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A meta-analysis of the relationship between market orientation and business performance: evidence from five continents

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Abstract

Market orientation has emerged as a significant antecedent of performance and is presumed to contribute to long-term success. To investigate the impact of this predictor, a meta-analysis was conducted and findings suggest that the relationship between market orientation and business performance is positive and consistent worldwide. One of the unique contributions of this research is a sample that includes studies conducted in 23 countries spanning five continents. The moderating effects of business objective (profit, not-for-profit), industry type (manufacturing, service), socioeconomic development [gross domestic product (GDP) per capita, Human Development Index (HDI)], and Hofstede's individualism cultural dimension] are examined. Stronger correlations between market orientation and business performance were found for not-for-profit compared to profit firms and service compared to manufacturing firms.

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Keywords: Market orientation; Business performance; Meta-analysis; National culture; Services; Not-for-profit

1. Introduction

In today's highly competitive global markets, managers seek to improve organizational effectiveness by identifying organizational metrics linked to business performance. Market orientation is one such metric that has emerged as a significant predictor of performance and is presumed to contribute to long-term success (Deshpandé & Farley, 1999). Market orienta-

tion is heavily influenced by the marketing concept (Drucker, 1954; McCarthy, 1960; McKitterick, 1957), and is the cornerstone of the marketing management and marketing strategy paradigms (Hunt, 2002). The Marketing Science Institute has recognized the importance of market orientation for many years, and today it remains a research priority. Over time, scholars have acknowledged that market orientation research has significantly influenced the development of marketing knowledge (Biggadike, 1981; Day, 1999; Kohli & Jaworski, 1990).

Scholars agree that meta-analysis is an important tool for conducting marketing research across different countries (Deshpandé & Farley, 1999). Early

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Table 1
Study-level coding

Study	Sample size	IND ^a	ORG ^b	Country	IND ^c	MO Scale ^d		PERF Scale ^e		ES ^f
						Type	α	Type	α	
Appiah-Adu (1998a)	74	X	P	Ghana	NA	X	0.740	S	NR ^g	0.230
Baker and Sinkula (1999)	411	X	X	USA	91	M	0.889	S	0.790	0.297
Balakrishnan (1996)	139	M	X	USA	91	K	NR ^g	S	NR ^g	0.150
Bhuiyan (1998)	115	M	P	Saudi Arabia	38	M	0.870	S	0.830	0.188
Caruana, Pitt, and Berthon (1999)	131	S	P	UK	89	M	0.780	S	0.790	0.143
Caruana, Ramaseshan, and Ewing (1997)	134	S	N	Australia	90	M	0.880	S	0.880	0.580
Caruana, Ramaseshan, and Ewing (1998a)	84	S	X	Australia	90	M	0.810	S	NR ^g	0.520
Caruana, Ramaseshan, and Ewing (1998b)	171	S	N	Australia	90	M	0.700	S	0.870	0.620
Caruana, Ramaseshan, and Ewing (1999)	171	S	N	Australia	90	M	0.889	S	0.880	0.606
Cervera, Mollá, and Sánchez (2001)	399	S	N	Spain	51	M	NR ^g	S	NR ^g	0.337
Dawes (2000)	93	X	P	Australia	90	M	0.857	X	NR ^g	0.198
Deshpandé and Farley (1998)	82	X	P	USA, Germany	82	X	0.710	S	NR ^g	0.430
Dobni and Luffman (2000)	210	S	P	USA	91	X	0.785	S	NR ^g	0.184
Doyle and Wong (1998)	344	X	P	UK	89	M	0.790	S	0.80	0.360
Duncan (2000)	173	S	N	USA	91	M	NR ^g	O	NR ^g	0.196
Farrell (2000)	268	X	P	Australia	90	K	0.900	S	0.750	0.326
Gray, Matear, Boshoff, and Matheson (1998)	490	X	P	Australia	90	X	0.696	X	NR ^g	0.184
Gray, Matear, and Matheson (2000)	21	S	P	Australia	90	M	NR ^g	S	NR ^g	0.469
Grewal and Tansuhaj (2001)	120	X	P	Thailand	20	M	0.773	O	0.930	0.020
Han, Kim, and Srivastava (1998)	134	S	P	USA	91	K	0.803	X	0.750	0.140
Harris and Ogbonna (2001)	322	X	P	UK	89	K	0.926	X	0.90	0.326
Hookey et al. (2000)	1396	X	P	Poland, Slovenia, Hungary	67	K	0.960	X	0.80	0.169
Hult and Ketchen (2000)	181	X	P	USA	91	K	0.820	O	NR ^g	0.142
Jaworski and Kohli (1993)	136	X	P	USA	91	M	0.783	S	0.830	0.500
Langerak (2001)	72	M	P	Netherlands	80	X	0.905	S	0.850	0.290
Langerak, Hutlink, and Robben (2000)	126	M	P	Netherlands	80	X	0.813	S	0.880	0.290
Matsuno and Mentzer (2000)	364	M	P	USA	91	M	0.840	O	NR ^g	0.326
Matsuno, Mentzer, and Rentz (2000)	275	M	P	USA	91	M	0.750	X	NR ^g	0.349
Mavondo (1999b)	146	M	P	Zimbabwe	NA	X	0.912	O	NR ^g	0.240
Narver and Slater (1990)	371	X	P	USA	91	K	0.881	S	NR ^g	0.345
Ngai and Ellis (1998)	73	M	P	Hong Kong	25	K	0.854	S	0.850	0.270
Ngansathil (2001)	147	M	P	Thailand	20	K	NR ^g	X	NR ^g	0.154
Oczkowski and Farrell (1998)	237	M	P	Australia	90	X	0.895	S	0.820	0.249
	190	M	P	Australia	90	X	0.895	S	0.780	0.307
Pelham (1997)	160	M	X	USA	91	X	0.880	S	0.780	0.280
Pelham (1999)	229	M	P	USA	91	X	0.820	S	0.840	0.339
Pelham (2000)	235	M	P	USA	91	X	NR ^g	S	NR ^g	0.347
Pelham and Wilson (1996)	68	X	X	USA	91	X	0.920	S	0.770	0.210
Pitt, Caruana, and Berthon (1996)	130	X	P	UK	89	M	0.880	S	0.780	0.318
	192	X	P	Malta	NA	M	0.838	S	0.750	0.296
Pulendran, Speed, and Widing (2000)	105	M	P	Australia	90	M	0.870	S	NR ^g	0.568
Raju and Lonial (2002)	293	S	P	USA	91	M	0.732	X	0.790	0.225
Raju, Lonial, and Gupta (1995)	176	S	X	USA	91	M	NR ^g	X	NR ^g	0.346
Saini et al. (2002)	117	X	P	USA Canada	86	X	0.910	S	NR ^g	0.190
Selnes, Jaworski, and Kohli (1996)	222	M	P	USA	91	M	0.890	X	0.830	0.235
	237	M	P	Netherlands, Norway, Sweden	71	M	0.890	X	0.670	0.165
Shoham and Rose (2001)	101	M	P	Israel	54	M	0.827	O	0.820	0.300
Siguaw and Honeycutt (1995)	268	M	P	USA	91	K	NR ^g	S	NR ^g	-0.170
Sin et al. (2000)	210	X	P	China	53	K	0.858	S	0.870	0.135

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