

Influential Article Review - The Market and Corporate Social Responsibility: Towards a Combined visionary Agenda

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This paper examines corporate social responsibility. We present insights from a highly influential paper. Here are the highlights from this paper: The aim of this study is to develop a comprehensive framework and propositions showing the integration of market orientation (MO) as an economic-oriented strategy and corporate social responsibility (CSR), as a socially-oriented strategy for business performance (BP). A review of literature on the three constructs of MO, CSR and BP facilitated the development of the framework and a number of research propositions. An integrated conceptual framework of economic and social strategies is constructed based on prior conceptualisation of MO and CSR. In total, twenty-six (26) propositions are developed based on the integrated conceptual framework. An empirical examination of the model will clarify further, relations among the variables and then authenticate the developed model and propositions. The study provides practitioners with a framework and the accompanying propositions for decision making with respect to their strategic choices and performance. The conceptual framework and the proposition developed when implemented are expected to enhance both the firm and customer value which has a wider implication for the society. The novelty in this research is the common antecedents of both MO and CSR. This research augments the few studies on the integration of MO and CSR. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.

Keywords: Market orientation, Economic strategy, Corporate social responsibility, Social strategy, Business performance, Framework, Propositions

SUMMARY

- Prior researchers have largely not focused on how management factors, interdepartmental dynamics, and organisational systems impact on MO and CSR simultaneously. Aguinis and Glavas and Kuada and Hinson opined that the investigation into the predictors or antecedents on corporate social responsibility is scanty. This calls for scholars in marketing to research into the factors that can influence MO and CSR simultaneously in an organisational setting. In this competitive era firms cannot survive on a single strategy. This phenomenon is encouraging firms to integrate economic and social strategies in contemporary times in the business environment. Drawing from resource-based perspectives both market orientation and corporate social responsibility have been

viewed as corporate resources for business performance . In this sense, in an industry where the level of market orientation and corporate social responsibility are low, firms that are market-oriented and socially responsible should experience high business performance than rival firms in such industries .

- Managers' skills in initiating and implementing market orientation and corporate social responsibility initiatives could serve as intangible resources that propel the performance of their organisations. Moreover, if these initiatives are valued by the target market, as part of the conceptualisation theoretical contributions a model of significant factors determining market orientation and corporate social responsibility was developed. The unique feature of this model is the common predictors of both market orientation and corporate social responsibility in an organisation. This claim needs to be further interrogated by future researchers.
- This conceptualisation has contributed to the limited studies in the scholarly literature on the integration of market orientation and corporate social responsibility . The study has conceptualised a theoretical link on the integration of MO, CSR and business performance. This framework could be applied by firms to enhance their business performance or competitiveness. The conceptualisation has also suggested predictor variables of corporate social responsibility similar to that of market orientation. These measures depart from the use of traditional measures of size, income, origin of firms and external pressure as factors of engagement in CSR activities . This study offers an opportunity for appropriate strategic marketing development in the several industries and enables managers of these institutions to identify the appropriate blend of market orientation and corporate responsibility for superior business performance.
- Haugland et al. encouraged researchers to elaborate on the role of market orientation and other strategic orientations.

HIGHLY INFLUENTIAL ARTICLE

We used the following article as a basis of our evaluation:

Mahmoud, M. A., Blankson, C., & Hinson, R. E. (2017). Market orientation and corporate social responsibility: towards an integrated conceptual framework. *International Journal of Corporate Social Responsibility*, 2(1), 1–15.

This is the link to the publisher's website:

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INTRODUCTION

A growing number of scholars and practitioners are calling for attention to be given to the integration of market orientation (MO) and corporate social responsibility (CSR) for competitiveness (Brik et al. 2011; Mitchell et al. 2010; Qu 2009). Despite the prominence of MO and CSR, previous scholarships on the two constructs have focused on the individual strategic constructs and their impact on organisational performance to the neglect of their integration (Mitchell et al. 2010; Grinstein 2008). Thus, Grinsatein (2008) advised that research on MO should shift its focus. According to Grinstein (2008), researchers should move from the study of the direct effect of MO on business performance to the study of the various combinations of strategic orientations that firms can pursue in different situations. Researchers are encouraged to study how the more successful market-oriented firms balance between MO and other strategic orientations (Grinstein 2008; Mitchell et al. 2010). A number of scholars have responded to this call in the extant MO literature (Yan et al. 2017; Felix 2015). Relatively, some research works have been done on the integration of MO – CSR - performance relationship but more research is required to highlight the phenomenon (Brik et al. 2011; Qu 2009).

Scholars have suggested the benefits of integrating MO as an economic strategy with CSR as a social strategy (Mitchell et al. 2010; Mohr and Sarin 2009). For instance, it is argued that the pursuit of both economic and social strategies simultaneously would not be harmful to the operations of a firm (Mohr and Sarin 2009). On the bases of the above argument, this study is set out to develop a comprehensive conceptual framework and propositions that guides the integration of MO and CSR for BP. In this regard, the key question that needs to be answered is whether there are sufficient frameworks that project the integration of MO as an economic strategy and CSR as a social strategy leading to business performance in extant marketing and management literature?

The paper contributes to marketing theory in three ways. First, it proposes a comprehensive business framework integrating MO and CSR for BP. Limited frameworks exist on the integration of MO, CSR and BP (Brik et al. 2011; Morgan et al. 2009; Grinstein 2008; Maignan and Ferrell 2004; Maignan et al. 1999; Morgan and Strong 1998). Second, we propose common determinants of MO and CSR, which to the best of the researchers' knowledge, have never been proposed in the extant marketing literature. To buttress this position, reference is made to Kuada and Hinson's (2012) argument that the antecedents to CSR exert different degrees of influence on the CSR practices of firms in different parts of the world. They argue further that these antecedents have not been adequately articulated and integrated into the available analytical models.

Third, the conceptual framework and the propositions from the research is significant for management researchers and practitioners. Employing the theorised framework and propositions will allow scholars to offer relevant advice on the likely outcomes of integrating MO and CSR across firms of varying backgrounds. The remainder of the paper is presented as follows: the conceptual framework and propositions are discussed next and this is followed by the discussions and implications. The conclusions and directions for future research bring the paper to a close.

CONCLUSION

This conceptualisation has contributed to the limited studies in the scholarly literature on the integration of market orientation and corporate social responsibility (Qu 2009; Brik et al. 2011; Mahmoud and Hinson 2012a, b, Hinson and Mahmoud 2011). The study has conceptualised a theoretical link on the integration of MO, CSR and business performance. This framework could be applied by firms to enhance their business performance or competitiveness. The conceptualisation has also suggested predictor variables of corporate social responsibility similar to that of market orientation. These measures depart from the use of traditional measures of size, income, origin of firms and external pressure as factors of engagement in CSR activities (Kuada and Hinson 2012). This study offers an opportunity for appropriate strategic marketing development in the several industries and enables managers of these institutions to identify the appropriate blend of market orientation and corporate responsibility for superior business performance.

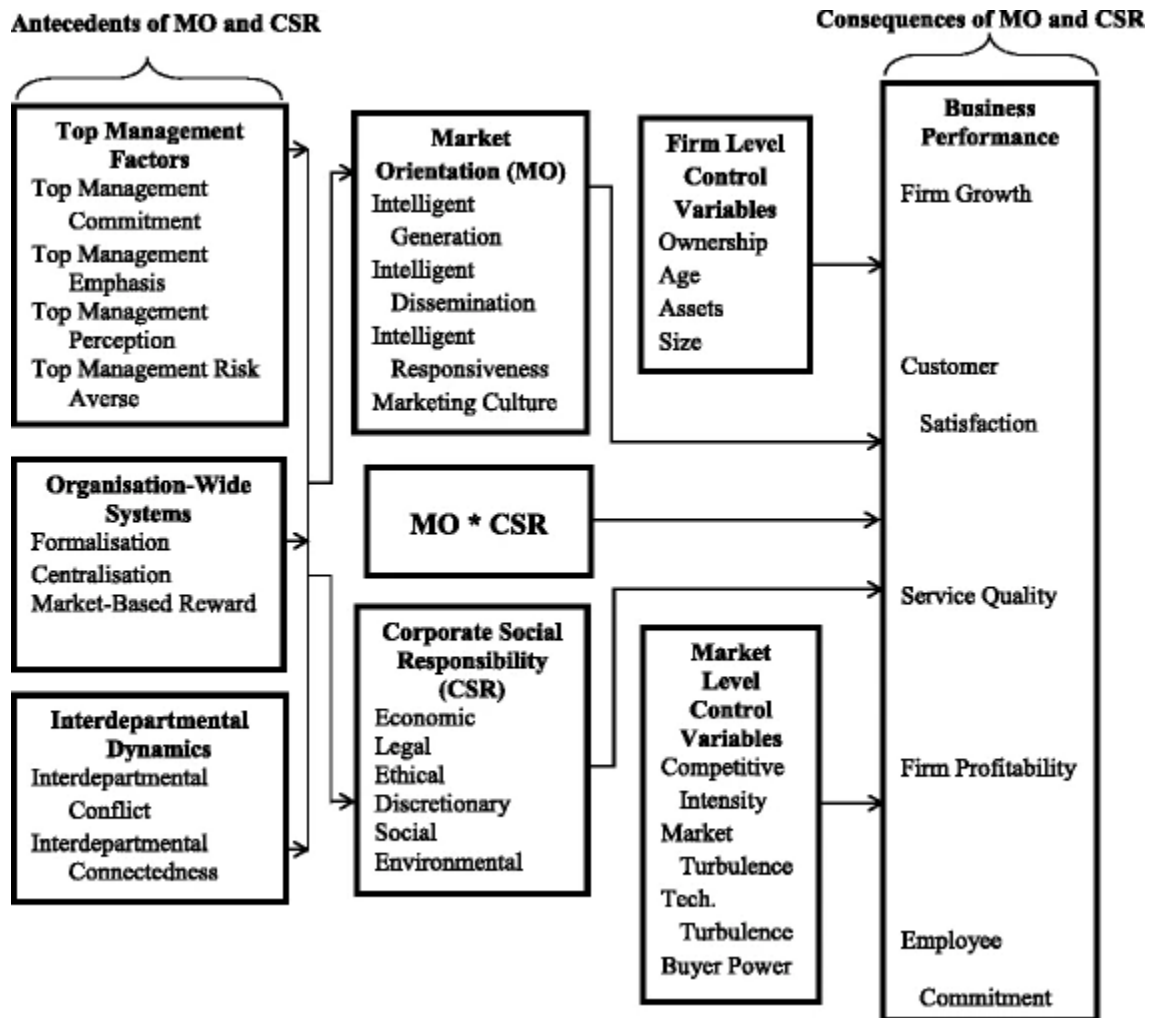
Haugland et al. (2007) encouraged researchers to elaborate on the role of market orientation and other strategic orientations. The literature on market orientation and corporate social responsibility in developing economies is now growing and therefore this conceptualisation will aid in building and enhancing the literature on predictors and integration of market orientation, corporate social responsibility and organisational performance. While this study supports the integration of market orientation and corporate social responsibility for superior business performance, other strategic variables might be appropriate than the two constructs proposed in the framework. This paper provides an opportunity for future inquiry into other variables.

Marketing scholars are recommended to explore further the integration of MO and CSR in both the private and public by adopting/adapting the conceptualised and the hypotheses presented in this study. This will best help inform policy direction for the businesses economic and social interventions. Either single-industry or multiple - industry study could be employed to maximise the generalisability of the integration of MO and CSR. The study provides an opportunity for further studies to consider examining the common factors driving market orientation and corporate social responsibility simultaneously in different industry settings. Changes in the market characteristics, our understanding of competitive behaviour and advances

in management theory and conceptualization development can limit the applicability of the proposed conceptualization and hypotheses (Darroch, et. al 2004). Despite these shortcomings, it is the conviction of the researchers that the conceptualisation puts forward will stimulate a conversation among marketing scholars about the potential hazards of strategy myopia and the benefits of strategy integration for the marketing discipline (Davis et al. 2013).

APPENDIX

FIGURE 1
CONCEPTUAL FRAMEWORK



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TRANSLATED VERSION: SPANISH

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VERSION TRADUCIDA: ESPAÑOL

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INTRODUCCIÓN

Un número creciente de académicos y profesionales piden que se preste atención a la integración de la orientación al mercado (MO) y la responsabilidad social corporativa (RSC) para la competitividad (Brik et al. 2011; Mitchell et al. 2010; Qu 2009). A pesar del protagonismo del Ministerio de Salud y la RSE, las becas anteriores en las dos construcciones se han centrado en las construcciones estratégicas individuales y su impacto en el desempeño organizacional para el descuido de su integración (Mitchell et al. 2010; Grinstein 2008). Por lo tanto, Grinstein (2008) aconsejó que la investigación sobre MO debe cambiar su enfoque. Según Grinstein (2008), los investigadores deben pasar del estudio del efecto directo del modus operandi sobre el rendimiento empresarial al estudio de las diversas combinaciones de orientaciones estratégicas que las empresas pueden perseguir en diferentes situaciones. Se alienta a los investigadores a estudiar cómo las empresas más exitosas orientadas al mercado equilibran entre el MES y otras orientaciones estratégicas (Grinstein 2008; 2010). Varios eruditos han respondido a esta llamada en la literatura existente del MO (Yan et al. 2017; Felix 2015). Relativamente, se han realizado algunos trabajos de investigación sobre la integración de MO – RSE - relación de rendimiento, pero se requiere más investigación para resaltar el fenómeno (Brik et al. 2011; Qu 2009).

Los académicos han sugerido los beneficios de integrar el Mo como estrategia económica con la RSE como estrategia social (Mitchell et al. 2010; Mohr y Sarín 2009). Por ejemplo, se argumenta que la búsqueda simultánea de estrategias económicas y sociales no sería perjudicial para las operaciones de una empresa (Mohr y Sarin 2009). Sobre la base del argumento anterior, este estudio se propone desarrollar un marco conceptual integral y propuestas que guíen la integración de MO y RSC para BP. A este respecto, la

pregunta clave que debe responderse es si existen marcos suficientes que proyecten la integración del MO como estrategia económica y la RSE como estrategia social que conduzca al desempeño empresarial en la literatura de marketing y gestión existente?

El artículo contribuye a la teoría del marketing de tres maneras. En primer lugar, propone un marco empresarial integral que integre el MES y la RSE para BP. Existen marcos limitados sobre la integración del MO, la RSE y la BP (Brik et al. 2011; 2009; Grinstein 2008; Maignan y Ferrell 2004; 1999; Morgan y Strong 1998). En segundo lugar, proponemos determinantes comunes del MO y la RSE, que, según el conocimiento de los investigadores, nunca se han propuesto en la literatura de marketing existente. Para enforñar esta posición, se hace referencia al argumento de Kuada y Hinson (2012) de que los antecedentes de RSC ejercen diferentes grados de influencia en las prácticas de RSC de las empresas en diferentes partes del mundo. Argumentan además que estos antecedentes no se han articulado e integrado adecuadamente en los modelos analíticos disponibles.

En tercer lugar, el marco conceptual y las propuestas de la investigación son importantes para los investigadores y profesionales de la gestión. El empleo del marco teórico y las propuestas permitirá a los estudiosos ofrecer asesoramiento relevante sobre los resultados probables de la integración de la MO y la RSE entre empresas de diferentes orígenes. El resto del documento se presenta de la siguiente manera: el marco conceptual y las propuestas se discuten a continuación y esto es seguido por los debates y las implicaciones. Las conclusiones y las instrucciones para futuras investigaciones acercan el papel.

CONCLUSIÓN

Esta conceptualización ha contribuido a los estudios limitados en la literatura académica sobre la integración de la orientación al mercado y la responsabilidad social corporativa (Qu 2009; 2011; Mahmoud e Hinson 2012a, b, Hinson y Mahmoud 2011). El estudio ha conceptualizado un vínculo teórico sobre la integración del MO, la RSC y el rendimiento empresarial. Este marco podría ser aplicado por las empresas para mejorar su desempeño empresarial o competitividad. La conceptualización también ha sugerido variables predictoras de responsabilidad social corporativa similares a las de la orientación al mercado. Estas medidas se apartan del uso de medidas tradicionales de tamaño, ingresos, origen de las empresas y presión externa como factores de participación en las actividades de RSC (Kuada e Hinson 2012). Este estudio ofrece una oportunidad para el desarrollo de marketing estratégico adecuado en las diversas industrias y permite a los gerentes de estas instituciones identificar la combinación adecuada de orientación al mercado y responsabilidad corporativa para un rendimiento empresarial superior.

(2007) alentó a los investigadores a profundizar en el papel de la orientación al mercado y otras orientaciones estratégicas. La literatura sobre orientación al mercado y responsabilidad social corporativa en las economías en desarrollo está creciendo y, por lo tanto, esta conceptualización ayudará a construir y mejorar la literatura sobre los predictores y la integración de la orientación al mercado, la responsabilidad social corporativa y el rendimiento organizacional. Si bien este estudio apoya la integración de la orientación al mercado y la responsabilidad social corporativa para un rendimiento empresarial superior, otras variables estratégicas podrían ser apropiadas que las dos construcciones propuestas en el marco. Este documento ofrece una oportunidad para futuras investigaciones sobre otras variables.

Se recomienda a los estudiosos del marketing que exploren más a fondo la integración del MO y la RSE tanto en el privado como en el público mediante la adopción/adaptación de las hipótesis conceptualizadas y las presentadas en este estudio. Esto ayudará mejor a informar la dirección de las políticas para las intervenciones económicas y sociales de las empresas. Se podría emplear un estudio de una sola industria o de múltiples- de la industria para maximizar la generalización de la integración del MO y la RSE. El estudio ofrece una oportunidad para que otros estudios consideren la posibilidad de examinar los factores comunes que impulsan la orientación al mercado y la responsabilidad social corporativa simultáneamente en diferentes entornos de la industria. Los cambios en las características del mercado, nuestra comprensión del comportamiento competitivo y los avances en la teoría de la gestión y el desarrollo de la conceptualización pueden limitar la aplicabilidad de la conceptualización y las hipótesis propuestas (Darroch, et. Al 2004). A pesar de estas deficiencias, es la convicción de los investigadores que la

conceptualización presentada estimulará una conversación entre los estudiosos del marketing sobre los peligros potenciales de la miopía estratégica y los beneficios de la integración estratégica para la disciplina de marketing (Davis et al. 2013).

TRANSLATED VERSION: FRENCH

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VERSION TRADUITE: FRANÇAIS

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INTRODUCTION

Un nombre croissant d'universitaires et de praticiens appellent à attirer l'attention sur l'intégration de l'orientation du marché (MO) et de la responsabilité sociale des entreprises (RSE) pour la compétitivité (Brik et al., 2011; Mitchell et coll. 2010; Qu 2009). Malgré l'importance du MO et de la RSE, les bourses précédentes sur les deux constructions se sont concentrées sur les constructions stratégiques individuelles et leur impact sur la performance organisationnelle à la négligence de leur intégration (Mitchell et al., 2010; Grinstein 2008). Ainsi, Grinsatein (2008) a conseillé que la recherche sur mo devrait changer son orientation. Selon Grinstein (2008), les chercheurs devraient passer de l'étude de l'effet direct de mo sur la performance des entreprises à l'étude des différentes combinaisons d'orientations stratégiques que les entreprises peuvent poursuivre dans différentes situations. Les chercheurs sont encouragés à étudier comment les entreprises les plus performantes axées sur le marché équilibrent le MO et d'autres orientations stratégiques (Grinstein, 2008; Mitchell et coll. 2010). Un certain nombre d'universitaires ont répondu à cet appel dans la littérature existante mo (Yan et coll. 2017; Félix 2015). Relativement, certains travaux de recherche ont été réalisés sur l'intégration de la relation de rendement mo – RSE – mais davantage de recherches sont nécessaires pour mettre en évidence le phénomène (Brik et al., 2011; Qu 2009).

Les chercheurs ont suggéré les avantages de l'intégration de MO comme stratégie économique avec la RSE comme stratégie sociale (Mitchell et coll. 2010; Mohr et Sarin 2009). Par exemple, on soutient que la poursuite simultanée de stratégies économiques et sociales ne serait pas préjudiciable aux activités d'une entreprise (Mohr et Sarin, 2009). Sur la base de l'argument ci-dessus, cette étude vise à élaborer un cadre conceptuel complet et des propositions qui guident l'intégration de MO et de RSE pour BP. À cet égard, la question clé à laquelle il faut répondre est de savoir s'il existe suffisamment de cadres qui projettent l'intégration de MO en tant que stratégie économique et de la RSE comme stratégie sociale menant à la performance des entreprises dans la documentation actuelle sur le marketing et la gestion?

L'article contribue à la théorie du marketing de trois façons. Tout d'abord, il propose un cadre d'activité complet intégrant mo et RSE pour BP. Des cadres limités existent sur l'intégration de MO, RSE et BP (Brik et al., 2011; Morgan et coll. 2009; Grinstein 2008; Maignan et Ferrell 2004; Maignan et coll. 1999; Morgan et Strong, 1998). Deuxièmement, nous proposons des déterminants communs du MO et de la RSE, qui, au meilleur des connaissances des chercheurs, n'ont jamais été proposés dans la littérature de marketing existante. Pour étayer cette position, on fait référence à l'argument de Kuada et Hinson (2012) selon lequel les antécédents de la RSE exercent des degrés d'influence différents sur les pratiques de RSE des entreprises de différentes parties du monde. Ils font valoir en outre que ces antécédents n'ont pas été suffisamment articulés et intégrés dans les modèles analytiques disponibles.

Troisièmement, le cadre conceptuel et les propositions de la recherche sont importants pour les chercheurs en gestion et les praticiens. L'utilisation du cadre et des propositions théorisés permettra aux chercheurs d'offrir des conseils pertinents sur les résultats probables de l'intégration du MO et de la RSE dans des entreprises de divers horizons. Le reste du document est présenté comme suit : le cadre conceptuel et les propositions sont discutés ensuite, suivis des discussions et des implications. Les conclusions et les orientations de la recherche future mettent fin au document.

CONCLUSION

Cette conceptualisation a contribué aux études limitées dans la littérature savante sur l'intégration de l'orientation du marché et de la responsabilité sociale des entreprises (Qu 2009; Brik et coll. 2011; Mahmoud et Hinson 2012a, b, Hinson et Mahmoud 2011). L'étude a conceptualisé un lien théorique sur l'intégration du MO, de la RSE et de la performance des entreprises. Ce cadre pourrait être appliqué par les entreprises pour améliorer leur performance commerciale ou leur compétitivité. La conceptualisation a également suggéré des variables prédictorles de responsabilité sociale des entreprises similaires à celle de l'orientation du marché. Ces mesures s'écartent de l'utilisation de mesures traditionnelles de taille, de revenu, d'origine des entreprises et de pressions extérieures comme facteurs d'engagement dans les activités de RSE (Kuada et Hinson, 2012). Cette étude offre l'occasion d'un développement de marketing stratégique approprié dans plusieurs industries et permet aux gestionnaires de ces institutions d'identifier le mélange approprié d'orientation du marché et de responsabilité d'entreprise pour une performance commerciale supérieure.

Haugland et coll. (2007) ont encouragé les chercheurs à élaborer sur le rôle de l'orientation du marché et d'autres orientations stratégiques. La littérature sur l'orientation des marchés et la responsabilité sociale des entreprises dans les économies en développement est en pleine croissance et, par conséquent, cette conceptualisation contribuera à la construction et à l'amélioration de la littérature sur les prédicteurs et l'intégration de l'orientation du marché, de la responsabilité sociale des entreprises et de la performance organisationnelle. Bien que cette étude appuie l'intégration de l'orientation du marché et de la responsabilité sociale des entreprises pour un rendement commercial supérieur, d'autres variables stratégiques pourraient être appropriées que les deux constructions proposées dans le cadre. Ce document offre l'occasion d'une enquête future sur d'autres variables.

Il est recommandé aux spécialistes du marketing d'explorer davantage l'intégration du MO et de la RSE dans le privé et le public en adoptant/en adaptant les hypothèses conceptualisées et les hypothèses présentées dans cette étude. Cela aidera le mieux à éclairer l'orientation politique des entreprises en matière d'interventions économiques et sociales. Une seule industrie ou multiple - étude de l'industrie pourrait être utilisé pour maximiser la généralisation de l'intégration de MO et de la RSE. L'étude offre l'occasion à d'autres études d'examiner simultanément les facteurs communs qui motivent l'orientation du marché et la responsabilité sociale des entreprises dans différents milieux de l'industrie. Les changements dans les caractéristiques du marché, notre compréhension du comportement concurrentiel et les progrès de la théorie de la gestion et du développement de la conceptualisation peuvent limiter l'applicabilité de la conceptualisation et des hypothèses proposées (Darroch, et al., 2004). Malgré ces lacunes, les chercheurs sont convaincus que la conceptualisation proposée stimulera une conversation entre les spécialistes du marketing sur les dangers potentiels de la myopie stratégique et les avantages de l'intégration stratégique pour la discipline marketing (Davis et al., 2013).

TRANSLATED VERSION: GERMAN

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ÜBERSETZTE VERSION: DEUTSCH

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EINLEITUNG

Immer mehr Wissenschaftler und Praktiker fordern die Integration von Marktorientierung (MO) und corporate social responsibility (CSR) für Wettbewerbsfähigkeit (Brik et al. 2011; Mitchell et al. 2010; Qu 2009). Trotz der Bedeutung von MO und CSR konzentrierten sich frühere Stipendien auf die beiden Konstrukte auf die einzelnen strategischen Konstrukte und ihre Auswirkungen auf die Organisationsleistung bis hin zur Vernachlässigung ihrer Integration (Mitchell et al. 2010; Grinstein 2008). So riet Grinstein (2008), dass die Forschung über MO ihren Fokus verschieben sollte. Laut Grinstein (2008) sollten die Forscher von der Untersuchung der direkten Auswirkungen von MO auf die Geschäftsleistung zur Untersuchung der verschiedenen Kombinationen strategischer Ausrichtungen übergehen, die Unternehmen in verschiedenen Situationen verfolgen können. Die Forscher werden ermutigt zu untersuchen, wie die erfolgreicherer marktorientierten Unternehmen zwischen MO und anderen strategischen Ausrichtungen balancieren (Grinstein 2008; Mitchell et al. 2010). Eine Reihe von Gelehrten sind diesem Aufruf in der bestehenden MO-Literatur gefolgt (Yan et al. 2017; Felix 2015). Relativ, einige Forschungsarbeiten wurden über die Integration von MO – CSR - Leistungsbeziehung durchgeführt, aber mehr Forschung ist erforderlich, um das Phänomen zu markieren (Brik et al. 2011; Qu 2009).

Wissenschaftler haben die Vorteile der Integration von MO als Wirtschaftsstrategie mit CSR als soziale Strategie vorgeschlagen (Mitchell et al. 2010; Mohr und Sarin 2009). So wird beispielsweise argumentiert, dass die gleichzeitige Verfolgung wirtschaftlicher und sozialer Strategien nicht schädlich für die Geschäftstätigkeit eines Unternehmens wäre (Mohr und Sarin 2009). Auf der Grundlage des obigen Arguments soll in dieser Studie ein umfassender konzeptioneller Rahmen und Vorschläge entwickelt werden, die die Integration von MO und CSR für BP vorweisen. In dieser Hinsicht muss die Schlüsselfrage beantwortet werden, ob es genügend Rahmen gibt, die die Integration von MO als Wirtschaftsstrategie und CSR als soziale Strategie, die zu einer Geschäftlichen Leistung in der bestehenden Marketing- und Managementliteratur führt, projizieren?

Das Papier trägt auf drei Arten zur Marketingtheorie bei. Erstens schlägt sie einen umfassenden Geschäftsrahmen vor, der MO und CSR für BP integriert. Es gibt begrenzte Rahmenbedingungen für die Integration von MO, CSR und BP (Brik et al. 2011; Morgan et al. 2009; Grinstein 2008; Maignan und Ferrell 2004; Maignan et al. 1999; Morgan und Strong 1998). Zweitens schlagen wir gemeinsame Determinanten von MO und CSR vor, die nach bestem Wissen und Gewissen noch nie in der bestehenden Marketingliteratur vorgeschlagen wurden. Um diese Position zu untermauern, wird auf das Argument von Kuada und Hinson (2012) verwiesen, dass die Vorläufer von CSR unterschiedliche Nutzmaße auf die CSR-Praktiken von Unternehmen in verschiedenen Teilen der Welt ausüben. Sie argumentieren ferner, dass diese Vorläufer nicht ausreichend artikuliert und in die verfügbaren Analysemodelle integriert worden seien.

Drittens sind der konzeptionelle Rahmen und die Vorschläge aus der Forschung für Management-Forscher und Praktiker von Bedeutung. Die Verwendung des theoretisierten Rahmens und der Theoretiken wird es Wissenschaftlern ermöglichen, relevante Ratschläge zu den wahrscheinlichen Ergebnissen der Integration von MO und CSR in Unternehmen unterschiedlichen Hintergrunds zu geben. Der Rest des Papiers wird wie folgt dargestellt: Der konzeptionelle Rahmen und die Vorschläge werden als nächstes diskutiert, und es folgen die Diskussionen und Implikationen. Die Schlussfolgerungen und Richtungen für die künftige Forschung bringen das Papier zum Abschluss.

SCHLUSSFOLGERUNG

Diese Konzeptualisierung hat zu den begrenzten Studien in der wissenschaftlichen Literatur über die Integration von Marktorientierung und gesellschaftlicher Verantwortung der Unternehmen beigetragen (Qu 2009; Brik et al. 2011; Mahmoud und Hinson 2012a, b, Hinson und Mahmoud 2011). Die Studie hat einen theoretischen Zusammenhang über die Integration von MO, CSR und Geschäftsleistung konzipiert. Dieser Rahmen könnte von den Unternehmen angewandt werden, um ihre Geschäftsleistung oder Wettbewerbsfähigkeit zu verbessern. Die Konzeptualisierung hat auch Prädiktorvariablen der sozialen Verantwortung von Unternehmen vorgeschlagen, die denen der Marktorientierung ähneln. Diese Maßnahmen weichen von der Verwendung traditioneller Maße von Größe, Einkommen, Herkunft der Unternehmen und externem Druck als Faktoren für das Engagement bei CSR-Aktivitäten ab (Kuada und Hinson 2012). Diese Studie bietet die Möglichkeit für eine angemessene strategische Marketingentwicklung in den verschiedenen Branchen und ermöglicht es Managern dieser Institutionen, die passende Mischung aus Marktorientierung und unternehmerischer Verantwortung für überlegene Geschäftsleistungen zu identifizieren.

Haugland et al. (2007) ermutigten die Forscher, die Rolle der Marktorientierung und andere strategische Ausrichtungen zu erarbeiten. Die Literatur über Marktorientierung und soziale Verantwortung der Unternehmen in den Entwicklungsländern wächst und daher wird diese Konzeptualisierung dazu beitragen, die Literatur über Prädiktoren und die Integration von Marktorientierung, corporate social responsibility und Organisationsleistung aufzubauen und zu verbessern. Während diese Studie die Integration von Marktorientierung und sozialer Verantwortung der Unternehmen für eine überragende Geschäftsleistung unterstützt, könnten andere strategische Variablen als die beiden im Rahmen vorgeschlagenen Konstrukte angemessen sein. Dieses Papier bietet die Möglichkeit, andere Variablen künftig zu erfragen.

Marketingwissenschaftlern wird empfohlen, die Integration von MO und CSR sowohl im Privaten als auch in der Öffentlichkeit weiter zu untersuchen, indem sie die konzeptionierten und die in dieser Studie vorgestellten Hypothesen übernehmen/anpassen. Dies wird am besten dazu beitragen, die politische Richtung für die wirtschaftlichen und sozialen Interventionen der Unternehmen zu unterstellen. Es könnten entweder Einzel- oder Mehrindustriestudien verwendet werden, um die Verallgemeinerung der Integration von MO und CSR zu maximieren. Die Studie bietet die Möglichkeit für weitere Studien, die gemeinsamen Faktoren zu untersuchen, die die Marktorientierung und die soziale Verantwortung der Unternehmen gleichzeitig in verschiedenen Branchenbereichen antreiben. Veränderungen der Marktmerkmale, unser Verständnis von Wettbewerbsverhalten und Fortschritte in der Managementtheorie und Konzeptualisierungsentwicklung können die Anwendbarkeit der vorgeschlagenen Konzeptualisierung und Hypothesen einschränken (Darroch, et. Al 2004). Trotz dieser Unzulänglichkeiten ist die Überzeugung der Forscher, dass die Konzeptionsplanung ein Gespräch unter Marketingwissenschaftlern über die potenziellen Gefahren von Strategiekurzzipie und die Vorteile der Strategieintegration für die Marketingdisziplin anregen wird (Davis et al. 2013).

TRANSLATED VERSION: PORTUGUESE

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VERSÃO TRADUZIDA: PORTUGUÊS

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INTRODUÇÃO

Um número crescente de académicos e profissionais apela a que seja dada atenção à integração da orientação do mercado (MO) e da responsabilidade social das empresas (RSE) para a competitividade (Brik et al. 2011); Mitchell et al. 2010; Qu 2009). Apesar da proeminência da MO e da RSE, as bolsas anteriores sobre as duas construções centraram-se nas construções estratégicas individuais e no seu impacto no desempenho organizacional para a negligência da sua integração (Mitchell et al. 2010; Grinstein 2008). Assim, Grinsatein (2008) aconselhou que a investigação sobre o MO deveria mudar o seu foco. De acordo com Grinstein (2008), os investigadores devem passar do estudo do efeito direto do MO sobre o desempenho do negócio para o estudo das várias combinações de orientações estratégicas que as empresas podem seguir em diferentes situações. Os investigadores são encorajados a estudar como as empresas orientadas para o mercado mais bem sucedidas se equilibram entre mo e outras orientações estratégicas (Grinstein 2008; Mitchell et al. 2010). Vários estudiosos responderam a este apelo na literatura de MO (Yan et al. 2017; Félix 2015). Relativamente, foram realizados alguns trabalhos de investigação sobre a integração do MO – CSR – relação de desempenho, mas é necessário mais investigação para destacar o fenómeno (Brik et al. 2011; Qu 2009).

Os académicos sugeriram os benefícios da integração do MO como estratégia económica com a RSE como estratégia social (Mitchell et al. 2010; Mohr e Sarin 2009). Por exemplo, argumenta-se que a prossecução de estratégias económicas e sociais simultaneamente não seria prejudicial para as operações de uma empresa (Mohr e Sarin 2009). Com base no argumento acima referido, este estudo pretende desenvolver um quadro conceptual abrangente e propostas que guiem a integração do MO e da RSE para a BP. A este respeito, a questão-chave que deve ser respondida é se existem quadros suficientes que projetem a integração do MO como estratégia económica e da RSE como estratégia social que conduza ao desempenho das empresas na literatura de marketing e gestão?

O trabalho contribui para a teoria do marketing de três maneiras. Em primeiro lugar, propõe um quadro empresarial abrangente que integre o MO e a RSE para a BP. Existem quadros limitados na integração de MO, RSE e BP (Brik et al. 2011; Morgan et al. 2009; Grinstein 2008; Maignan e Ferrell 2004; Maignan et al. 1999; Morgan e Strong 1998). Em segundo lugar, propomos determinantes comuns de MO e RSE, que, tanto quanto bem os conhecimentos dos investigadores, nunca foram propostos na literatura de marketing. Para reforçar esta posição, faz-se referência ao argumento de Kuada e Hinson (2012) de que os antecedentes à RSE exercem diferentes graus de influência sobre as práticas de RSE de empresas em diferentes partes do mundo. Argumentam ainda que estes antecedentes não foram devidamente articulados e integrados nos modelos analíticos disponíveis.

Em terceiro lugar, o quadro conceptual e as propostas da investigação são significativos para os investigadores e os praticantes de gestão. A utilização do quadro e das propostas teorizadas permitirá aos académicos oferecer aconselhamento relevante sobre os resultados prováveis da integração do MO e da RSE entre empresas de diferentes origens. O restante do documento é apresentado da seguinte forma: o quadro conceptual e as propostas são discutidos a seguir e isso é seguido pelas discussões e implicações. As conclusões e as direções para a investigação futura encerram o documento.

CONCLUSÃO

Esta conceptualização contribuiu para os estudos limitados na literatura académica sobre a integração da orientação do mercado e da responsabilidade social das empresas (Qu 2009; Brik et al. 2011; Mahmoud e Hinson 2012a, b, Hinson e Mahmoud 2011). O estudo concebeu uma ligação teórica sobre a integração do MO, da RSE e do desempenho empresarial. Este quadro poderia ser aplicado pelas empresas para melhorar o seu desempenho comercial ou a sua competitividade. A conceptualização também sugeriu variáveis preditores de responsabilidade social corporativa semelhantes às da orientação do mercado. Estas medidas afastam-se da utilização de medidas tradicionais de dimensão, rendimento, origem das empresas e pressão externa como fatores de envolvimento nas atividades da RSE (Kuada e Hinson 2012). Este estudo oferece uma oportunidade para um desenvolvimento estratégico adequado de marketing nas várias indústrias e permite que os gestores destas instituições identifiquem a mistura adequada de orientação de mercado e responsabilidade corporativa para um desempenho empresarial superior.

Haugland et al. (2007) incentivou os investigadores a elaborar sobre o papel da orientação do mercado e outras orientações estratégicas. A literatura sobre a orientação do mercado e a responsabilidade social das empresas nas economias em desenvolvimento está agora a crescer e, por conseguinte, esta conceptualização ajudará na construção e no reforço da literatura sobre os preditores e a integração da orientação do mercado, da responsabilidade social das empresas e do desempenho organizacional. Embora este estudo apoie a integração da orientação do mercado e a responsabilidade social das empresas pelo desempenho empresarial superior, outras variáveis estratégicas poderão ser adequadas do que as duas construções propostas no quadro. Este artigo oferece uma oportunidade para futuras investigações sobre outras variáveis.

Recomenda-se aos estudiosos de marketing que explorem ainda mais a integração do MO e da RSE no privado e no público, adotando/adaptando as hipóteses conceptualizadas e as hipóteses apresentadas neste estudo. Isto ajudará melhor a informar a orientação política para as intervenções económicas e sociais das empresas. Tanto a indústria única como a múltipla - o estudo da indústria poderia ser utilizado para maximizar a generalidade da integração dos MO e da RSE. O estudo oferece uma oportunidade para que outros estudos considerem a análise dos fatores comuns que impulsionam a orientação do mercado e a responsabilidade social das empresas simultaneamente em diferentes contextos da indústria. As mudanças nas características do mercado, a nossa compreensão do comportamento competitivo e os avanços na teoria da gestão e no desenvolvimento da conceptualização podem limitar a aplicabilidade da conceção e hipóteses propostas (Darroch, et. Al 2004). Apesar destas deficiências, é a convicção dos investigadores que a conceptualização apresenta estimular uma conversa entre os estudiosos de marketing sobre os potenciais perigos da miopia estratégica e os benefícios da integração estratégica para a disciplina de marketing (Davis et al. 2013).