2528-9705

Örgütsel Davranış Araştırmaları Dergisi
Journal Of Organizational Behavior Research
Cilt / Vol.: 3, Sayı / Is.: S2, Yıl/Year: 2018, Kod/ID: 81S259

THE DESCRIPTION OF FIRM PERFORMANCE THROUGH INNOVATION AND LEARNING ORIENTATION

Hanieh DALIRAN CHAMANZAMIN[1], Mehdi ROOHOLAMINI[1*], Seyed Ali NABAVI CHASHEMI[1], Mousa REZVANI CHAMANZAMIN[2]

[1] Department of Management, Babol Branch, Islamic Azad University, Babol, Iran
[2] Department of Management, Astara Branch, Islamic Azad University, Astara, Iran.

*Corresponding Author
Email: rooholamini.mehdi97@yahoo.com

ABSTRACT

This study aims to reveal the status of the performance of Iranian medical equipment trading firms in terms of innovation and the market orientation, marketing and IT capabilities, and learning orientation as well as for managing these firms in order to consider the results of study in making the future decisions and policies. This study is applied in terms of purpose and descriptive survey in terms of data collection. Data gathering instrument is a standard questionnaire. The statistical population consisted of the personnel of Iranian medical equipment trading firms. Random sampling method was simple. SPSS and SmartPLS 3 were used for data analysis. The results showed that the variables of innovation, market orientation and marketing capability affect the performance and variables of IT capabilities affect innovation. The relationship between variables of IT capabilities on performance and learning orientation, marketing capability and learning orientation, and marketing capability with innovation intermediation was rejected. Moreover, a partial impact of the mediating effect of innovation on the relationship between market orientation and performance, IT capability and performance has been shown.

Keywords: *Firm Performance, Innovation, Learning Orientation, Market Orientation, Marketing Capabilities, ITC*

INTRODUCTION

Iranian medical equipment trading firms are among firms which have taken step into the competitive environment dominated in the market and the need to pay attention to marketing and marketing capabilities as well as the importance of learning in this regard. The value chain of these firms begins with research in field of modern technology; continues with production of raw materials and final pharmaceutical products, and ends with a broad network of distribution and business and pharmacy management. It seems that these firms need to pay particular attention to performance and gain competitive advantage through innovation in order to maintain and increase the market share. Performance is one of the fundamental concepts in management because most of the managerial tasks are developed based on it; in other words, the success of organizations can be seen in the reflection of their performance (Lii and Kuo, 2016). The firm performance is a key concept indicating the extent to which the company achieves its strategic goals, including the increased market share, increased revenue, increased sales and company reputation among the groups of consumers (Peng et al., 2016). Researchers have shown that organizational performance is rooted in exploiting available capacities and

Geliş tarihi/Recieved: 07.11.2017 – Kabul tarihi/Accepted: 25.02.2018 – Yayın tarihi/Published: 21.08.2018

exploring new and innovative opportunities (Ebrahimi et al., 2016; Ebrahimi et al., 2018a). Empirical studies have examined innovation-performance relationship and suggested that the power of this relationship is moderated according to the type of innovation. Organizational performance and organizational knowledge are the result of the firms' positive innovation. The more opportunities for innovation are provided, the more firms are able to compete and improve the organizational performance (Ebrahimi and Mirbargkar, 2017). A firm that encourages innovative products, quality processes or services will benefit from new innovations (Leal-Rodríguez et al., 2014). Innovation is a key factor in creating technology and maintaining the competitive advantage of an organization, which ultimately improves performance. Innovation enables the firm to exploit new and effective opportunities in the unstable environments. Therefore, innovation and organizational performance are increasingly the key factors in firm's competitive advantage. In fact, innovation is the process of creating, acquiring, sharing and using knowledge to improve the organizational performance and learning (Huang et al. 2015). This research also examines the impact of market orientation on innovation. An overview of two structures of innovation and market orientation shows that market orientation is providing basis for the innovative behavior through implementing some new and different methods as a response to the market conditions. Therefore, the simultaneous application of market orientation and innovation can affect business performance (Mahmoud et al., 2016). Market orientation creates a distinct capacity for customers to systematically collect, interpret and use the market information (Lin et al., 2014). In a cultural point of view, the market orientation has a series of common values across the organization. In contrast to this view, the behavioral point of view states that market orientation involves a series of behaviors and allocation of resources, indicating the responsiveness of organizations to the customers' needs and demands. The researchers have introduced the market orientation as a practical concept based on marketing thought and believe that transforming market-oriented thought into action creates market orientation. According to this definition, market orientation is creating intelligence across the organization in relation to customer's current and future needs, disseminating intelligence among departments of the organization and responding globally to this intelligence (Abdulai et al., 2016). Marketing capability is one of the important capabilities of organization. Marketing capabilities include the components of effective pricing of new products, distributors, advertising programs, market analysis, sales management and development of creative strategies (Sok et al., 2013). Marketing capabilities are an integrated process by which firms use tangible and intangible resources to understand the complexity of customer specific needs, to achieve a relative product differentiation for competitive advantage and ultimately to achieve an appropriate brand quality. A company can develop its marketing capabilities when it combines individual skills and employee knowledge with its available resources. A company that supplies most of its resources to interact with customers can increase the ability to sense market requirements. The marketing capabilities help the firm to build and maintain its relationship with customers and members of distribution channels. Marketing capabilities create a strong image of the brand, which allows the company to have a great financial performance. Information technology (IT) capability is another factor affecting firm performance and market. Many organizations face many challenges in their organizational environment and one of the reasons for these problems can be due to the speed of environmental changes, or the environmental instability, especially in technological fields and IT related instruments (Du et al.,

2013). In recent years, firms have found that the use of information technology, in order to benefit from new opportunities to improve their organizational capabilities, sounds useful. As this research shows, investment in IT in Chinese firms has yielded about $30 billion in firm's operating and competitive performance (Peng et al., 2016). The use of IT in private firms is more tangible, and previous researches have shown that there is solidarity between information technology and firm performance in private organizations. As a results, the firms with higher IT capabilities perform better (Agus and KertahadiSuhadak, 2013). This research also explores the moderating role of learning orientation in relation between variables of marketing, market capabilities and IT capabilities with innovation. Learning orientation is one of the organizational dimensions that encourages members to think and learn (Ebrahimi et al., 2017). Learning orientation reflects a set of knowledge-related values that show a direct impact on higher learning. Generally, learning orientation refers to the activities of creating and using knowledge in firm. Moreover, it includes the competitive advantage and innovation by sharing information about market changes, customer needs and competitors' activities (Mahmoud et al., 2016). According to the literature, the researcher-made conceptual model is presented to investigate the relationships between variables of the research and we try to find an appropriate answer to the main question of research, namely the extent of impact of market orientation, market capabilities and IT capabilities on innovation and performance of Iranian medical equipment trading firms considering moderating role of learning orientation.

THEORETICAL FRAMEWORK

Relationships between research variables are presented in the model (Fig. 1). Today, on the one hand, the speed of change in the field of technology, IT, software and hardware, market knowledge and even the political economy of the countries, and on the other hand *initiative along with speed of action* in business fields have exposed firms to challenges. In the new world, firms are able to gain competitive advantage based on the importance of marketing, innovation and learning. Marketing is one of the most fundamental components for firms to gain competitive advantage and profitability. Firms must have high recovery capabilities to deliver their products rapidly to the market and provide better service to their customers than their competitors. Also in today's world, with a decline in product life cycle and rapid saturation of demand, innovation must receive special significance because innovation can prolong products life cycle and keep them in competitive market. Considering strong global competition, innovation has become an integral part of firms' strategy to enable them to use productive processes, act better in the marketplace, acquire credibility, reputation and positive image in perception of customers, thus gain competitive advantage. On the other hand, as noted earlier, the rapid shift in production technologies necessitates staff to adapt to these changes in all areas and to have the necessary training. This case reminds us the need for learning in all parts of firms. Therefore, firms need to be able to learn in order to analyze their successful and unsuccessful activities in developing and producing products, as well as to acquire new knowledge. About performance, it can be noted that performance have many meanings, but it can be viewed from two perspectives: first, a mental concept that is related to firm performance in comparison to their competitors' performance and second, objective concept which is based on absolute measurement of performance (type-friendly Asil et al., 2016). Some researchers believe that achieving higher performance is a goal which can be achieved through taking

capabilities into consideration, and this has become more important in manufacturing organizations. Therefore, there is always a need to examine the impact of organizational capabilities on performance, especially marketing, innovation and service capabilities (Sok et al., 2013). On the other hand, the impact factors such as market orientation, marketing capabilities, IT capabilities, as well as taking them into attention, and how learning in organization and adopted innovations affect them, can be an important issue, since achieving higher performance requires attention to all these factors.

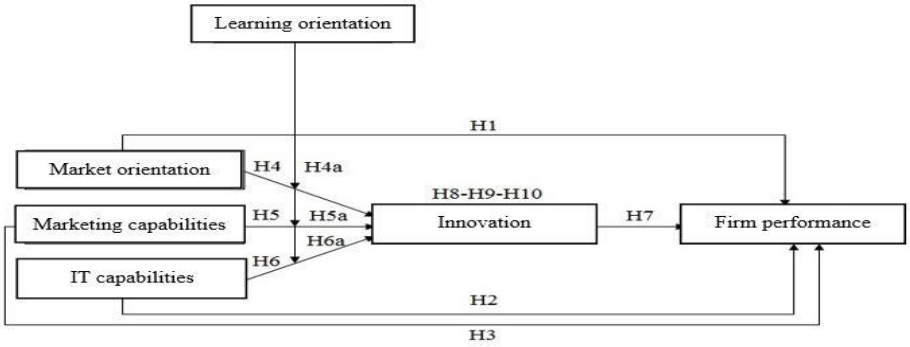

Figure1. Research conceptual model (researcher made)

According to the model, research hypotheses are stated as below:
H1: Market orientation affects firm performance.
H2: IT capabilities affect firm performance.
H3: Marketing capabilities affect firm performance.
H4: Market orientation affects innovation.
H4a: learning orientation moderates the impact of market orientation on innovation.
H5: IT capabilities affect innovation.
H5a: Learning orientation moderates the impact of IT capabilities on innovation.
H6: Marketing capabilities affect innovation.
H6a: Learning orientation moderates the impact of marketing capabilities on innovation.
H7: Innovation affects firm performance.
H8: Market orientation has impact on firm performance considering moderating role of innovation.
H9: IT capabilities have impact on firm performance considering moderating role of innovation.
H10: Marketing capabilities have impact on firm performance considering moderating role of innovation.

METHODOLOGY

Since present study examines the relationship between variables, it is conducted based on a descriptive-correlational design as well as a survey-based design due to the use of the questionnaire. The statistical population of this research consisted of assistants and managers of Iranian medical equipment trading firms -a total of 631 firms. The passive variance of the community was calculated and substituted in the main formula in order to select the 164 firms for the analysis. Note that in each of these firms, 2 or 3 questionnaires were distributed among

managers, assistants, or supervisors, and the average of each company's questionnaire was used in the final analysis. In this research, the *5-point Likert scale* ranging from "strongly agree" to "strongly disagree" has been used. The data gathering instrument is a standardized questionnaire. The learning orientation variable with 4 items (Jyoti and Dev, 2015), the firm's performance variable with 5 items (Morgan et al., 2009; Sok et al., 2013), the ITC variable with 3 items (Crema et al., 2014), the market-orientation variable with 4 items (Abdulai et al., 2016) and the marketing capability variable with 4 items (Martin and Javalgi, 2015) have been evaluated. In this research, for determining the reliability of the questionnaire and emphasizing on the internal consistency of questions, the Cronbach's Coefficient Alpha and the Composite Reliability (CR) coefficient have been used which were calculated by Smart PLS3 software for the set of questions related to each variable (Table 1). In this research, in addition to the content validity and confirming the master's opinion, the convergent validity and discriminant validity have been also used.

Two variables are used to compute convergent validity. The first index is Average Variance Extracted (AVE) that values greater than 0.5 (Ebrahimi et al., 2018b) for each variable represent an appropriate convergent validity, as shown in Table (1). If the values, which are higher than .04, are not problematic for the discriminant validity, they will be acceptable. (Ebrahimi and Mirbargkar, 2017). Also, values above 0.4 of outer loadings in confirmatory factor analysis indicate a convergent validity of research variables (Hulland, 1999; Ebrahimi and Mirbargkar, 2017; Ebrahimi et al., 2018a). To assess the discriminant validity, the Fornell-Larcker table (Fornell and Larcker, 1981) has been used. Based on Table 2, the results show that the AVE value for all variables is greater than its convergent coefficients with other variables, which indicates the appropriate discriminant validity of the variables.

Table 1. The validity and reliability of the research variables

Variables	Items	Outer loadings	AVE	Alpha	CR
LO	LO1	0.575	0.412	0.714	0.732
	LO2	0.711			
	LO3	0.490			
	LO4	0.756			
FP	FP1	0.638	0.530	0.773	0.847
	FP2	0.836			
	FP3	0.805			
	FP4	0.744			
	FP5	0.584			
ITC	IT1	0.418	0.461	0.700	0.700
	IT2	0.762			
	IT3	0.837			
MO	MO1	0.796	0.448	0.719	0.755
	MO2	0.805			
	MO3	0.548			
	MO4	0.458			
MC	MC1	0.664	0.483	0.765	0.789
	MC2	0.703			
	MC3	0.699			
	MC4	0.714			
Innovation	INNO1	0.729	0.420	0.711	0.734

	INNO2	0.786			
	INNO3	0.596			
	INNO4	0.418			

Table 2. Discriminant Validity

variable	FP	ITC	Innovation	LO	MC	MO
FP	0.728					
ITC	0.358	0.679				
Innovation	0.509	0.440	0.648			
LO	0.476	0.604	0.617	0.642		
MC	0.487	0.448	0.560	0.443	0.695	
MO	0.533	0.533	0.619	0.509	0.570	0.669

DATA AND FINDINGS ANALYSIS

In the present study, due to the small amount of data, Structural Equation Modeling (SEM) using SmartPLS 3 software has been used to confirm or reject hypotheses using partial least squares method. To study the research hypotheses, the values of Path Coefficients and Meaningful Values are used, as shown in Figures 2 and 3 of the models.

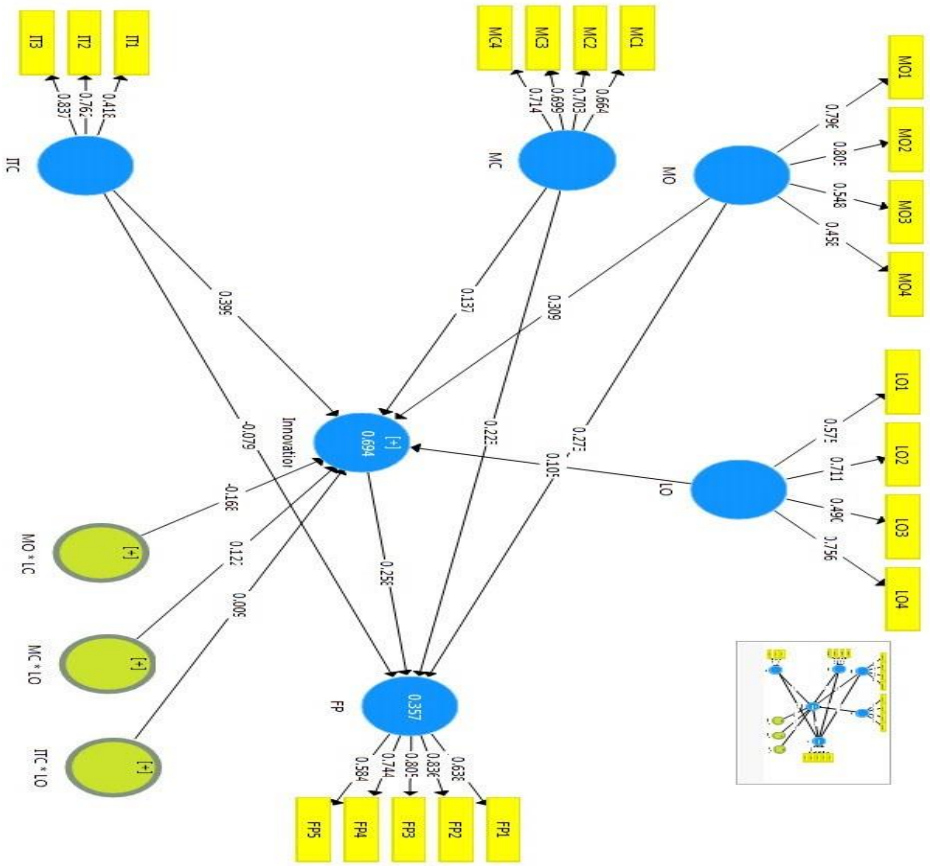

Figure 2. The values of path coefficient and outer loadings of the research model

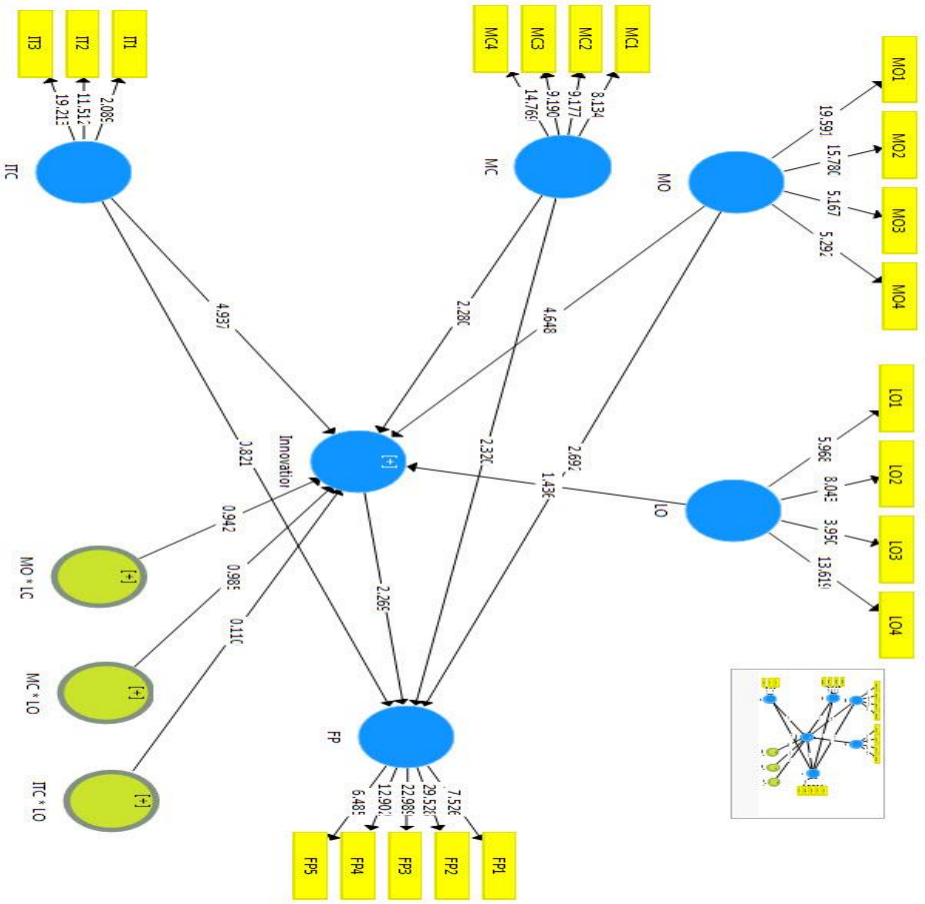

Figure 3. T-statistic value of research model

In Table 3, structural model indices such as R^2 and (Q^2) include Construct Cross-validated Redundancy(CC-Red) and Construct Cross-validated Communality(CC-Com). Meanwhile, the SRMR index is used to evaluate the whole model, including the internal structural model and the external model of measurement, and values less than 0.08 are considered to be desirable for this index (Hair et al., 2016). In this research, the SRMR value for estimated model and saturation model are respectively 0.049 and 0.037, which show the proper measurement and structural model fit. The results of the research hypotheses are also listed in Table (4). T-statistics values have great importance in interpreting the results. Usually, if the value of the t statistic is greater than 1.96, it is significant in confidence level of 5%., and if values are greater than 2.58, it is significant in confidence level of 0.01, then that hypothesis is confirmed.

Table 3. Structural Model Indices

variables	R^2	R^2 Adjusted	CC-Red	CC-Com
FP	35.7%	34.1%	0.159	0.300
ITC	-	-	-	-
Innovation	69.4%	68%	0.257	0.099
LO	-	-	-	-
MC	-	-	-	-
MO	-	-	-	-

Table 4. Summary of research hypotheses results

Hypothesis	Path coefficient	t-statistic	SD	p-value	result
H1	0.273	2.692	0.101	0.007	approved
H2	-0.079	0.821	0.097	0.412	rejected
H3	0.223	2.320	0.096	0.021	approved
H4	0.309	4.648	0.066	0.000	approved
H4a	-0.168	0.942	0.178	0.347	rejected
H5	0.399	4.937	0.081	0.000	approved
H5a	0.009	0.110	0.082	0.912	rejected
H6	0.137	2.280	0.060	0.023	approved
H6a	0.122	0.985	0.124	0.325	rejected
H7	0.258	2.269	0.114	0.024	approved
H8	0.080	2.088	0.038	0.037	approved
H9	0.103	2.561	0.040	0.011	approved
H10	0.035	1.472	0.024	0.142	rejected

CONCLUSION

In today complex, dynamic, and highly variable environments, firms need to design and adopt strategies which help them improve their performance. Because in such a competitive environment, firms that keep pace with the changing and dynamic conditions of the competitive market, are able to survive in competitive environment. In other words, firms' managers will see the results of their decisions in the form of strategy selection, in the mirror of the performance criteria. Analyzing and comparing observed performance with past trends, competitors or industry average, provides good feedback for decision making and future activities. Thus, one of the most important goals of all firms over time has been the continuous improvement of performance. Recent approaches are often focused on innovation and brand as marketing capabilities. There are other indices that are considered as important drivers for firms' performance. According to developments emerged today in management of organizations and manufacturing systems, many instruments and techniques have been developed and implemented. In addition, firms must surpass competitors in creating coordination among chain members and analyzing the market and responding to its needs. This can be achieved by resorting to market orientation, learning orientation, marketing capabilities, IT capabilities and innovation in doing their business.

In general, the results of the research showed that the performance of Iranian medical equipment trading firms was more influenced by the variables of market orientation, technology capability and innovation. Concerning the results of the research hypotheses, as well as the findings of the research, the 1st, 3rd, 4th, 5th, 6th, 7th, 8th and 9th hypotheses of the present study were confirmed. In this sense, market orientation and marketing capabilities influence the performance of the company. Moreover, market orientation affects innovation as well as performance through moderating role of innovation. In addition, the technology capability has an impact on innovation, and through this impact, affect performance in a limited way. This low impact and also the rejection of the second hypothesis implying lack of impact of the technology on performance, indicate that there was no significant relationship between these two variables in the statistical population of present study, and probably medical instruments firms has not paid attention to the technology issue performance, or this attention has not been very meaningful and tangible. In fact, these firms should pay more attention to technology and review

it. Looking at the results of other hypotheses, it can be said that firms achieve sustained competitive advantages through market orientation and learning orientation. These competitive advantages can be gained through manufacturers' ability to establish quality relationships with customers. These orientations appear to be related to inferential behavior of customers as well as help manufacturers obtain the necessary competencies from market knowledge. These qualifications can be useful in stimulating and motivating manufacturers to try to join their partners and achieve individual and bilateral goals in a successful manner. According to the results, both marketing and market orientation affect innovation. According to Baker and Cincola (1999), the source of innovation lies in the obvious needs of the customers, and as a result, it may affect market-oriented behaviors. In addition, the realization of the obvious needs considered for discovering hidden customer needs may encourage organizations to introduce new products in the market. Integrated market orientation includes responsive and active market orientation, which should be the basis for implementing innovation. Market orientation, focused on realizing the hidden needs of customers leads to develop innovative products and services. The findings of this research confirmed the impact of moderating role of innovation variable as a mediator and predictive variable of firm performance. The results of these hypotheses are not consistent with findings of O'Cass & Liem Viet Ngo (2011), Merrilees & Wong (2011), as they have predicted a significant impact in this regard. They showed that firms could lead to greater performance due to innovations along with use of market-oriented strategies. The reason for the result of this hypothesis can be explained by the small amount of attention that Iranian medical equipment trading firms payed for manufacturing new products. Given the fact that one of the market orientation features is customer orientation, the results of these hypotheses indicate that Iranian medical equipment trading firms pay little attention to the customers' needs and manufacturing new and desired products and may set their performance towards other market-oriented dimensions such as inter-tasking coordination.

The mediating influence of learning orientation was rejected in hypotheses. Given that one of the learning orientation features is to facilitate the learning of all members and to encourage them to provide new ideas, the reason for results of these hypotheses can be due to the limited attention of Iranian medical equipment trading firms to this issue. A learning organization is an organization that consciously manages its learning processes through a question-driven tendency among all members of the organization, and thus creates new products and ideas; but this topic has weakness in the studied sample.

On the one hand, organizations need innovation to achieve a long-term competitive advantage, and on the other hand, they need to understand their environment, and to this end, they must continuously monitor their customers and competitors, and analyze their data. Market orientation emphasizes the coordination of all activities and parts of the organization in order to identify and meet customers' needs in order to create superior value for them. Along with creating value for customers, market-oriented organizations evaluate themselves against competitors through focusing on them and recognizing their current and future strengths and weaknesses, especially in their long-term strategies and capacities. This issue will help them adopt with environment and develop their competitive advantages. Market orientation has an outside-in orientation as it focuses on outside the organization. In this way, organizations will understand customers' needs and innovate to create superior value for them. Hence, the organization is responsive to market information by creating market orientation and this is the

beginning of innovation activities in the organization, because through expansion of market orientation, the company identifies new customers' needs and applies them in manufacturing new products and processes. Accordingly, Manzano and Villa (2005) also concluded that market orientation had an impact on innovation. As a result, firms will have more innovative features by demonstrating more market-oriented behavior. According to the results, it was found that market orientation has a positive effect on innovation. Therefore, paying attention to this case is unavoidable. It should be noted that what defines market orientation focuses simultaneously on three dimensions: inter-sectoral coordination, competitor orientation, and customer orientation. Firms should remember that they can achieve sustainable innovation only when they emphasize the solidarity of these three dimensions, and have proper coordination in paying attention to each one. Managers of Iranian medical equipment trading firms should pay enough attention to organizational structure and internal processes and coordination of sectors as the primary fields for developing innovation. It is important to note that innovation doesn't develop in vacuum, but rather it requires a culture that encourages innovation and, consequently, embraces ideas. In other words, as long as these organizations cannot use their resources in an optimal and coordinated way, it cannot be expected that customer orientation and competitor orientation can effectively contribute to innovation. Reducing the focus and complexity of an organization, encouraging and motivating all sectors, giving ideas and identifying key people can be key factors in stimulating innovation. Researchers has suggested others to do similar research taking mediating role of other expected factors into account and compare its results with the results of this study. Future researchers can develop a researcher-made model and consider it in other commercial or industrial organizations, and compare the results with results of this research. One of the most important research limitations is a cross-sectional study, this longitudinal research project is proposed to researchers.

References

Abdulai, M., Blankson, Ch., Owusu-Frimpong, N., Nwankwo, S., Trang, T.P. (2016). Market orientation, learning orientation and business performance: the mediating role of innovation, International Journal of Bank Marketing, 34(5), 1-39.

Agus, P., and, KertahadiSuhadak, D. (2013). The Influence of Information Technology Capability, Organizational Learning, and Knowledge Management Capability on Organizational Performance (A Study of Banking Branches Company in Southern Kalimantan, Information and Knowledge Management, 3(11).

Aldas-Manzano, J., Küster, I., & Vila, N. (2005). Market orientation and innovation: an inter-relationship analysis, European Journal of Innovation Management, 8(4), 437-452.

Crema, S., Schenato, L., Goldin, B., Marchi, L., and Cavalli, M. (2015), Toward the development of a stand-alone application for the assessment of sediment connectivity Rend. Online Soc. Geol. Ital., 34, 58-61.

Du, J., Wu, D., Lu, J., & Yu, H. (2013). Knowledge networks and technological capabilities of SMEs: the role of technology strategies and its implications for knowledge service intermediaries. Asian Journal of Technology Innovation, 21(2), 80-98.

Ebrahimi, P., & Mirbargkar, S.M. (2017). Green entrepreneurship and green innovation for SME development in market turbulence. Eurasian Business Review, 7(2), 203-228.

Ebrahimi, P., Chamanzamin, M. R., Roohbakhsh, N., & Shaygan, J. (2017). Transformational and transactional leadership: Which one is more effective in the education of employees' creativity? Considering the moderating role of learning orientation and leader gender. International Journal of Organizational Leadership, 6(1), 137-156.

Ebrahimi, P., Moosavi, S.M., & Chirani, E. (2016). Relationship between leadership style and organizational performance by considering innovation in manufacturing companies of Guilan Province. Procedia – Social and Behavioral Sciences, 230, 351-358.

Ebrahimi, P., Shafiee, B., Gholampour, A., & Yousefi, L. (2018a). Impact of Organizational Innovation, Learning Orientation and Entrepreneurship on SME Performance: The Moderating Role of Market Turbulence and ICT. In: Khajeheian, D., Friedrichsen, M., & Modinger, W. (Eds), *Competitiveness in Emerging Markets*. Berlin: Springer.

Ebrahimi, P., Shirsavar, H.R.A., Forootani, F., & Roohbakhsh, N, Ebrahimi, KH. (2018b). Entrepreneurship and SMEs Performance: Studying the Mediating Role of Innovation and the Moderating Role of Firm Size. In: Khajeheian, D., Friedrichsen, M., & Modinger, W. (Eds), *Competitiveness in Emerging Markets*. Berlin: Springer.

Fornell, C., & Larcker, D.F. (1981). Evaluating structural equation models with unobservable variables and measurement error. Journal of Marketing Research, 18(1), 39-50.

Hair, J.F., Hult, G.T.M., Ringle, C.M., & Sarstedt, M. (2016). A Primer on Partial Least Squares Structural Equation Modelling (PLS-SEM), 2nd ed., Sage, Thousand Oaks, CA.

Huang, K.E., Wu, J.H., Lu, S.Y., & Lin, Y.C. (2015). Innovation and technology creation effects on organizational performance. Journal of Business Research, 69(6), 2187-2192.

Hulland, J.S. (1999). Use of partial least squares (PLS) in strategic management research: a review of four recent studies. Strategic Management Journal, 20(4), 195-204.

Jyoti, J., and Dev, M. (2015). The impact of transformational leadership on employee creativity: the role of learning orientation, Journal of Asia Business Studies, 9(1), 78-98.

Leal-Rodríguez, A.L., Ariza-Montes, J.A., Roldán, J.L., & Leal-Millán, A. (2014). Absorptive capacity, innovation and cultural barriers: A conditional mediation model. Journal of Business Research, 67(5), 763–768.

Lii, P., & Kuo, F.I. (2016). Innovation-oriented supply chain integration for combined competitiveness and firm performance. Int.J. Production Economics, 174, 142-155.

Lin, K.H., Huang, K.F., & Peng, Y.P. (2014). "Impact of export market orientation on export performance ". Baltic Journal of Management, 9(4), 403 – 425.

Mahmoud, A. M., Blankson, C., Owusu-Frimpong, N., Nwankwo, S., & Trang, T. P. (2016). Market orientation, learning orientation and business performance: the mediating role of innovation. International Journal of Bank Marketing, 34(5), 623-648.

Martin, S. L., & Javalgi, R. G. (2015). Entrepreneurial orientation, marketing capabilities and performance: the moderating role of competitive intensity on latin American international new venture. Journal of Business Research, 69(6), 125-134.

Morgan, N.A., Vorhies, D.W., & Mason, C.H. (2009b). Market orientation, marketing capabilities, and firm performance. Strategic Management Journal, 30, 909–920.

O'Cass, A., & Ngo, L.V. (2011). Winning through innovation and marketing: Lessons from Australia and Vietnam. journal of Industrial Marketing Management, 40(8), 1319-1329.

Peng, J., Quan, J., Zhang, G., & Dubinsky, A. (2016). Mediation effect of business process and supply chain management capabilities on the impact of IT on firm performance: Evidence from chinese firms. International Journal of Information Management, 36, 89-96.

Sok, P., O'Cass, A., & Sok, K.M. (2013), Acgieving superior SME performance: overarchinh role of marketing, innovation and learning capabilities, Australian Marketing Journal, 21(3), 161-167.

Wong, H., & Merrilees, B. (2008). The performance benefits of being brand-orientated. Journal of Product & Brand Management, 17(6), 372–383.