

The Roles of Learning Orientation and Market Orientation in Driving Marketing Capabilities and Firm Performance

학습지향성과 시장지향성이 마케팅역량과 기업성과에 미치는 영향

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The previous studies found the importance of market orientation (MO), learning orientation (LO), and marketing capabilities (MC) in driving firm performance (FP), but respectively. This research attempted to integrate the rather separate research streams of MO, LO, and MC in explaining FP. How MO and LO, as two critical constructs of organizations' cultural values, affect FP was examined with the mediating role of MC (composed of marketing planning capability (MPC) and marketing implementation capability (MIC)). Specifically, we derived specific conceptualizations on the effects of LO on FP through MO, MPC, and MIC as well as the effect of MO on FP through MPC. Accordingly, we empirically tested a process of how LO, MO, and MC translate into FP, using survey data of 146 respondents from Korean companies. The results successfully supported our model. It is worth noting not only that LO and MO are found to have synergistic effects on FP through MC but also that LO fosters MO. The relevant implications of our findings are presented with limitations and further research directions.

Key words: Learning orientation, Market orientation, Marketing capability, Firm performance, Resource-based view

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I. Introduction

The resource-based view (RBV) of firm has made a significant contribution to the explanation of performance differences among firms in the literature of strategic management (e.g., Barney 1991; Grant 1995). The attempts to link superior firm performances (FP) to the resources possessed by the firms have also been embraced by marketing academics as compelling explanations of marketing effects on business performance and the routes to sustainable competitive advantage (SCA) (Aaker 1989; Bharadwaj, Varadarajan, and Fahy 1993; Day 1994; Day and Wensley 1988; Hunt and Morgan 1995, 1996; Webster 1992).

As important marketing resource determinants of FP, the literature has found market orientation (MO) (e.g., Kohli and Jaworski 1990; Narver and Slater 1990), learning orientation (LO) (e.g., Baker and Sinkula 1999a, b; Bell, Whitwell, and Lukas 2002), and recently marketing capabilities (MC) (e.g., Dutta, Narasimhan, and Rajiv 1999; Vorhies and Morgan 2003, 2005). Indeed, the relevant previous studies found, respectively, the importance of MO, LO, and MC in driving FP, while a few studies suggested the close relationships between MO and LO (Baker and Sinkula 1999a, b; Bell et al. 2002) or MO and MC (Morgan, Vorhies, and Mason 2009) in driving FP.

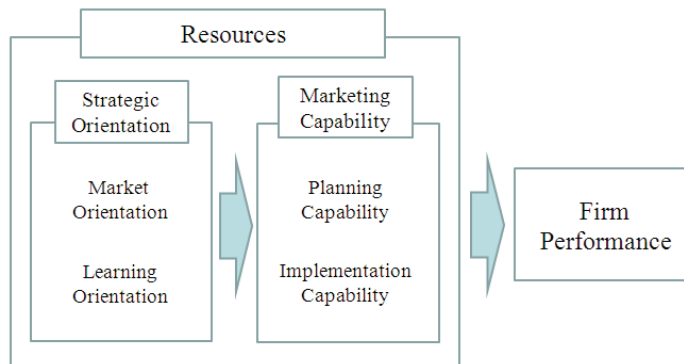
In other words, systematic investigation regarding the relationships of MO, LO, and

MC in driving FP has rarely been attempted. Accordingly, we aim to integrate the rather separate research streams of MO, LO, and MC in explaining FP. Hence, the purpose of this study is to examine how the two critical constructs of organizations' cultural values, MO and LO, affect FP with the mediating role of MC which is comprised of two components, that is, marketing planning capability (MPC) and marketing implementation capability (MIC).

Furthermore, there have not been many efforts of examining the relationships among marketing resource determinants and FP outside a U.S. context except for a few studies which investigated the effects of MO and/or MC on FP in some Asian countries including Korea and China (e.g., Chang and Chaui 2007; Noh 2006; Zou, Fang, and Zhao 2003). Using the data collected in Korea, we intend to assess the generalizability on the relationships among MO, LO, MC, and FP.

In sum, by presenting the detailed paths of the orientation-capability mechanism from the bird-eye-view, we try to gain a generalizable implication on how to link higher organizational values to positive organizational outcomes for acquiring the organization's SCA. The remainder of the paper is organized as follows. First, we propose the conceptual model and the hypotheses on the relationships among our focal constructs. Then, research method, data characteristics, and results are presented. We conclude by discussing the implications of our findings, limitations, and further research directions.

<Figure 1> Conceptual Model



1.1 Conceptual Model

Figure 1 illustrates the conceptual model of this study. Based on the RBV of firm (e.g., Barney 1991; Conner 1991), we propose the relationship between marketing-related resources and FP. Specifically, we attempt to derive the layered relationships within the different types of marketing-related resources: i.e., strategic orientations (MO and LO) as an intangible antecedent and capabilities (MPC and MIC) as a resource deployment device. In addition, how these organizational resources link to the firm consequences is illustrated.

II. Conceptualizing the Hypotheses

2.1 Marketing Capabilities and Firm Performance

RBV identifies heterogeneity in the levels,

value, inimitability, and non-substitutability of firms' resources and capabilities as the fundamental cause of inter-firm performance variations (Amit and Shoemaker 1993; Barney 1991; Vorhies and Morgan 2003; Wernerfelt 1984). Resources were defined to "include all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc., controlled by a firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness (Barney 1991, p. 101)." More often than not, however, resources are defined as tangible or intangible factors that a firm uses to achieve its business objectives while capabilities represent an organization's repeatable patterns of action in the use of resources (e.g., Amit and Shoemaker 1993; Dutta et al. 1999; Skaates and Seppänen 2005). Therefore, MC is a necessary deployment system of all value-creating entities through an idiosyncratic mechanism in terms of organizationally-craved practices. Accordingly, MC is defined as an organization's repeatable patterns to apply

the resources of the firm to the market-related needs of the business (e.g., Day 1994; Shin, Chaiy and Lee 2009).

However, whereas a number of conceptual and empirical studies on the construct of MC have increased, a more relevant and comprehensive conceptualization of MC has yet to be made (e.g., Menon, Adidam, and Edison 1999; Moorman and Slotegraaf 1999; Vorhies and Morgan 2005). Furthermore, as its name varies from marketing capability and marketing-related capability to market-based capability, it is certain that the precise meaning of capability in marketing has not been clear. Therefore, there is still much debate over exactly what constitutes marketing capability and how this construct has an effect on firm consequences, although the positive influence of this construct on the firm rents is generally assumed.

Nevertheless, Vorhies and Morgan (2003, 2005) suggested a clear and tractable definition and measurement of MC based on a very integrative examination of previous studies on the quality of marketing programs design and marketing execution ability. Tracing the literature, specific capabilities are identified to transform resources into valuable outputs based on not only the classic marketing mix (e.g., Day 1994; Vorhies and Morgan 2005) but also the capabilities used to integrate marketing-mix capabilities and their resource inputs concerning market information

management, marketing strategy development and execution (e.g., Capron and Hulland 1999; Day 1994; Vorhies and Morgan 2003). Vorhies and Morgan (2005) have re-termed the latter as 'architectural capabilities,' meaning the marketing strategy formulation and execution work routines, i.e., marketing planning capability and implementation capability. Consistently, other marketing scholars have advocated that firm success is dependent on its development of well-conceived marketing strategies and its ability to execute them (e.g., Cespedes and Piercy 1996; Day and Wensley 1988; Kerin, Mahajan, and Varadarajan 1990; Lee, Yoon, Kim, and Kang 2006; Menon et al. 1999; Morgan, Zou, Vorhies, and Katsikeas 2003; Sashittal and Tankersley 1997). According to Vorhies and Morgan (2005), both components of architectural capabilities are likely to have the most influential impact on FP. Thus, we judge that it is very appropriate to consider MC to be composed of two sub-dimensions: marketing planning capabilities (MPC) and marketing implementation capabilities (MIC).¹⁾ Moreover, it needs to be kept in mind that specialized marketing capabilities such as marketing mix-related capabilities (Vorhies and Morgan 2003, 2005) are not considered in this study since we are interested in the organizationally embedded view instead of functional view of marketing activities (Srivastava, Shervani, and Fahey 1999).

1) We decided to adopt the planning and implementation dimensions of marketing capabilities based on the studies which emphasized the integration of marketing strategy planning and implementation (e.g., Lee et al. 2006; Menon et al. 1999).

Therefore, it is believed that superior MC, with both MPC and MIC, exhibits characteristics that would enable firms to obtain superior business performance and enjoy SCA (Morgan et al. 2003; Vorhies and Morgan 2005). In addition, the studies of marketing-strategy-making (MSM) suggest that MPC drives FP through MIC (Lee et al. 2006; Menon et al. 1999). Accordingly, we do not expect MPC to have a direct impact on FP since there must be an execution mechanism to put marketing plans into the actions to achieve the desirable organizational outcomes. Hence, our hypothesis regarding MC is stated as follows:

H1: MC is positively related to FP.

H1-a) MPC is positively related to MIC.

H1-b) MIC is then positively related to FP.

2.2 Learning Orientation, Marketing Capabilities and Firm Performance

Strategic orientations, including MO and LO, reflect the strategic directions that guide the firm's proper activities for continuous superior performance (Gatignon and Xuereb 1997). These organizational orientations represent a firm's relative emphasis on understanding and managing the environmental forces and developing affirmative internal tendency (e.g., Voss and Voss 2000). As various orientations are not mutually exclusive, it is common for firms to engage in

multiple sets of the strategically-oriented behaviors simultaneously (e.g., Day and Nedungadi 1994; Gatignon and Xuereb 1997; Slater and Narver 1995). It has been argued in many studies that strategic orientations influence FP in some ways (Day 1994; Grinstein 2008; Zhou and Li 2010).

LO is conceptualized as the degree to which the organization values knowledge and typically composed of three dimensions: commitment to learning, open-minded inquiry and shared vision (Sinkula 1994; Sinkula, Baker, and Noordewier 1997). Therefore, LO influences the degree to which firms are likely to promote generative learning (Slater and Narver 1995) as a core competency. Accordingly, one conceptual study proposed the influence of LO on MO (Sinkula 1994), while empirical studies rarely dealt with the relationship between LO and MO (i.e., Baker and Sinkula, 1999a; Sinkula et al. 1997). Additionally, the conceptualization of LO influencing MO can be deduced by elaborate examination of the respective construct definitions. LO is a more pervasive resource than MO because it has bearing on more than marketing-related activities in the firm. That is, LO goes beyond a marketplace focus. LO is conceptualized as a set of values that influence the degree to which an organization is satisfied with its theories in use (Argyris and Schon 1978), mental models (de Geus 1988), and dominant logics (Bettis and Prahalad 1995) about the marketplace and its internal operations.

Despite this conceptualization, Baker and Sinkula (1999a) found that LO affected the growth in market share or overall performance compared to major competitors when MO was high, while LO had no effect when MO was low, treating LO and MO independently in affecting FP. The meticulous investigation of this specific study, however, implies that the major purpose was not to examine the relationships of LO and MO but to compare the differential effects of LO and MO on different performance measures of market share and overall performance vis-à-vis new product success. Further, the specific finding per se does not exclude the possibility of LO driving FP through MO. Hence, on the basis of original conceptualization and one empirical study (Sinkula 1994; Sinkula et al. 1997), we propose the effect of LO on MO.

H2: LO is directly related to MO in a positive way.

A key component of a firm's LO is the firm's commitment to ongoing and open-minded inquiry into the veracity of its external marketplace theories-in-use and internal operating procedures. Thus, firms with strong commitment to learning are more willing to build capabilities, utilizing their informational and experiential marketing knowledge (Sinkula et al. 1997). The increased capabilities necessarily lead to successful business outcomes (Baker and Sinkula

1999; Morgan et al. 2003).

In other words, as per the relationships of LO to MPC and MIC, firms with strong LO are more likely to engage in the type of administrative (implementation-related) innovation that improves production efficiency (e.g., speed and cost; Baker and Sinkula 1999b; Han, Kim, and Srivastava 1998). In addition, firms with strong LO are likely to engage in a much broader array of effective activities that increase the productivity of marketing functions within the firm. These include the creation of more effective marketing planning and the improved implementation of marketing programs. Accordingly, firms with strong LO are more willing to build capabilities which utilize their informational (*know-what*) and experiential (*know-how*) marketing knowledge that necessarily lead to successful organizational outcomes (Baker and Sinkula 1999a; Morgan et al. 2003). Moreover, firms with strong LO are encouraged to question the organizational norms that guide their market information processing. Indeed, greater LO is expected to produce better, quicker ways of implementing the new types of strategy dynamics. Therefore, an indirect effect of LO on FP through MC (both MPC and MIC) is predicted because LO is expected to facilitate the type of higher-order learning as well as the implementation abilities that lead to superior FP. It is believed that the MO-MC-FP relationship prospers when LO is introduced into the analysis (e.g., Baker and Sinkula 1999a).

Hence, we propose the following hypothesis:

H3: LO is positively related to MC.

H3-a) LO is positively related to MPC.

H3-b) LO is positively related to MPC.

2.3 Market Orientation, Marketing Capabilities and Firm Performance

MO is originally defined as the organization culture (e.g., Deshpande and Webster 1989) that most effectively and efficiently creates the necessary behaviors for the creation of superior value for buyers and thus, continuous superior performance for the business (e.g., Aaker 1989). Slater and Narver described MO “as the culture that (1) places the highest priority on the profitable creation and maintenance of superior customer value while considering the interests of other key stakeholders; and (2) provides norms for behavior regarding the organizational development of and responsiveness to market information (Slater and Narver 1995, p.67).” Therefore, Narver and Slater (1990) explored MO as a culture composed of customer orientation, competitor orientation, and inter-departmental collaboration, although Homburg and Pflesser (2000) pointed out that Narver and Slater (1990) used a behavior-oriented scale in its assessment (see also Lee et al. 2006). This tendency appeared to be reinforced by Kohli and Jaworski’s (1990)

behavioral assessment of MO as the degree and speed with which organizations acquire, distribute, and act upon market intelligence.

Accordingly, the studies which assessed behavioral aspects of MO showed the direct effects of MO on FP (Jaworski and Kohli 1993; Narver and Slater 1990). On the other hand, other studies found the indirect effects of MO on FP (e.g., Diamantopoulos and Hart 1993; Greenly 1995; Baker and Sinkula 1999b; Homburg and Pflesser 2000; Lee et al. 2006), highlighting the influence of MO as a cultural construct. For example, Gatignon and Xuereb asked a crucial question about MO and FP: “Firms that are market-oriented perform better than others [but] ... is it because these firms are able to design a better product and/or is it because of a greater general effectiveness in marketing (Gatignon and Xuereb (1997, p.78)?” As they suggested, firms should be market-oriented and equipped with capabilities to effectively plan and implement marketing activities and operations (Gatignon and Xuereb 1997).

Based on the treatment of MO as cultural antecedent of firms’ marketing behaviors by the more recent literature, we expect the relationship between MO and FP to be mediated by MC. That is, we would expect a superior MO to be reflected in a higher MC (Dutta et al. 2004), consistent with a previous study (Morgan et al. 2009).²⁾ Therefore, MO will lead

2) Indeed, Morgan et al. (2009) examined independent and interactive effects of MO and MC on firm performances since they adopted market information processing conceptualization and measurement of MO instead of cultural definition of

to better MPC and MIC consecutively and superior FP. However, the relationship between MO and MIC is expected to be non-significant since firms with strong MO culture emphasize building capabilities which utilize their informational (*know-what*) marketing knowledge rather than experiential (*know-how*) knowledge (Morgan et al. 2003). Specifically, MO is expected to link only to MPC since it guides the organization more about what brings superior customer value and less about how to convey the value through actionable marketing programs. Thus, MO would foster MPC first and then MPC entails MIC in order. Hence, our hypothesis regarding MO is stated as follows:

H4: MO is directly related to MPC in a positive way.

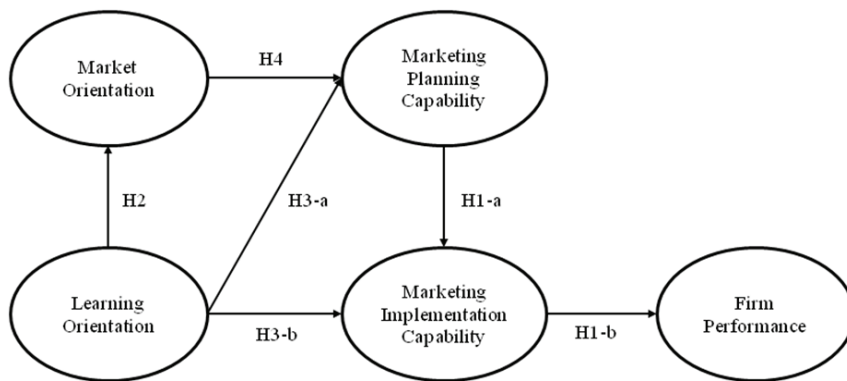
III. Research Design

We present the research model which contains our hypotheses derived in the previous section (see Figure 2). In this section, we delineate the research design and measures of our empirical study.

3.1 Method and Sample Characteristics

Not to be idiosyncratic to any specific domain as well as to obtain the generalization of the mechanisms involved in the process, the data were collected from various manufacturing industries of Korea. Selecting top 300 Korean firms in terms of sales from the TS-2000 database of KLCA (the Korea Listed Companies Association), we developed a contact list of marketing and relevant department managers

<Figure 2> Research Model



MO. Nevertheless, they interpreted the result such that MO would influence MC, while the result of MC again affects MO. This interpretation suggests the effect of MO on MC.

(e.g., sales and/or planning departments). We also attempted to collect the responses from assistant managers and beyond whose working years were at least more than five years. Questionnaires were sent to the key informants included in the contact list by email. Data collection occurred over ten weeks and resulted in a final usable sample of 146, after 8 survey responses were discarded. The response rate of 48.6% was acceptable, given four times of

follow-up calls and emails. Of the 146 questionnaires, 117 (79.1%) were answered by mail and the rest was collected by email. About seventy eight percent of the respondents were at least managers and 73.9% were in the related functions, including marketing, sales and strategy. The average working years were 6.6 years, ranging 2 to 25. The demographic information of the participants is presented in Table 1.³⁾

We compared the two sets of responses from

<Table 1> Demographics Information of Respondents (n=146)

		No.	%	Accumulated %
Function	Marketing	46	31.5	31.5
	Sales	38	26.0	57.5
	Strategy/Business Planning	24	16.4	73.9
	R&D	14	9.6	83.5
	Production	11	7.5	91.0
	Others	13	9.0	100.0
Title	Director/ General Manager	31	21.2	21.2
	Manager/Assistant Manager	83	56.9	78.1
	Team Staff	32	21.9	100.0
Working Year	Mean	6.6		
	Median	6.0		
	Max	25.0		
	Min	2.0		
Company Size (=Business unit size)	Less than 100	18	12.2	12.2
	100~999	75	51.4	63.7
	More than 999	46	31.5	94.2
	Missing	7	5.8	100.0
Company Life (Business unit life)	Mean	35.1		
	Median	30.0		
	Max	110.0		
	Min	2.0		

3) Despite our efforts, thirty two respondents (21.9% of the sample) were team staffs. Nevertheless, these team staffs were identified to have more than five years of work experience except for two respondents. In addition, the responses of these informants were found not to be directionally different from the upper managers of same companies.

mail and email and another two sets of early responses in the first five weeks and later in the last five weeks to examine the differences regarding the characteristics of the respective sets. The result showed that the means of study variables did not differ significantly between mail and email based respondents, leading us to pool the data. In addition, a comparison of early and late responders to the survey indicated no significant differences in the major constructs of these two sets, leading us to conclude that the likelihood of non-response bias is minimal (Armstrong and Overton 1977). Moreover, following Narver and Slater (1990), the unit of analysis in our study is the respondent's 'business unit' as it operates in its 'principal served market.'

3.2 Measures

We measured all mentioned constructs in terms of a Likert-type scale rating from 1 to 7 with the following equivalences ("1: strongly disagree"; "4: neutral"; and "7: strongly agree").

3.2.1 Market Orientation

MO was asked in fifteen items, after revising the items of Narver and Slater (1990) in the direction of reflecting cultural orientations suggested by other studies (Hatch 1993; Homburg and Pflesser 2000; Lee et al. 2006). These fifteen items were categorized into three sub-

dimensions: customer orientation (six items), competitor orientation (four items), and inter-functional coordination (five items). After the data purification, one item for customer orientation and two items for inter-functional coordination were dropped for model analysis due to the low loading values.

3.2.2 Learning Orientation

For the better fit to the contexts of the research, total five items were slightly revised, from the original measures of LO, to be used. Of the total five items, three were based on one of the original LO sub-dimensions: commitment to learning. The other two items were based on shared vision and altered to indicate 'shared vision of learning in organization' in a more specific way. In sum, these five items showed very close relationship based on the exploratory factor analysis, so they were decided to be grouped as one dimension.

3.2.3 Marketing Capabilities

MC was asked in nine items. These items were categorized into two sub-dimensions: MPC (five items) and MIC (four items). They were asked in the measures developed by Vorhies and Morgan (2005). After the data purification, four items for MPC and three items for MIC were used.

3.2.4 Firm Performance

FP is considered to be a multi-dimensional construct, so was measured with three dimensions: customer satisfaction, market effectiveness, and profitability in this study. FP was measured by the respondents' subjective assessments of their customers' satisfaction, using a synthesis of previous measures (e.g., Fornell, Johnson, Anderson, Cha, and Bryant 1996; Vorhies and Morgan 2005); market effectiveness, using a scale that tapped the degree to which the firms' market-based goals had been accomplished (e.g., Vorhies and Morgan 2003); and profitability, using perceptual scales related to performance over the past twelve months (e.g., Morgan, Clark, and Gooner 2002). In total, the eleven subjective measures were adopted from these previous studies.

3.3 Data Purification and Reliability Check

Before considering the use of structural equation modeling (SEM) analysis, we checked whether the relationships among the constructs of interest may differ due to industry characteristics, analyzing HLM (hierarchical linear modeling) which took the constructs of interest (LO, MO, MPC, and MIC) as fixed effects and the variable of industry classification as ran-

dom effect. The result showed that the random effect of industry classification was non-significant and the intra-class correlation was 0.023, indicating that 2.3% of variance in firm performance was due to industry difference.⁴⁾ Hence, it is judged to be appropriate to use SEM to test our hypotheses, pooling the data of different industries.

Figure 2 illustrates the proposed latent variable model, showing the structural paths. Before testing this model, a series of tests were performed to establish the uni-dimensionality of the measures. The validity of the measures was initially assessed by examining the item-to-total correlations. The items were deleted, which showed low item-to-total correlations and/or loaded into multiple constructs. Therefore, one item from customer orientation, two items from inter-functional coordination, and one item from each of the dimensions of marketing capability were eliminated. After discarding these items, all the item-factor loadings ranged from 0.65 to 0.88. The results of confirmatory factor analysis (CFA) on the predictor variables are presented in Table 2.

A test of reliability, using Cronbach's coefficient alpha, shows that the measures of LO, MPC, and MIC exceed Nunnally's (1978) standard of 0.70 (0.906, 0.930, and 0.923 respectively). The composite reliability alphas for MO and FP are 0.936 and 0.941, all exceeding Nunnally's

4) We are thankful to one of the reviewers for suggesting this careful analytical comment.

(1978) standards. Therefore, we established a support for convergent validity (Bagozzi and Yi 1988) with a high level of internal consistency. This result, along with the interest in parsimony, let us to operationalize the scales of MO and FP as second-order constructs, which is consistent with the previous studies (e.g., Baker and Sinkular 1999b; Jaworski and Kohli 1993; Narver and Slater 1990). On the other hand, the first-order constructs are LO and two dimensions of MC: MPC and MIC, using all of the measured values.

Additionally, the analysis of descriptive sta-

tistics such as means and standard deviations of all constructs suggested reasonable amount of total variances, implying plausible relationships among exogenous and endogenous constructs (please refer to Appendix 1).

3.4 Common Method Variance Bias

The Harman one-factor test serves to assess the potential for common method bias in the data (Podsakoff and Organ 1986). After the careful item purification, an un-rotated factor analysis of the dependent and independent

<Table 2> Confirmatory Factor Analysis (CFA) of Exogenous Variables

	Measures	Factor 1	Factor 2	Factor 3	Factor 4
Customer Orientation (CO)	CO1		.796		
	CO2		.758		
	CO3		.735		
	CO4		.700		
	CO5		.705		
Competitor Orientation (PO)	PO1			.696	
	PO2			.669	
	PO3			.882	
	PO4			.772	
Inter-functional Coordination (IC)	IC1				.654
	IC2				.870
	IC3				.691
Learning Orientation (LO)	LO1	.714			
	LO2	.775			
	LO3	.798			
	LO4	.761			
	LO5	.779			
Cronbach's Alpha		.906	.924	.891	.814
% of Variance		22.685	22.103	17.761	13.419
Cumulative %		22.685	44.789	62.550	75.968

variables results in a solution that accounts for 78.53% of the total variance, and the first factor accounts for 35.58% of the variance. Therefore, common method variance bias is unlikely to be a concern.

Moreover, the questionnaire was very carefully designed from the beginning. Common method bias usually arises from having a common rater, a common measurement context, or from the characteristics of the items themselves (Podsakoff, MacKenzie, Lee and Podsakoff 2003). To prevent this problem, we varied the medium of collecting data, paper-and-pencil survey by mail and computer aided questionnaire by email since this issue had frequently been argued as a potential cause of the bias produced by measurement context. Furthermore, we allowed the respondents' answers to be anonymous and assured them that there were no right or wrong answers and they answer the questions as honest as possible. This procedure should reduce the respondents' evaluation apprehension and the tendency of being socially desirable which is also an arguable source of common method

effects produced by a common rater (Podsakoff et al. 2003).

IV. Analyses

4.1 Hypotheses Analysis

We used LISREL 8.50 to test the research model. The overall fit of the model was good ($\chi^2 = 217.66$ with 127 degrees of freedom) and the CFI was 0.95. Other goodness of fit indexes also reached a reasonably good level (GFI = 0.87; NFI = 0.90; RMR = 0.070; RMSEA = 0.069). All these results confirm that the data successfully fit the proposed model. The results of the hypotheses analyses in our proposed model have also been presented with standard estimates of each hypothesized path in Table 3.

In H1, as we proposed the positive relationship between MC and FP, the direct positive relationships between MPC and MIC and then MIC and FP are found. The effect of MPC on

<Table 3> Model Test Results

	MO	MPC	MIC	FP	Hypotheses	
LO	.81 (9.05)*	.28 (1.91) ⁺	.17 (2.34)*	-	H2, H3-a, 3-b	Supported
MO	-	.46 (3.10)*	-	-	H4	Supported
MPC	-	-	.76 (9.65)*	-	H1-a	Supported
MIC	-	-	-	.65 (8.77)*	H1-b	Supported

Chi-Square = 217.662; D.F. = 127

RMR = .071; RMSEA = .069; GFI = .85; NFI = 0.90; CFI = 0.95

β (t-value)

*: $p < .05$, ⁺: $p < .10$

MIC is 0.76 ($t = 9.65$) and the effect of MIC on FP is 0.65 ($t = 8.77$). This supports H1. In H2, as we proposed the direct relationship between LO and MO, the relationship between two factors has been supported ($\beta = 0.81$, $t = 9.05$). This supports H2. Moreover, the direct positive relationships between LO and MPC and between LO and MIC have been secured ($\beta = 0.28$, $t = 1.91$ for the effect of LO on MPC; $\beta = 0.17$, $t = 2.34$ for the effect of LO on MIC), although the effect of LO on MPC was only marginally supported. This supports H3-a and H3-b. The direct relationship between MO and MPC has been proven ($\beta = 0.46$, $t = 3.10$), offering the support for H4.

4.2 Mediation Analysis

To test a mediation influence, the original approach suggested by Baron and Kenny (1986)

was used. According to Baron and Kenny, to test a mediation effect, “one should estimate the three regression equations: first, regressing the mediator on the independent variables; second, regressing the dependent variable on the independent variables; and third, regressing the dependent variable on both the independent variable and on the mediator (Baron and Kenny 1986, p.1,177).” As shown in Table 4, the total five regression tests were executed, utilizing the Sobel test which checks whether the indirect effect of the independent variable on the dependent variable via the mediator is significantly different from zero. All the mediation effects were successfully proven. Especially, regarding the relationship of MO-MPC-MIC, the effect of MO on MIC became no longer significant when MPC was loaded as a predictor together, indicating the strongest demonstration of mediation occurring.

<Table 4> Regression Results for Mediation Analyses

Independent	Mediator	Dependent	I → M		I → D		I, M → D		
			β	t	β	t	β		t
LO	MO	MPC	0.705	11.922	0.540	7.699	I	0.202	2.224
							M	0.480	5.287
LO	MPC	FP	0.540	7.699	0.561	8.139	I	0.179	3.135
							M	0.708	12.421
LO	MIC	FP	0.561	8.139	0.577	8.469	I	0.264	3.871
							M	0.557	8.182
MO	MPC	MIC	0.622	9.533	0.536	7.611	I	0.057	0.901
							M	0.769	12.176
MPC	MIC	FP	0.805	16.278	0.672	10.876	I	0.295	3.043
							M	0.468	4.839

I: Independent variable, M: Mediator, D: Dependent variable

From the mediation analysis, it is worth noting that both MO and LO are significantly related to FP indirectly through the dimensions of MC, i.e., MPC and MIC. These two constructs are proven to have both the synergistic and independent effects on FP, but by the different mechanisms.

V. Discussion

5.1 Implications

This study delivers several theoretical contributions. First, our finding emphasizes the role of LO as an initial driver of other resource and capability linking to firm outcomes. It is worthwhile to find that LO presents an influence on FP by stimulating both MPC and MIC, while MO fosters MPC. Moreover, a more pervasive role of LO in driving FP through MO and MC has been confirmed, providing an answer to the conflicting results concerning the relationship between MO and LO. Especially, finding the effect of LO on MO is meaningful, given that the conceptualization remains to be empirically checked.

Second, it is valuable to reconfirm the strong indirect effect of MO on FP, corroborating the role of MO as the cultural determinant of MSM (marketing- strategy- making) (Lee et al. 2006; Menon et al. 1999). By affecting sophisticated

planning abilities based on market-oriented culture, MO was found to relate to FP regardless of the organization's business/industry contexts. This study adds the richness of the research arena regarding market-based organizations seeking competitive outcomes, providing a possible answer to a growing need for cross-industrial and cross-national generalization of the results.

Third, it is meaningful that the roles of MPC and MIC have been found to be very important to carry over the organizational cultures of LO and MO to successful business outcomes. MC has been proven as a resource deployment mechanism of organizational intangible orientations for better firm performance, representing the precise practices of careful design and implementation of marketing programs. Moreover, by presenting the process of marketing capability, we confirmed the multi-dimensionality of MC. As sub-components of MC, a well developed marketing planning is a driver of successful implementation of marketing programs and activities. In general, the findings suggest that it is very important not only to have a shared organizational philosophy and value of LO and MO but to possess structured abilities to plan and execute marketing activities and operations aligned with two important cultural characteristics of the organization.

We also believe that the findings provide a few implications in the context of marketing management for the organization's SCA. First,

to blossom an organization's business, a company may well understand how its organizational-level cultures of LO and MO affect FP. That is, it is critical to understand that the firm's two essential philosophies, LO and MO have different mechanisms in their positive effects on FP. Especially, managers had better keep in mind the multiple important roles of LO. MO can be nurtured by cultivating LO such as commitment to learning and shared vision. In addition, LO can effectively increase MPC beyond the improvement attributed to MO as well as MIC. Further, to obtain better FP and furthermore SCA, companies may improve MPC and MIC independently.⁵⁾ In the other way, however, the outstanding FP can usually be achieved by the well-designed framework of MPC and MIC's continuous steps, i.e., learning how to connect two components in an organization.

5.2 Limitations and Directions

Despite the insights obtained through the results of our study, there are several limitations of the study. The first limitation is that this research was conducted with the survey responses provided by one key informant per strategic business unit. Although such an approach has long been used in the strategy research domain (Hult, Ketchen, and Slater 2005),

using multiple informants might be recommended for future research. Furthermore, the difficulty in collecting the data prevented us from including objective measures of performances. Specifically, objective performance measures such as revenue, revenue growth, profit and profit growth were readily available at company level, but not at business unit level. Thirdly, since LO and MO are not the only critical resources of the firm, further consideration on other strategic orientations, including technology orientation and entrepreneur orientation, had better be considered for future research.

Additional research might take some of the following directions. Above all, the more rigorous empirical study needs to be done to strengthen our reasoning regarding the effects of LO on MPC and MIC vis-à-vis the effect of MO on MPC. More specifically, it would be very interesting to directly check whether MO relates to more informational (*know-what: schema*) marketing knowledge, whereas LO relates to both informational (*know-what: schema*) and experiential (*know-how: scripts*) marketing knowledge. Second, it would be valuable to link LO, MO and MC with FP, using more objective measures of FP such as ROI and/or Tobin's q. More thoughts are needed as to the unit of analysis such as business unit level or company level, considering the possibility of

5) In a similar vein, we admit the provocative possibility that superior level of implementation capabilities may lead to improvement in performance regardless of the level of planning capabilities, which will be examined in the different business contexts of future research efforts.

acquiring data. Third, given that the industries included in the present study are predominantly manufacturing industries (please refer to Appendix 2 for distribution of the industries), our model of relationships among constructs may hold for manufacturing sectors. Hence, we may well conceptualize and empirically test the models that incorporate differences due to industry characteristics such as B2B, B2C, consumer packaged goods, durables, or services. Fourth, it may also be worthwhile to examine the multi-dimensionality of MC more precisely. While Vorhies and Morgan (2003; 2005) have originally suggested market information management in addition to MPC and MIC sub-dimensions of marketing capabilities, a more sophisticated conceptualization of MC and classification of MC's subsets may well be developed in a more elaborated and/or a more culture-specific way. In other words, further research might either drill down the reasoning behind our hypotheses or extend our hypotheses to different research domains with more fine-tuned constructs, using the multi-informant approach.

〈논문 접수일: 2011. 03. 16〉

〈1차 수정일: 2011. 06. 05〉

〈2차 수정일: 2011. 10. 14〉

〈게재 확정일: 2011. 10. 17〉

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〈Appendix 1〉 Descriptive Statistics of All Constructs

Constructs	Mean	Standard Deviations
LO	5.03	0.99
MO	4.80	0.93
MPC	4.54	1.13
MIC	4.44	1.21
FP	4.38	1.06

〈Appendix 2〉 Distribution of industries in the sample of this study

Industries	# of respondents (%)
Food manufacturing	37 (25.3)
Construction manufacturing	15 (10.3)
Electronics manufacturing	38 (26.0)
Pharmaceutical manufacturing	15 (10.3)
Chemical manufacturing	2 (1.4)
Family goods manufacturing	6 (4.1)
Automobile manufacturing	8 (5.5)
Fashion clothing manufacturing	1 (0.7)
Energy processing industries	7 (4.8)
Subtotal: manufacturing industries	129 (88.4)
Services (financial services, telecommunication services, wholesale & retail services, education/publishing services)	17 (11.6)

학습지향성과 시장지향성이 마케팅역량과 기업성과에 미치는 영향

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국문요약

기존 연구들은 시장지향성, 학습지향성, 마케팅역량이 기업성과에 미치는 영향을 발견하였는데 이러한 독립변수들의 효과는 개별적으로 연구되었다. 본 연구는 기업성과에 영향을 미치는 이러한 개념들의 효과를 통합적으로 살펴보았다. 즉 기업의 문화적 가치로서의 학습지향성과 시장지향성이 마케팅역량(마케팅전략계획 수립역량 및 실행역량)을 통하여 기업성과에 영향을 미치는 과정을 탐구하였다. 구체적으로 기존연구문헌의 이론적 근거에 기반하여 학습지향성이 시장지향성, 마케팅전략계획 수립 및 실행역량을 통하여 기업성과에 영향을 미치며 시장지향성이 마케팅 전략계획 수립역량을 통하여 기업성과에 영향을 미친다는 점을 개념화하고 이에 대한 가설들을 도출하였다. 그리고 한국 기업들의 146명 관리자를 대상으로 수집한 서베이 데이터를 활용하여 실증적으로 분석한 결과 우리의 개념적 모델은 대부분 지지되었다. 학습지향성과 시장지향성이 각각 마케팅역량에 영향을 미쳐 기업성과를 변화시킨다는 점과 학습지향성이 시장지향성을 발전 시킨다는 점이 주요 발견사항이다. 또한 이러한 결과가 갖는 이론적·관리적 시사점, 본 연구가 갖는 한계점과 향후 연구 방향을 논의하였다.

핵심개념: 학습지향성, 시장지향성, 마케팅역량, 기업성과, 자원기반이론

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