive	11	84.6	5	100.0
Not Significant	1	7.7	0	0.0
Negative	0	0.0	0	0.0
No-relation	1	7.7	0	0.0
Total	13	100	5	100

Table 9: Summary of MO-Performance articles conducted in the context of tourism and hospitality

Study	Country	Sample	MO /Performance relationship	MO construct based on	Performance measures	Methodology
Au and Tse (1995)	Hong Kong and New Zealand	41 hotel managers from Hong Kong and 148 from New Zealand	Not significant	Kotler (1977)	Objective measures	Quantitative Questionnaire survey
Sargeant and Mohamad (1999)	UK	Marketing directors of 86 hotels	No relation	Parasuraman et al., 1993	Objective measures	Quantitative Questionnaire survey
Gray et al., (2000)	New Zealand	21 CEOs of hospitality firms	positive	Gray et al., (1998b)	Subjective measures	Quantitative Questionnaire Survey

Study	Country	Sample	MO /Performance relationship	MO construct based on	Performance measures	Methodology
Sandvik and Sandvik (2003)	Norway	Managers from 298 hotels	Positive	Kohli et al., (1993)	Objective measures	Quantitative Questionnaire survey
Agarwal et al., (2003)	USA	201 International hotels	Positive for both measures	Narver and Slater (1990)	Both subjective and objective measures	Quantitative Questionnaire survey
Sin et al., (2005)	Hong Kong	63 small and medium sized hotels	Positive	Narver and Slater (1990)	Subjective measures	Quantitative Questionnaire survey
Sin et al., (2006)	Hong Kong	63 Hotels	Positive	Narver and Slater (1990)	Subjective measures	Quantitative Questionnaire survey
Consuegra and Esteban (2007)	Spain	72 international airlines	Positive	Kohli et al., (1993)	Subjective measures	Quantitative Postal Questionnaire
Zhou et al., (2007)	USA	General managers of 184 hotels	Positive	Narver and Slater (1990)	Subjective measures	Quantitative Questionnaire
Haugland and Myrtveit (2007)	Norway	Managers and CEOs of 110 hotels	Positive when subjective measures while no effect for objectives measures.	Narver and Slater (1990)	Both subjective and objectives measures.	Quantitative Questionnaire
Dev and Agarwal (2008)	USA	general managers of 201 hotels	Positive	Narver and Slater (1990)	Both Subjective and Objective measures	Quantitative Questionnaire survey
Qu (2009)	China	Managing directors of 143 hotels	Positive	Kohli et al., (1993)	Subjective measures	Quantitative Questionnaire survey

Study	Country	Sample	MO /Performance relationship	MO construct based on	Performance measures	Methodology
Zhou, Brown and Dev (2009)	USA	184 hotel managers	Positive	Narver and Slater (1990)	Subjective measures	Quantitative Questionnaire
Tsiotsou and Vlachopoulou (2011)	Greek	216 tourism firms	Positive	Narver and Slater (1990)	Subjective measures	Quantitative Questionnaire
Tsiotsou and Vlachopoulou (2011)	Greek	216 tourism firms	Positive	Narver and Slater (1990)	Subjective measures	Quantitative Questionnaire
Wang, Chen and Chen (2012)	China	588 hotels	Positive	Kohli et al., (1993)	Subjective measures	Quantitative Questionnaire
Wang et al. (2012)	China	Managing directors of 588 hotels	Positive	Kohli et al., (1993) and Huber (1991)	Subjective measures	Quantitative Questionnaire
Chen and Myagmarsuren (2013)	Taiwan	132 travel agencies	Positive	Narver and Slater (1990)	Subjective measures	Quantitative Questionnaire survey

Together out of 224 studies that investigate the relationship between MO and performance, 183 (76.7% of total) studies reported a positive relationship, 32 (14.2% of total) studies reported a non-significant relationship, 3 (1.3% of total) studies reported a negative relationship, while 6 (2.7% of total) studies reported no relationship between MO and performance. For instance, Narver and Slater (1990) and Rodrigues and Pinho (2012) report a positive relationship, Jimenez-Jimenez et al. (2008) and Silva et al. (2009) find a non-significant relationship, Grewal and Tansuhaj (2001) and Roshayani and Rohana (2012) encounter a negative relationship, while Bhuiyan (1997) and Ho and Huang (2007) even report no

relationship between MO and performance. Therefore, it was concluded that the evidence on the positive relationship between MO and performance is, at least, equivocal.

However, it is significant to note that these irregularities in the relationship between MO and performance are due to different factors affecting the relationship. In the following sub sections two of these factors will be discuss i.e. measure of MO and measure of performance.

4.5.1 Measure of market orientation:

Literature regarding MO reveals several scales to measure MO, for example MKTOR scale developed by Narver and Slater (1990), MARKOR scale developed by Kohli et al. (1993), DFW developed by Deshpande et al. (1993), and many more. However, by examining the literature from 1990 to 2013 it was absorb that 78 (32.5% of total) studies used MKTOR scale, 67 (27.9% of total) studies used MARKOR scale, while 27 (11.2% of the total) studies used both scale at the same time. Furthermore, 11 studies (4.6% of total) developed the scale to measure MO from literature, 13 (5.4% of the total) studies used the scale developed by Desphande et al. (1993), while 44 (18.3% of the total) studies used others MO scales. Figures 6 and 7 shows the distributions of MO articles according to MO scale used in developed and developing countries.

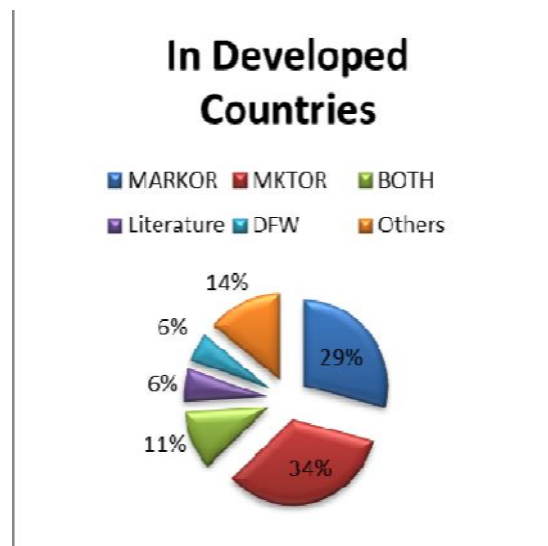


Figure 6: Distribution of MO articles according to MO scale used (Developed Countries).

Meanwhile, in SMEs the review reveals that MKTOR was the most frequently used scale with 28.8% (of the total studies conducted in SMEs, 15 studies) followed by MARKOR scale with 23.1% (of the total studies conducted in SMEs, 12 studies) and DFW scale with 9.6% (of the total studies conducted in SMEs, 5 studies). Furthermore, 11.5% of studies used both MARKOR and MKTOR scale while 23.1% studies used others scale to measure MO. Table 10 shows the distribution of articles according to MO scale used and firm's size.

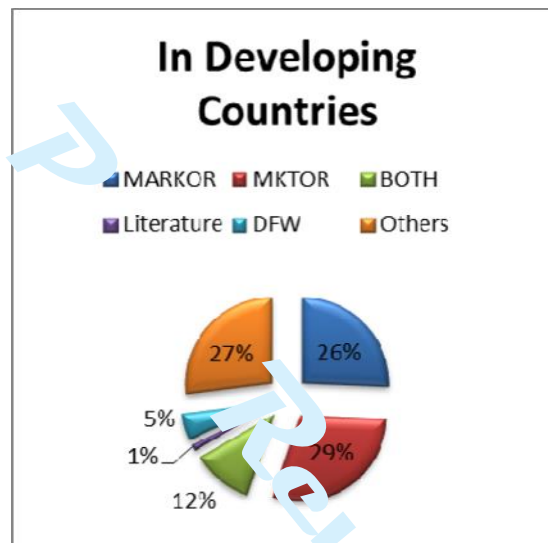


Figure 7: Distribution of MO articles according to MO scale used (Developing Countries).

Table 10: Distribution of articles according to MO scale used

Scale	Studies conducted in large Organisations	%	Studies conducted in SMEs	%
MARKOR	57	28.5	12	23.1
MKTOR	66	33.0	15	28.8
Both	20	10.0	6	11.5
Literature	11	5.5	2	3.8
DFW	9	4.5	5	9.6
Others	37	18.5	12	23.1
Total	200	100.0	52	100.0

While looking into the relationship between MO and performance and the scale used to measure MO, the finding indicates that the two most frequently used scales to measure MO, report different share of positive relationship between MO and performance. Studies that use MKTOR scale to measure MO have reported 32% of the total number of positive effect, while studies that use MARKOR scale

have reported 27% of the total number of positive effect. Table 11 shows the distribution of articles according to MO scale used and the relationship between MO and performance in the context of both large firms and SMEs.

Table 11: Distribution of articles according to MO scale used and relationship between MO and performance

Scale	Firm size	Number of positive effect	%	Number of non-significant effect	%	Number of negative effect	%
MARKOR	Large	41	23.8	9	22.0	1	33.3
	SMEs	6	3.5	3	7.3	1	33.3
MKTOR	Large	17	27.3	16	39.0	0	0.0
	SMEs	8	4.7	3	7.3	0	0.0
Both	Large	17	9.9	0	0.0	1	33.3
	SMEs	5	2.9	0	0.0	0	0.0
Literature	Large	9	5.2	0	0.0	0	0.0
	SMEs	1	0.6	0	0.0	0	0.0
DFW	Large	6	3.5	0	0.0	0	0.0
	SMEs	3	1.7	1	2.4	0	0.0
Others	Large	24	14.0	4	9.8	0	0.0
	SMEs	5	2.9	5	12.2	0	0.0

4.5.2 Measures of performance:

The second most significant factor in the analysis of the relationship between MO and performance is the type of measurement used for the later concept. However, like most of performance scholars, researchers in the field of MO also disagree on the description of business performance. Within this context, Venkatraman and Ramanujam (1986; as cited in Gonzalez-Benito, 2009) define business performance as a sub set of financial and operational measures, where the former consists of accounting based measures (such as: ROA, sales growth, profit, or ROI). While the latter consists of indicators that indirectly lead to performance improvement (such as: customer retention, customer satisfaction, or achievement of objectives). Similarly, Ruekert and Walker (1987) define business performance in terms of efficiency, effectiveness, and adaptability. Therefore, researchers and practitioners have used a wide range of performance indicators to measure business performance in the field of MO. The following table (Table 12) shows different

indicators used to measure performance along with its frequencies and percentages in the extended literature related to MO-performance relationship both in large organisations and SMEs.

Table 12: Different indicators used to measure business performance:

Performance Indicators	Large Firms		SMEs	
	Frequency	Percentage	Frequency	Percentage
Market Share	64	28.4	13	30.2
Sales (and Growth)	53	23.5	16	37.2
Return on Investment (ROI)	48	21.3	15	34.8
Sales Growth	46	20.4	11	25.5
Profitability	41	18.2	8	18.6
Overall Performance	37	16.4	4	9.3
Profit after Tax	34	15.1	9	20.9
New Product Success (NPS)	27	12.0	9	20.9
Customer Satisfaction	27	12.0	3	6.9
Return on Assets (ROA)	20	8.8	3	6.9
Customer Retention	17	7.5	7	16.2
Revenue	11	4.8	4	9.3
Product/Services Quality	10	4.4	4	9.3
Customer Loyalty	8	3.5	0	0.0
Cost/Expenses	8	3.5	1	2.3
Profit Margin	7	3.1	3	6.9
ROCE	6	2.6	0	0.0
Return on Sales (ROS)	6	2.6	1	2.3
Brand Awareness and Image	4	1.7	1	2.3
Cash Flow	4	1.7	1	2.3
Return on Equity (ROE)	3	1.3	1	2.3
Net income	3	1.3	0	0.0
Pre Tax Profit	3	1.3	0	0.0
Innovation Performance	3	1.3	0	0.0
Market Effectiveness	3	1.3	1	2.3
Goals achievement	3	1.3	1	2.3
Project performance	3	1.3	0	0.0
Espirit de Corps	2	0.8	1	2.3
Achievement of Objectives	2	0.8	0	0.0
Employee Turnover	2	0.8	1	2.3
Organisational commitment	2	0.8	1	2.3
Citizen Participation	1	0.4	0	0.0
Stock Price	1	0.44	0	0.0
Trust	1	0.4	1	2.3

Performance Indicators	Large Firms		SMEs	
	Frequency	Percentage	Frequency	Percentage
New Product entry rate	1	0.4	0	0.0
Stock return	1	0.4	0	0.0

By reviewing past publications in the field of MO, it was observed that despite the fact that business performance has been operationalised by many researcher differently, it was found that there was a general agreement among MO researchers on some performance indicators such as market share (28% and 30% of the total number of studies conducted in large firms and SMEs respectively), sales (and Growth) (24% and 37% of the total number of studies conducted in large firms and SMEs respectively), ROI (21% and 35% of the total number of studies conducted in large firms and SMEs respectively), sales growth (20.44% and 25.58% of the total number of studies conducted in large firms and SMEs respectively), profitability (18.22% and 18.60% of the total number of studies conducted in large firms and SMEs respectively), and overall performance (16.44% and 9.30% of the total number of studies conducted in large firms and SMEs respectively).

Furthermore, there are many performance measures available in the extant literature; however, with regard to MO, almost all studies used either subjective or objective measures of performance. Within this context, objective measures of business performance refer to hard, real, and financial data existing in the financial records of the firm and used to measure business performance while subjective measures of business performance is related to using scale with anchors like “much lower” to “much higher” or “very poor” to “very good” compared to its main competitors, business objectives, business history, and/or industry rate. By reviewing the literature it was noticed that subjective measures of performance was the most frequently used, with 189 (84.3%% of the total) out of the total 224 studies which measured performance, 16 (7.1% of the total) studies used objective measures of performance while 19 (8.4% of the total) studies used both measures of performance. The abundance of subjective measures of performance in MO articles can be justified by the fact that objective measures of performance are hard to obtain or insufficiently reliable. Moreover, subjective measures facilitate the measurement of complex dimensions of performance, for example customer satisfaction and brand

equity (Gonzalez-Benito and Gonzalez-Benito, 2005). Such reasons lead many researchers to use subjective rather than objective measures to measure performance. Figures 7 and 8 shows the distributions of MO articles according to performance measures used in developed and developing countries.

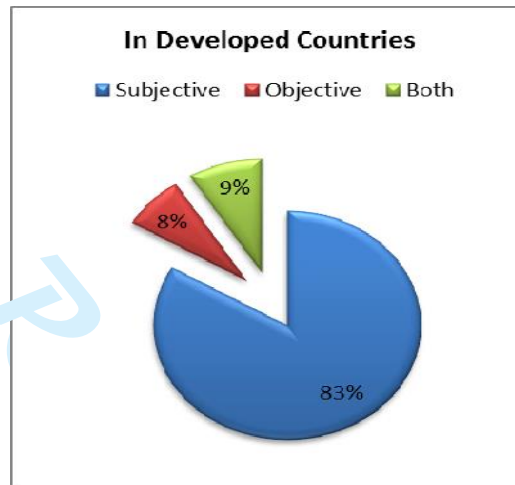


Figure 8: Distribution of MO articles according to performance measures used (Developed Countries).

Studies conducted in SMEs have also shows almost the same result with 39 (90.7% of total studies conducted in SMEs) out of total 43 studies have used subjective measures of performance, 2 (4.7% of total studies conducted in SMEs) studies measure performance objectively, while 2 (4.7% of total studies conducted in SMEs) studies used both measures of performance. Table 13 shows the distribution of MO articles according to performance measure used and firm size.

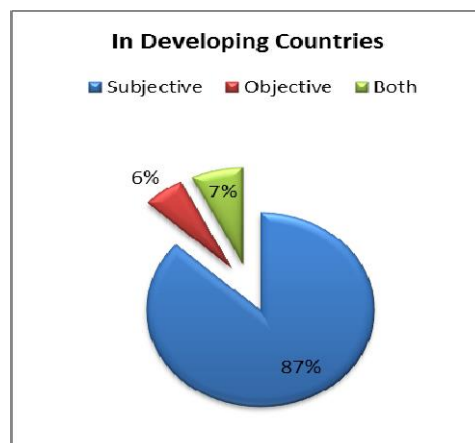


Figure 8: Distribution of MO articles according to performance measures used (Developing Countries).

Table 13: Distribution of MO articles according to performance measure used

Performance Measures	Studies conducted in large Organisations	%	Studies conducted in SMEs	%
Subjective	150	82.9	39	90.7
Objective	14	7.7	2	4.7
Both	17	9.4	2	4.7
Total	181	100	43	100.0

While looking into the relationship between MO and performance and the measures of performance, it was found that the two most frequently used measures of performance, report different share of positive relationship between MO and performance. Studies that use subjective measures of performance have reported 87.7% of the total number of positive effect, while studies that use objective measures of performance have reported 5.7% of the total number of positive effect. Moreover, studies that use both measures of performance have reported 7.2% of the total number of positive effect. Table 14 shows the distribution of articles according to performance measures used and the relationship between MO and performance in the context of both large firms and SMEs.

Table 14: Distribution of articles according to performance measures used and relationship between MO and performance

Performance Measure	Firm size	Number of positive effect	%	Number of non-significant effect	%	Number of negative effect	%
Subjective	Large	128	71.5	20	69.0	1	25.0
	SMEs	29	16.2	1	3.4	2	50.0
Objective	Large	8	4.5	5	17.0	1	25.0
	SMEs	1	0.6	1	3.4	0	0.0
Both	Large	12	6.7	1	3.4	0	0.0
	SMEs	1	0.6	1	3.4	0	0.0

4.6 Studies examining the impact of moderators on MO-performance link

Apart from efforts to investigate the relationship between market orientation and business performance, many researchers have also examined the moderating effect of environmental factors on this relationship. Therefore, a number of moderator variables that are likely to moderate the effect of market orientation on business performance have been identified in the related market orientation

literature. The majority of these studies examined the moderating role of turbulence in a firm's immediate environment (for example: Dwairi et al., 2007; Olavarrieta and Friedmann, 2008; Kirca, 2011; Beraces and Nagy, 2012; Wang et al., 2012; Boso et al., 2012). While, others investigated moderators such as entrepreneurship (for example: Bhuian et al., 2005), financial capital (for example: Boso et al., 2012), Corporate social responsibility (Brik et al., 2011), innovativeness (Menguc and Auh, 2006; Augusto and Coelho, 2009), and learning orientation (Noble et al., 2002). Figure 9 shows the percentage of studies which investigate the moderating effect on the relationship between MO and performance.

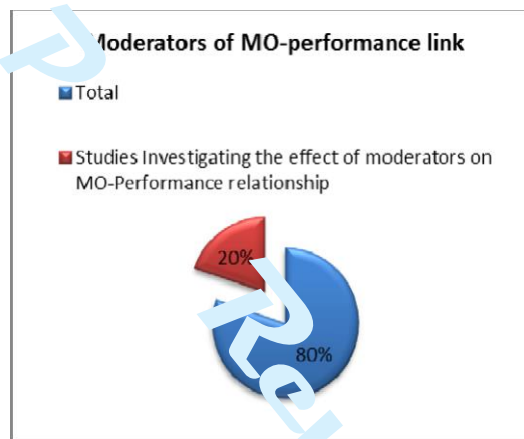


Figure 9: Moderators of MO-performance link

Out of 252 studies conducted on MO during 1990 and 2013, only 63 studies were devoted to investigate the moderating effect of different variables on the relationship between MO and performance. However, out of these 63, 34 (13.4% of the total) studies investigated the moderating effect of market-level factors (e.g. market turbulence, technological turbulence, and/or competitive intensity). However, it was found that only 6 studies (2.3% of the total) were devoted to investigate the moderating effect on the relationship between MO and performance in the context of SMEs. Table 15 shows the list of all the moderators that have been investigated in all 63 studies during the period of 1990 to 2013.

Table 15: Moderators of MO-Performance link

No	Moderators of MO-Performance relationship	Studies
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No	Moderators of MO- Performance relationship	Studies
1	<i>Environmental Moderators (i.e. Technological turbulence, Market turbulence, and/or Competitive intensity)</i>	Narver and Slater (1990); Jaworski and Kohli (1993); Slater and Narver (1994); Greenley (1995); Kumar et al. (1998); Appiah-Adu (1998); Bhuian (1998); Avlonitis and Gounaris (1999); Pulendran et al. (2000); Harris (2001); Grewal and Tansuhaj (2001); Ngansathil (2001); Subramanian and Gopalakrishna (2001); Cadogan et al. (2002); Tay and Morgan (2002); Rose and Shooham (2002); Langerak (2003); Kirca et al. (2005); Cadogan et al. (2006); Dwairi et al. (2007); Augusto and Coelho (2007); Olavarrieta and Friedmann (2007); Sorensen (2008); Aziz and Yassin (2010); Beracs and Nagy (2010); Zhang and Duan (2010); Mahmoud et al. (2011); Chung (2011); Kumar et al. (2011); Mahmoud (2011); Gaur et al. (2011); Kirca (2011); Wang et al. (2012); Boso et al. (2012)
2	<i>Entrepreneurship</i>	Barret and Weinstein (1999); Atuahene-Gima (2001); Tzokas et al. (2001); Bhuian et al. (2005); Li et al. (2008)
3	<i>Supplier/Buyer power</i>	Kumar et al. (1998); Avlonitis and Gounaris (1999); Gray et al. (1999); Subramanian and Gopalakrishna (2001); Song and Parry (2009); Beracs and Nagy (2010);
4	<i>Innovativeness</i>	Appiah-Adu and Singh (1998); Matear et al. (2002); Noble et al. (2002); Salomo et al. (2003); Li et al. (2008); Augusto and Coelho (2009); Zhang and Duan (2010);
5	<i>Business Strategy</i>	Pelham (1997); Matsuno and Mentzer (2000); Langerak (2003b); Kumar et al. (2011);
6	<i>Size of firm</i>	Llonch and Walino (1996); Barret and Weinstein (1999); Pelham (2000); Raju et al. (2000); Hult et al. (2003); Luneborg and Nielsen (2003); Song and Parry (2009); Li and Zhou (2010); Kirca (2011);
7	<i>Learning orientation</i>	Baker and Sinkula (1999a); Noble et al. (2002);
8	<i>Culture</i>	Pitt et al. (1996); Selnes et al. (1996); Deshpande and Farley (1999); Deshpande et al. (2000); Cano et al. (2004); Todorovic and Ma (2008)
9	<i>Type of business</i>	Llonch and Walino (1996); Tse et al. (2003); Li and Zhou (2010); Kirca (2011);
10	<i>Country economy</i>	Slater and Narver (1994); Pitt et al. (1996); Selnes et al. (1996); Sin et al. (2003); Kirca (2011);
11	<i>Entry barriers</i>	Gray et al. (1999); Avlonitis and Gounaris (1999);

No	Moderators of MO-Performance relationship	Studies
		Song and Parry (2009);
12	Ownership type	Oczkowski and Farrell (1998); Shergill and Nargundkar (2005); Li and Zhou (2010)
13	Internet integration	Prasad et al. (2001); Abd-Aziz and Yasin (2004);
14	Firm resources	Gaur et al. (2011)
15	Reward system	Wei and Atuahene-Gima (2009)
16	Financial capital	Boso et al. (2012)
17	Coaching, service related training, and empowerment	Ellinger et al. (2008)
18	Corporate social responsibility	Brik et al. (2011)
19	Managerial ties	Chung (2012)

However, it was found that only 6 studies (2.3% of the total) were devoted to investigate the moderating effect on the relationship between MO and performance in the context of SMEs in developing countries. Out of these 6 studies, 5 studies have examined the moderating role of turbulence in the firm immediate environment (that is: technological turbulence, market turbulence, and competitive intensity). Within this context, Mahmoud (2011) argued that the degree of competition in the market has significant effect on the MO-Performance relationship. While dropping technological turbulence due to weakness in scale, his study does not draw any decisive conclusion regarding market turbulence and suggest that although market turbulence play some role in MO-Performance link, the nature of this role is not clear. Meanwhile, the study of Aziz and Yassin (2010) in Malaysian SMEs did not find any moderating effect of environmental factors on MO-Performance relationship. The following table (Table 16) contains a summary of all the 5 studies conducted in SMEs in developing countries to investigate the moderating effect of environmental factors on MO-Performance relationship.

Table 16: Empirical studies conducted in SMEs in developing countries to investigate the moderating effect of environmental factors on MO-Performance relationship.

Study	Sample	Environmental Factors			Conclusions
		Technological Turbulence (TT)	Market Turbulence (MT)	Competitive Intensity (CI)	
Grewal and Tansuhaj, 2001	120 SMEs in Thailand	Significant (+)	Significant (+)	Significant (-)	High CI aggravates MO-Performance

Study	Sample	Environmental Factors			Conclusions
		Technological Turbulence (TT)	Market Turbulence (MT)	Competitive Intensity (CI)	
					further after crises. In High MT and TT, MO is useful to gain competitive advantage.
Zhang and Duan, 2010	227 manufacturing firms in China of which 57% are SMEs.	Significant (+)	Insignificant	Insignificant	TT positively moderate MO-new product performance relationship. MT and CI have no moderating effect.
Aziz and Yassin, 2010	102 SMEs in Malaysia	Insignificant	Insignificant	Insignificant	TT, MT, and CI did not moderate the relationship between MO and business performance.
Gaur et al., 2011	315 manufacturing SMEs in India	Insignificant	Insignificant	Partially Significant	CI only moderates the relationship between customer orientation (a Sub-dimension of MO) and performance (i.e. Partially Significant). TT and MT did not moderate the relationship between MO dimensions and manufacturing performance.
Mahmoud, 2011	191 SMEs in Ghana	Not Investigated	Not clear	Significant (+)	CI has a significant effect on the importance of MO to the performance of SMEs. Not conclusive regarding how MT would shape the importance of MO to performance.

4.7 Distribution of the methodologies of the publications:

By reviewing 252 studies, it was found that majority of researchers in the field of MO used quantitative methodology from the period 1990 to 2013. One reason might be the nature of this research which includes only those studies that have investigated either MO-Performance relationship, antecedents of MO, or moderators of MO-Performance link. In this respect, 228 (72.2% of total studies) studies used quantitative methodology, 7 (2.7% of the total studies) studies reported a qualitative methodology, while 17 (6.7% of the total studies) studies used a triangulation. Figures 10 and 11 shows different research methodologies employed in MO research.

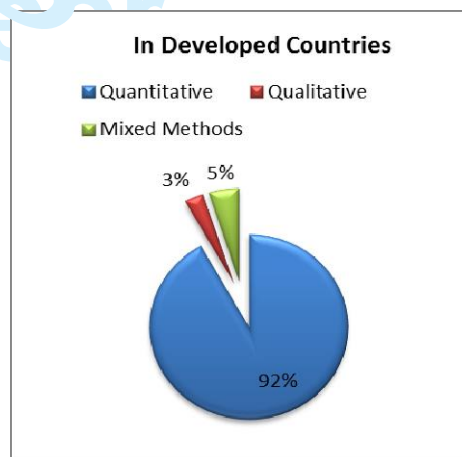


Figure 10: Research methodologies employed in MO research from 1990 to 2013 (Developed Countries).

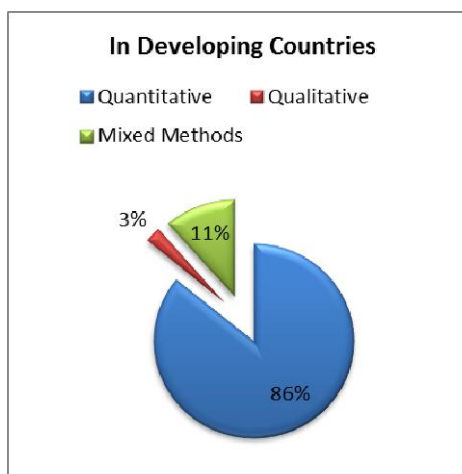


Figure 11: Research methodologies employed in MO research from 1990 to 2013 (Developing Countries).

Studies conducted in SMEs have also show almost the same result with 46 (88.5% of total studies conducted in SMEs) out of total 52 studies have used quantitative methodology, 2 (3.8% of total studies conducted in SMEs) studies used qualitative methodologies, while 4 (7.7% of total studies conducted in SMEs) studies used triangulation. Table 17 shows the distribution of MO articles according to methodology used and firm size.

Table 17: Distribution of MO articles according to methodology used and firm size

Methodologies	Studies conducted in large Organisations	%	Studies conducted in SMEs	%
Quantitative	182	91.0	46	88.5
Qualitative	5	2.5	2	3.8
Mixed Methods	13	6.5	4	7.7
Total	200	100.0	52	100.0

4.8 Distribution of the Research Methods of the publications

Regarding the research methods adopted by researcher in the field of MO from period 1990 to 2013, it was noticed that the majority of the researchers used Questionnaire survey with a total percentage of 72.2% (228 studies in total) of the total number of studies. Moreover, 24 (9.5% of the total) studies used interviews, while 7 (2.7% of the total) used focus group. Figures 12 and 13 show the distribution of MO articles according to methods used.

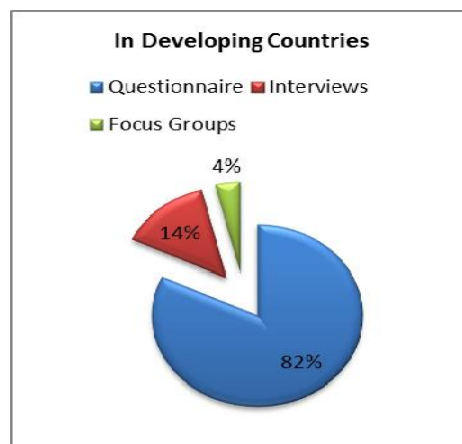


Figure 12: Research methods employed in MO research from 1990 to 2013 (Developing Countries).



Figure 13: Research methods employed in MO research from 1990 to 2013 (Developed Countries).

In the context of SMEs it was absorb that 86% (45 studies) of total studies conducted in SMEs used Questionnaire survey, 10% (5 studies) used interviews, and 4% (2 studies) used focus group. The following Table 18 shows the distribution of MO articles according to research methods used and size of firm.

Table 18: Distribution of MO articles according to research methods and firm size

Research Methods	Studies conducted in large Organisations	%	Studies conducted in SMEs	%
Questionnaire	176	88.0	45	86.5
Interviews	19	9.5	5	9.6
Focus Groups	5	2.5	2	3.8
Total	200	100.0	52	100.0

5. Conclusion:

The current study provides a guide to anyone interested in learning about MO and its impact on performance as well as factors that drive and/or hinder MO activities and moderator variables that effect MO-Performance relationship in the context of SMEs in developing countries. The current study is based on a systematic survey and synthesis of MO literature from 1990 to 2013 using keyword index search. The authors conclude that the numbers of articles on MO have increased significantly since 1998 and there has been a steady growth in recent times. However, this situation is not consistent with Liao et al. (2011) who found that MO research peaked around 2001. MO is considered a strong and prosperous area of

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3 research with an ever broadening scope of application (Liao et al., 2011). Although,
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5 articles come from a variety of journals (92 in total) researchers and practitioners
6 interested in MO research could find a major portion (45.2% of total publication) in
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8 the top 10 journals. Moreover, the top ten journals with the most MO articles
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10 published are all marketing journals except *The Journal of Business Research* and
11 *Journal of Small Business Management*. In the context of SMEs, most of the articles
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13 were published in *The Journal of Small Business Management*.

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16 Regarding antecedents of MO, our result is consistent with Kirca et al. (2005)
17 who argued that most of the studies conducted to investigate the antecedents of MO
18 derived their factors from Jaworski and Kohli's (1990 and 1993) model. However, in
19 the context of SMEs, one can find only a few studies (7 studies, 2.8% of total) that
20 were conducted to investigate the antecedents of MO.

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23 From a theoretical point of view the literature argues that a firm's market
24 orientation yields value for customers that is hard to imitate and that it can be used
25 as a source of competitive advantage which will allow firms to overtake their less
26 market oriented competitors (Liao et al., 2011). Therefore, it is more likely for a
27 market oriented firm to attain high level of customer satisfaction, appeal to new
28 customers, and consequently achieve a higher level of market share, growth and
29 hence improved performance (Homburg and Pflesser, 2000). To inspect this
30 argument the current study examined the performance impact of MO in 224 studies
31 that used well known MO scale developed by Khole et al. (1993), Narver and Slater
32 (1990), Deshpande et al. (1993) and others. The current review concludes that the
33 evidence on the positive relationship between MO and performance is, at least,
34 equivocal. Although, 76.7% of the total studies reported a positive relationship
35 between MO and performance there is still evidence that shows a non-significant
36 relationship (14.2% of total), no relationship (2.7%), and even in some cases a
37 negative relationship (1.3% of total). Therefore, despite claims made in literature
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“Compelling evidence exists that market orientation leads to positive business performance” (Matsuno et al., 2002, p. 18); and

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3 “With considerable confidence, one can say there exists a positive relationship
4 between market orientation and performance” (Narver and Slater, 1998, p. 235);
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8 The current study concludes that the overall relationship between MO and
9 performance, after 23 years of extensive research, still an open question. However,
10 within the context of MO-Performance relationship it was concluded by the current
11 study that the measures used (both MO scale and performance measures) have a
12 significant impact on the relationship between MO and performance. For example
13 studies using MKTOR scale have reported more positive effects than studies using
14 MARKOR scale. Furthermore, the positive impact of MO on performance might have
15 been overstated when subjective performance measures were used and understated
16 when performance was measured using objective scales. Additionally, it has been
17 argued that the long-term survival of tourism and hospitality industry in such an
18 increasingly competitive environment even in developing countries depends on its
19 ability to satisfy customers’ needs efficiently and effectively (Haugland et al., 2007).
20 Within this context, MO adoption help firms in tourism industry to offer a services mix
21 that is perceived by its customers as being of superior quality while building
22 competitive advantage and improving their performance (Sin et al., 2006). However,
23 the current study concludes that there is very little empirical evidence to support this
24 view as only 2 (out of 18) studies have been identified by this review that
25 investigates the relationship between MO and performance in tourism and hospitality
26 small and medium firms in developing countries.
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42 Apart from efforts to investigate the antecedent factors and the relationship
43 between market orientation and business performance, many researchers have also
44 examined the moderating effect of environmental factors on this relationship. Within
45 this context, the current study conclude that a number of moderator variables that
46 are likely to moderate the effect of market orientation on business performance have
47 been identified in the related market orientation literature. However, the majority of
48 these studies (34 out 63 studies) examined the moderating role of turbulence in a
49 firm’s immediate environment (for example: Dwairi et al., 2007; Olavarrieta and
50 Friedmann, 2008; Kirca, 2011; Beraces and Nagy, 2012; Wang et al., 2012; Boso et
51 al., 2012), while, others investigated moderators such as entrepreneurship (for
52 example: Bhuian et al., 2005), financial capital (for example: Boso et al., 2012),
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3 Corporate social responsibility (Brik et al., 2011), innovativeness (Menguc and Auh,
4 2006; Augusto and Coelho, 2009), and learning orientation (Noble et al., 2002).
5 However, in the context of SMEs, one can find only a few studies (6 studies, 2.3% of
6 total) that were conducted to examine the impact of moderator variables on the
7 relationship between MO and performance.
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12 Review of the literature from 1990 to 2013 shows that MO studies have
13 utilized a combination of both qualitative and quantitative approaches. However,
14 generally there was no optimal research methodology or methods. Because every
15 methodology has some kind of drawback or limitation, scholars must employ the
16 most appropriate research methodology to their research (El-Gohary,
17 2010). Although the literature review shows that 72.2% of all studies included in this
18 review used a quantitative methodology, the authors highly recommend a
19 triangulation approach in conducting future research specifically in the context of
20 SMEs in developing countries. One reason might be the fact that MO construct
21 developed in developed countries and in large organisations so directly taking the
22 scale to measure MO in the SMEs' context would not be fruitful. Therefore, a
23 triangulation consists of a qualitative strategy (e.g. case study or interviews) which
24 will provide in-depth information about the construct of MO and allow the researcher
25 to develop or modify the MO scale according to context specific issues. Meanwhile a
26 quantitative strategy (i.e. questionnaire survey) will allow the researcher to answer
27 "WHAT" questions such as what is the relationship between MO and performance.
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42 **6. Limitation, Implications and Direction for Future Studies:**

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44 A study of this nature certainly has limitations. First, all articles included in this
45 study are published on five online databases means articles published on other
46 databases are not included in this study. Second, all categorisations and
47 classifications in this study are based on the keyword index which might obstruct in
48 presenting full picture of MO. Third, this survey only include English publication,
49 however, a cross-cultural viewpoint would add to this study. Finally, the current study
50 concentrated only on the antecedents facts, relationship between MO and
51 performance and moderators variable of MO-Performance link, so might miss
52 studies that are conducted about the factors that bring the concept of MO to life.
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3 Regardless, the finding of this review will add to the body of knowledge by
4 investigating and illustrating a survey and systematic review of the published work in
5 the field of MO. Depending on this review, researchers and scholars in the field will
6 have a clearer view to set their attitude towards suitable future research studies and
7 methodologies which in turn will contribute to the related accumulated knowledge in
8 the field of MO. Within this context, as mentioned above some of the MO articles in
9 the current study are based on quantitative method and some focuses on qualitative
10 method. Such isolated approaches can easily lead to incomplete conclusions to get
11 the whole picture (Liao, 2003). Therefore, mixing of methodologies (that is:
12 Methodological Triangulation) might be a vital future research direction. Furthermore,
13 there is also a noticeable absence of scholarly finding on the relationship between
14 MO and performance in the context of SMEs in developing countries. Therefore,
15 further research is required to fully understand the construct of MO and its
16 relationship with business performance of SMEs in developing countries. Moreover,
17 empirical evidence regarding MO and its effect on business performance in
18 developing countries is very limited compared to the studies conducted in developed
19 economies. Furthermore, the findings regarding the relationship between MO and
20 performance, antecedents of MO, and moderators of MO-Performance relationship
21 from developing, emerging, and transitional economies are equivocal and does not
22 lead to any conclusion. Therefore, to increase the validity and robustness of the
23 market orientation theory, there is a need to established whether the theory mainly
24 developed in western countries (that is: US and UK) is also replicable in developing
25 economies.

43 **7. References:**

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