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MARKET ORIENTATION IN NON-PROFIT ORGANIZATIONS: THE GUIDELINE FOR FUTURE RESEARCH

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ABSTRACT

Market orientation (MO) is an important marketing strategy that marketers use to sustain and improve firm performance in both profit and nonprofit organizations. In the context of nonprofit organizations (NPO), MO seems to be prevalent in conceptual papers and empirical evidence. Therefore, the two objectives of this study are first, to examine the antecedents and consequences of MO concept referenced in empirical research. Second, to offer the grouping of antecedents, intervening variable and consequences to help other authors better understand the purpose, processes, and procedures for MO in NPO. Finally, a summary and discussion of results and propose guidelines for MO research in the NPO area. From many researches, the understandings of the consequences and antecedents of MO is categorized by a disintegrated, diverse, and modified group of data that prevents practical advancement and scholarship. The main reasons for lacking apparent awareness are the lack of combination and adjustment of the disintegrated knowledge. To discuss this literature gap, the author evaluates and reviews seventy-one articles published from 1997 to 2019. The findings show that despite the considerable development in prior years, studies on MO are yet distinguished by the loss of a strong hypothetical support, the failure to permit on the appropriate aspects of MO, and some tendencies in research intention and statistical methods, which may describe the many inconsistencies and perplexing findings in previous studies. Based on these findings, the author discusses inferences and proposes guidelines for future research.

Keywords: Marketing orientation; nonprofit organization performance (NPO)

1. INTRODUCTION

In the first generation of research in Market orientation (MO), researchers developed the construct and applied it to profit organization (Narver and Slater, 1990; Slater and Narver, 2000). Many researchers applied MO to provide benefits for nonprofit organizations (NPO) (e.g., Balabanis et al., 1997; Bhuian and Abdul-Gader, 1997; Loubeau et al., 1998; Homburg and Pflesser, 2000). For example, social service, hospital, education, a charity organization, and so on. In the context of the NPO, decisions are complicated, because of the variety of external and internal forces that affect performance (Kohli and Jaworski, 1990; Slater and Narver, 1994; 1995) and the tension between dynamic and complex environments (Moore, 1995; Shanklin and Ryans, 1984). Moreover, MO refers also to the concept that is beyond organizational performance, which results in growth (Padanyi and Gainer, 2004), innovation (Choi, 2014), and loyalty (Casidy, 2014). In the MO strategy, they must take into account multiple contexts in consequences with their nature of NPO's overall performance, employee's response, and consumer's response differences (Cervera et al., 2001). Therefore, in the past decades, there is an indication of a huge number of empirical research in several organizations of NPO. The researchers or scholars attempt to formulate factors that affect organizational performance. Even though MO in NPO is a part of the most significant choices that the leaders need to confront, there are only a few directions to assist MO in NPO. Subsequently, although the demands for more MO concept research have risen, small improvements created an awareness of the lack in the MO literature. In addition, previous studies showed both empirical and theoretical results about MO in NPO (e.g. Byrne et al., 2019; Mokoena, 2019). However, there is no systematic body of research that integrated the antecedents, mediators, and consequences of MO in NPO. Therefore, this study focuses on four types of NPO consisting of animal, environment, education, and non-government organization (NGO). MO is the core concept that creates NPO performance (e.g. Ma et al., 2012; Józsa, 2017).

Firstly, a study on MO in NPO reveals the prominence it holds in disintegration—that each uses their methodological access and hypothetical methods; Secondly, Diversity—it considers a big number of distinct empirical research of MO; and lastly, modification—it produces different variables and often irregular developments in relation to the effect of the causes and results of MO in NPO. There are four objectives in this paper, namely: 1) To summarize the analytical approach and scope concerning the marketing orientation (MO) of a nonprofit organization (NPO); 2) To address the theoretical perspective of MO in NPO; 3) To show the framework to inspect the consequences and antecedents of MO in NPO; 4) To demonstrate the implications and discussions with suggestions for future research about MO in NPO. Furthermore, this study addresses a contribution for other authors who are interested in MO in the NPO context and can understand the conceptual framework in their study. Specifically, future research suggested from this study should involve organizational or technological innovation, organizational sustainability, and social performance. In addition, various studies that appear in this study are mostly quantitative research; as such, the qualitative method is an important consideration to be used to confirm research results, along with mixed methods-both of which are lacking in research about MO in NPO. Therefore, there is a need to recognize conceptual and methodological restraints linked to current empirical findings and propose ways of these should be called in the future.

2. SCOPE AND ANALYTICAL APPROACH OF THE REVIEW

This review article analyzes the main empirical literature, important results on the consequences, and antecedents of MO in NPO, thus, showing MO trends which will help scholars know where their ethics or moral should stand, which areas should be ignored, and what the possible MO trend would be in NPO.

In order to analyze this, four majors criteria ought to be achieved; Firstly, the empirical aspect of this study must investigate NPO being engaged in MO rather than other orientation in marketing (e.g., product orientation, marketing orientation, brand orientation, and promotion orientation). Secondly, examining MO in NPO from all types of nonprofit business perspectives. Thirdly, MO in NPO is both an antecedent and a consequence. Finally, MO in NPO as another variable when examining Appendix A and B. The limitation of the study is that it does not choose the qualitative research methodology such as in-depth interviews, focus groups, case studies, and other pieces of research written in other languages that are not in English.

The author identified seventy-one articles from sixty-seven journals published. Two international conferences and two dissertations demonstrate that despite prior studies, empirical studies on MO in NPO has been ignored to a certain degree.

The author applied the concept of counting approaches of Wymer et al. (2015) because this gives a good description of a factor's effect on the readers and the concept of nonprofit marketing orientation. Appendix A outlines the detailed characteristics of the selected 71 research articles. In the context of fieldwork properties, 69 articles collected information from one country and two studies gathered data from more than one country (one paper collected data from two countries, which were Spain and France and one paper gathered data from United Kingdom, France, Italy, and Spain). The United States was the most researched country, with sixteen papers; seven papers from Australia; five papers from the United of Kingdom and Spain; four papers from India; three papers from Canada, Portugal and China; two papers from France, Croatia, Poland, Bangladesh, and South Africa, and one paper from Germany, Israel, Malaysia, Italy, South Korea, the Netherlands, Ghana, Singapore, Taiwan, Czech, Hungary, Saudi Arabia, Greek, the Philippines, Hong Kong, Sweden, Ireland, and Sri Lanka.

NPO of small and medium-sized enterprises (SMEs) are considered in this study. Dispensing the greatest nonprofit activity is not initiated by big organizations, but rather by a small and medium-sized organization. It consists of twenty educational organizations, sixteen NPOs, nine social service organizations, five churches and hospitals, four public organizations, art and culture units, one private nonprofit organization, charity organizations, museums, and government units, and one entertainment business. The NPO had a fragment from small size until large size. Many of the small organizations appeared to have the lowest level of MO. Nonetheless, these small organizations have the strongest relationship between MO and performance (Seymour et al., 2006). The population of this study considers studies conducted with various population sizes. Namely, 100 population size in one study; 101-500 population size in twenty-two studies; 501-1,000 population size in twelve papers; and the population size of more than 1,000 in twenty-two studies. Moreover, twelve papers did not specify the size of the populations considered.

Moreover, the reviewed studies reported a higher response rate at 93.6%, and the lowest response rate is 6.41%. Studies which received a high response rate were eleven papers (15.49%), with a response rate of more than 50%; seventeen studies (23.94%) had a response rate between 30%-50%; twenty-three studies (32.39%) have a response rate of less than 30%; and twenty studies (28.17%) with response rates that were not clear. Regarding the data collection and sampling, the sample sizes utilized in empirical literature are moderate, with not more than 100 sample size is six research, 101-500 sample sizes in forty-two studies, 501-1,000 sample size is thirteen papers, and there were no papers with a sample size of 1,001 and above. On the other hand, the percentage of response rate can be divided into the following four groups: 25% and below are twenty-one papers, 26% - 50% are nineteen papers, 51% - 75% are nine papers, and three papers indicated that more than 76% exclude one paper which showed only the percentage of response rate but did not indicate the number of informants (Pavičić et al., 2009). However, research conducted in this field of study from the year 1997 to 2019 reveals that seventy-one studies related to MO in NPO reflect the data on MO in NPO decisions. This data is considered a small number available for academicians.

Partially, the key informants of 70 percent of the entire studies of research have been considered except one research that does not identify the specific key informant (Levine and Zahradnik, 2012). In almost all studies, approximately fifty-four papers (76.01%) gathered data from CEO, GM, senior manager, executive director, program director, board member, senior executive, leader, administrator, and school dean. However, this study found that ten research papers collected data from employees and lecturers, four papers from members (i.e. member, donor, parent, and buyer/provider), three from students, one research paper used secondary data from an online database to analyze the result of the study (Levine and Zahradnik, 2012). Not surprisingly, these studies showed only one paper that collected data from a donor (Brady et al., 2011). Because in an MO study, the informant should be an executive or manager who is responsible for strategic planning or marketing plan. Wood et al. (2000) noted that the senior leaders of the firm who are positively recognized by their profession are inclined to stress the continual skills progression for themselves and other members, for which they utilize the development programs of the organization. In addition, the unit of analysis in the seventy-one papers within this study indicated approximately sixty-three papers (88.73%) which studied the organizational level, five papers employed the individual level and only one paper used the group level.

In terms of statistical analysis, Structural Equation Modeling (SEM) and Confirmatory Factor Analysis (CFA) are the most common investigative approaches. Specifically, about 39.99% of the research adopted SEM, 28.17% employed CFA, and 25.35% of the studies used Correlation and Regression Analysis followed by 14.08% that interpreted findings with Descriptive Analysis (DA), 9.86% used Confirmatory Factor Analysis (CFA), 8.45% employed One-way ANOVA, 2.82% adopted t-test analysis, and 3 statistical methods consist of Partial Least Squares (PLS), Chi-square, and MANOVA was each accounted as 1.41% from 71 papers examined in this study.

From seventy-one empirical studies of research and literature reviews, the antecedents and consequences that were specified in the conceptual models were different. Thirteen articles (18.317%) were studied the full model while MO was used as mediator variables that affected dependent variables, eighteen articles (25.35%) applied MO as a dependent variable, and forty articles (56.34%) took MO as an independent variable in their studies. In fact, when considering the characteristics of all variables used in these studies, it was found that MO traditionally modified or added a new dimension.

3. THEORETICAL BASES

Several theoretical bases were used in the research on MO discipline (Kohli and Jaworski, 1990; Jaworski and Kohli, 1993; Kohli et al., 1993). Considering that MO is related to organizational performance. Although the area of marketing does not have its own theory, researchers typically borrow and adopt theories or concepts from another disciplines. Therefore, in the study of MO in NPO, many researches formulated hypotheses based on numerous perspectives and theories in the review of the literature and without defining the theoretical basis; nonetheless, the theoretical bases were clearly defined in only 17.65% of the studies. For instance, Gainer and Padanyi (2005) and Li et al. (2010) adopted the institutional theory to describe MO in NPO; Homburg and Pflesser (2000) and Flavián and Lozano (2007) introduced organizational behavior theory to support the MO in NPO; Barrett and et al. (2005), Choi (2014) and Mahmoud and Yusif (2012) employed learning orientation or organizational learning theory simultaneous MO in NPO; and Homburg and Pflesser (2000) and Boehm et al. (2011) utilized social system theory or cognitive-social theory attribution theory to explain MO perspective and theory in NPO.

The study by Homburg and Pflesser (2000), Gainer and Padanyi (2002), and Hashim and Bakar (2011) used the MO cultural and cultural perspective to create the NPO hypotheses in this research. In the context of relationship culture, MO in NPO should use the main component of the organizational characteristic and MO (e.g. competitor orientation, customer orientation, decentralization, product/ technology orientation, control system, formalization, and inter-functional connectedness/coordination that influence the business performance).

Some of the studies use resource-based theory (e.g., Camarero and Garrido, 2012; Camarero and José, 2008; Li et al., 2010) to explain MO in NPO decisions. The review outlined that non-substitutable, rare, inimitable, and invaluable resources (Griffith and Yalcinkaya, 2010) help in the advancement of competitive advantages that the firms gained from using their own resources (Hunt and Morgan, 1995). Regarding MO, there are three components of resources in NPO performance; visitor orientation uses resources to seeking and gaining an advantage over the organization; donor orientation use resources to create the value of donors and provide resources to keep the expectation of the donor; and technological innovation uses resources to enhance management and administration (Camarero and Garrido, 2012). In addition, technological resources also make the organization more accessible to a wider range of customers and attract funds from sponsors and donors (Camarero and José, 2008).

Concerning the theoretical bases used in this review, apart from resource-based theory, is a resource dependence theory involve to MO in NPO. It is not surprising because the resource dependence theory explains the understanding of MO in NPO because of organizational feedback to market pressures from the limited resources. There are plenty of resource dependence types that have effects on the donor market orientation; hence, the degree level of MO toward donors in organizations is based on the provider of their resources (Macedo and Pinho, 2006).

Finally, the MO theory is predominantly essential in the study of NPO (more than 50% from seventy-one papers) and also for-profit organizations. Balabanis et al. (1997) noted that the traditional MO refers to three guiding bases, namely profitability, coordinated effort, and customer focus (also known as NPO objectives). According to Kotler and Andreasen (1991), profitability can be compared to the firms' ability to survive, generate a rightful amount of revenues to attain the organizational long-term objectives. In the context of Kohli and Jaworski (1990), an MO in NPO would have three factors: intelligence generation, intelligence dissemination, and responsiveness. First, intelligence generation is defined as the evaluation and collection of information on the corporate and governmental donor needs, consumer needs, and factors of preferences that affect new forms of competition, macro-environment, etc. Second, intelligence dissemination refers to both the extent and the process where the donor's market information is exchanged, horizontally and vertically, and shared within the firm. Third, responsiveness refers to the implementation, action taken, and planning of marketing programs for the donor market, because of disseminated and generated information. This concept gives a theoretical underpinning for the relationship between performance and MO in NPO (Homburg and Pflesser, 2000; Kara et al., 2004; Gurrea, 2018; Zebal, 2018).

In addition to the theory stated above, there are various theories mentioned in the research papers to guide strategic decision making in NPO. In the context, NPO is different from each other in terms of operations and role of the organization (considered from the type of NPO in Appendix B) that affect NPO performance and outcome in diverse ways. Therefore, the theory is useful as a guide in that each study could be assumed to be too common to give deep understandings of MO in NPO. The scholars may consider exploring the more convincing theoretical basis of both the MO theory and other theories or presenting more MO concepts. In short, the relational NPO seems to be more useful and specific because it takes part in the development of MO in the NPO dimension.

4. FRAMEWORK FOR MARKET ORIENTATION IN NON-PROFIT ORGANIZATIONS

Efforts are made in making the frameworks of MO in NPO choices (e.g., Wood et al., 2000; Barrett et al., 2005; Zebal, 2018), but they all fundamentally originate from the common strategy management framework. Strategic management is designed using the contingency claims and theories that the marketing approach in MO uses. It is aligned with internal factors such as share value, employee, and external factors such as globally MO and competitor. The MO performance depends on organizational performance and that in turn depends on MO strategy to carry out the chosen plan (Rodrigues and Pinho, 2010; Bhattarai et al., 2019).

In this review, the framework summary also originates from the contingency theory because the researchers had used theoretical hypotheses. In other words, this framework is established by Morris and colleagues in 2007 and it points out their framework of an inclusive arrangement for MO, but contains all the prior forces inside the framework. When considering these observations, scholars must make some changes. To categorize the forces inside the chosen framework, the scholars must group some factors in accordance with the underlying constructs that they are trying to calculate. The findings are concluded in Figure 1.

MO in NPO strategies is regarded as individual/personal factors, group/departmental factors, organizational factors, and market factors (see Figure 1). On the basis of some former studies (Balabanis et al., 1997), this review presents a detailed picture of MO in NPO strategies and practice. The author included four items in MO in NPO strategies consisting of a type of function, type of cognition, type of environment, and type of operation. First, the type of function refers to the type of which important variables are attached to MO and customer orientation. Second, the type of cognition, which is the understanding of MO orientation to apply in NPO when setting the MO in the organizational planning. Finally, the type of environment refers to the orientation that involves the internal, external, and global factors that influence over MO and organizational processes. Finally, types of operations include, among various studies that involve the type of business that applied MO in a different orientation, corporate orientation, entrepreneurship orientation, nonprofit marketing orientation, and university market orientation. In this review, scholars studied mostly about MO in several NPOs.

5. ANTECEDENTS, MEDIATORS, AND CONSEQUENCES OF MO IN NPO

In each reviewed article, Appendix A and Appendix B present prior and current factors of MO in NPO. Subsequently, the researcher gives an informative review based on Figure 1.

5.1 Antecedents of MO in NPO

Antecedent factors are defined as all background factors that affect the MO choice-making in NPO. A huge number of such forces were theorized to have an important part of MO in NPO. Kowalik (2011) identifies three variables that influence MO to comprise organizational factors, high-level management, and economic factors. These factors were reclassified into four categories and six sub-categories according to the general framework of MO (Kok and Driessen, 2012), and these categories were subsequently embraced by many researchers. Thus, in this review, the author adopted these four broad classification schemes consist of individual/personal factors, group/departmental factors, organizational factors, and market factors.

5.1.1 Individual/personal factors

In MO, individual or personal level refers to relevant studies and researches that may emphasize personal factor or characteristic effect on organizational performance and outcome (Homburg and Pflesser, 2000; Byrne et al., 2019). They consist of learning orientation, professional commitment, professional education, self-efficacy, professional ethics, managerial attitude, shared basic value, etc. Each variable involved an internal factor that occurs inside personal and effect on decision making and their performance.

5.1.2 Group/departmental factors

A group factor refers to a study that focuses on a group of people in NPO decision making (Hashim and Bakar, 2011: Zebal, 2018). The group factors include the employees in the organization, departmentalization, and inter-department factor. According to Macedo and Pinho (2006) and Lee and Markham (2018), group factors include the donors and users that relate to MO in NPO strategy mainly include fundraising of funding, resource allocation, resource attraction, and financial performance. Fundraising is often used as a basis for NPO performance because it is a crucial tool that leads NPO to survival and operates in the long term.

5.1.3 Organizational factors

According to Kok and Driessen (2012) and Baber and Upadhyay (2015), organizational factors refer to a type of organization such as entrepreneurship, small organization, and large organization. Similarly, these factors include organization size, creative climate, and other factors. All of each factor in this area involve diverse decision making processes in organizational contexts.

5.1.4 Market factors

Market factors are associated with a broad environment that involves MO in NPO. Kowalik (2011) noted that the economic factors affected MO in NPO. At the same time, Lin (2011) stated that the environmental concerns have effect on MO and organization performance. Reviews were found showing market factors affect an overall organization's market situation (Bennett, 2005; Józsa, 2017), competition (Wood et al., 2000; Gluić and Mihanović, 2016), public/private (Hammond et al., 2006), Government (Pavičić et al., 2009), and environment turbulences (Morris et al., 2007; Glaveli and Geormas, 2018). According to Kok and Driessen (2012) and Baber and Upadhyay (2015), organizational factors refer to a type of organization such as entrepreneurship, small organization, and large organization. Similarly, these factors include organization size, creative climate, and other factors. All of these factors in this area involve holistic decision-making in organizational contexts.

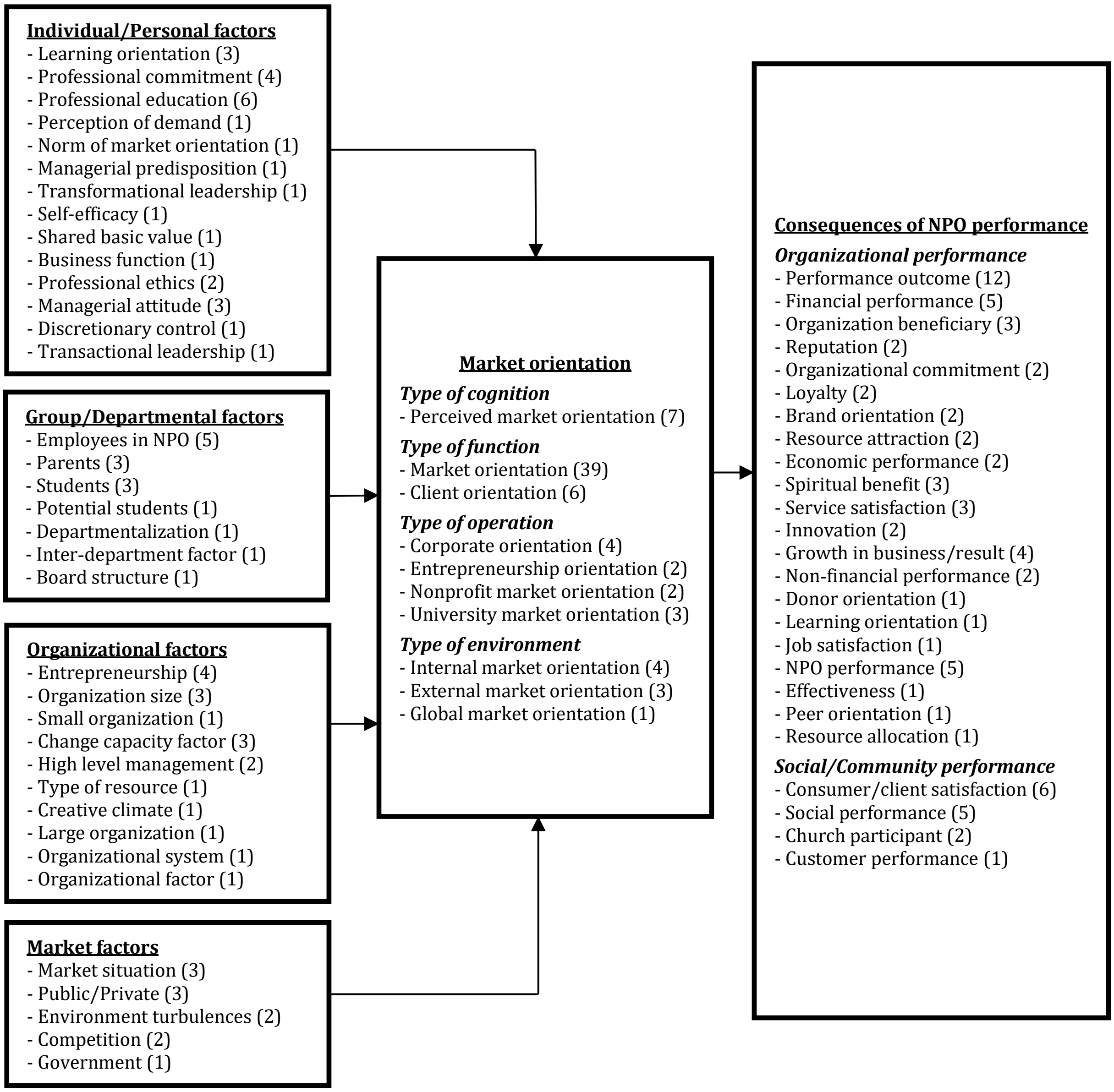

Figure 1: Framework of Market Orientation (MO) in the NPO

5.2 Mediators of MO in NPO

Mediators in MO almost refer to MO factors that affect NPO performance. A large number of mediator factors were proposed to influence NPO performance. Wood et al. (2000) identified three variables in the MO effect to NOP performance consist of market intelligence in responsiveness, dissemination, and generation. These factors were the main objectives of studies in MO but other scholars tried to find new factors in MO to measure the NPO performance by Voss and Voss (2000), who classified MO factors into three dimensions consisting of competitor orientation, customer orientation, and product/technology orientation. Therefore, from the literature review of seventy-one articles, the author found various MO factors that affect NPO performance and classified four types of MO factors in mediator variables: type of cognition (seven papers in perceived market orientation), type of function (forty-five papers in marketing orientation and client orientation), type of environment (eight papers in internal, external and global market orientation), and type of operation (eleven papers incorporate orientation, entrepreneurship orientation, nonprofit market orientation, and university market orientation).

5.2.1 Type of cognition

For the cognition of MO, the author separates variables by using perceived MO in NPO performance. Findings from the literature review suggest that the empirical research showed evidence in the context of perceived MO comprised of five areas. They are corporation orientation (four papers), entrepreneurship orientation (two papers), nonprofit orientation (two papers), and university orientation (three papers). Casidy (2014) suggested that MO factors affect communication behavior, satisfaction, and loyalty. Moreover, MO in NPO also involves many areas such as factor group, employer orientation (academic and administration), and inter-functional coordination (Ryńca and Ziaeian, 2016) Therefore, the perceived MO is regarded as a type of cognition.

5.2.2 Type of function

In the type of function, MO referred to the functions that serve a certain type of operation. The results of this operation are from the literature review in the context of function level. In this area, the focus on market orientation appeared in thirty-nine papers (Balabanis et al., 1997; Wood et al., 2000; Vázquez et al., 2002; Kara et al., 2004; Chen and Hsu, 2013) and six papers focused in client orientation (e.g. Padanyi and Gainer, 2004; Gainer and Padanyi, 2005), respectively.

5.2.3 Type of operation

The operation type of MO in NPO holds the mediator role, which the author separated into four sub-dimensions comprising first, a corporate orientation that involves the shared basic valued supporting MO and the norm for MO (Homburg and Pflesser, 2000; Webster et al., 2006; Byrne et al., 2019); second, external MO that studies responsiveness of individuals, intelligence dissemination, and intelligence generation (e.g. Rodrigues and Pinho, 2012; Józsa, 2017), and finally, global MO related to sub-factors such as a competitor orientation, customer orientation, inter-functional coordination, and responsiveness (White and Simas, 2008).

5.2.4 Type of environment

In the context of MO's mediators in NPO, the author divided the types of environment into three sub-dimensions consisting of first, internal MO that involves the shared basic valued supporting MO and the norm for MO (Homburg and Pflesser, 2000; Webster et al., 2006; Byrne et al., 2019); second, external MO that studies intelligence generation, intelligence dissemination, and responsiveness individual (e.g. Rodrigues and Pinho, 2012; Józsa, 2017), and finally, global MO related to sub-factors such as competitor orientation, customer orientation, inter-functional coordination, and responsiveness (White and Simas, 2008).

5.3 Consequences of MO in NPO

From the literature review, twelve studies viewed the link between performance and MO outcome or organizational performance. However, the findings of consequences of NPO performance consist of six studies which put on emphasis on consumers/client satisfaction, five papers focused on financial performance, NPO performance and social performance, four reported growth in business/result, three showed organization beneficiary, spiritual benefit, and service satisfaction and the consequences showed two studies per each consisting of reputation, organizational commitment, loyalty, brand orientation, resource attraction, economic performance, innovation, and non-financial performance.

The remains of MO consequences in NPO were shown in one study only (donor orientation, learning orientation, job satisfaction, effectiveness, peer orientation, resource allocation, and customer performance). Consider the relationship between antecedents and consequences only one study revealed a negative relationship between them and fifty-six studies reported a positive relationship. In this paper, the author divided all of the consequences into two groups by considering who gets the benefit from the operation of the organization; organizational performance and social/community performance.

The traditional perspective of MO described by Kohli and Jaworski (1990) consists of the three domains: first, intelligence generation is defined as the amount and the group of both customer forces and preferences/needs (i.e., macro environments and task) that control the clarification and progress of those needs. Each activity has a different market lens, which creates many sections to involve in this activity. Second, intelligence dissemination referring to the process and extent of market information exchange inside a proposed firm. Consideration should be equally distributed between both the horizontal and vertical (i.e., interdepartmental) trade of marketplace information because the central point of dissemination is the entire SBUs. Moreover, the dissemination of intelligence happens both informally and formally, and finally, responsiveness is an action taken in reaction to intelligence that is created and distributed. The noted dimension focuses on the degree to which the marketplace needs to act as an important part in the development of marketing programs and assessment of market segments on the planning side. The speed and coordination were captured by action based on market intelligence which the marketing programs are implemented.

In summary, seventy-one articles considered the MO variable in antecedents, mediators, and consequences. The findings from the study in twenty-one articles used MO in full models and used MO as a mediator in the model of the study and it can further be divided into six types of NPO consisting of four articles in social service, two articles in hospital, two articles in NPO (not specified), two articles in charity, one article in culture and education, and one article in public service. Moreover, of the eighteen articles that used MO; consequence variables are divided into nine types of NPO, such as seven articles in education, three articles in NPO (not specified), two articles in hospital and social service, two articles in public service, one article in government and culture and art unit. Finally, forty articles used MO as antecedents variables, separate to ten types of NPO consisting of nineteen articles in education, twelve articles in NPOs (not specified), five articles in church, three articles in social service, two articles in the museum and public service, one article in theater, private NPO, art and culture, public transportation, and hospital.

Therefore, this study found that only eleven out of seventy-one articles (21.57%) remain used in the three traditional domains, and forty articles (78.43%) were modified to new domains or added new variables in their study.

6. DISCUSSION AND IMPLICATIONS

In general, the crucial underpinning of the MO concept in NPO has been recognized by scholars, managers, and leaders in previous studies (Homburg and Pflesser, 2000; White and Simas, 2008; Flavián and Lozano, 2007). This research review specifies that in prior empirical evidence, studies in this field have made some noticeable development. From the seventy-one empirical paper, it was found that: first, data on MO concept have been used more in academic and operational papers; second, scholars have been using conceptual models and empirical evidence to guide their hypotheses development than presenting propositions based simply on reasoning; third, all of the papers refer to MO theoretical base on the marketing strategy to imrove the organizational performance and also the use of MO concept has been developing in the long run; fourth, from all of the empirical studies, which have catch the attention of many scholars; and lastly, some paper suggest new MO antecedent factors be anticipated and made a difference from previous studies. The progress in the MO in NPO indicates that empirical research in MO has become progressively more rigorous, sophisticated, and systematic, which has assisted to advance the new understandings and cognitive perceptions in the MO of NPO area towards a more consolidated view.

Despite the trend, progress, and the empirical research on MO in NPO are also rather modified to a new perspective when compared with MO in profit organizations, and more attempts find new ways of managing are needed before it reaches to the observation in study (Pinho et al., 2014). Most of the modified variables in MO as evidence and confounding results are reported in the literature reviews, which may point to some faults in analytical techniques and research designs. Therefore, the next sections provide additional attention to developing the knowledge and cognitive perception in this area.

6.1 Methodological issues

6.1.1 Research design

Although nearly seventeen articles (33.33%) have referred to the longitudinal research design in their mention of future research (eg. Pinho et al., 2014; Zebal and Goodwin, 2012; Rodrigues and Pinho, 2012), only one article (Modi and Mishra, 2010) refers to longitudinal research design. Nevertheless, because MO in NPO is a vital, multivariate, and durable method and because the requirement to change their MO over the environmental dynamic shows the worth and demand for longitudinal researchers in this extent. Furthermore, longitudinal researchers analyze by observations that are calculated in the businesses. It is likely to develop MO strategies in NPO so that it determines what factors the MO decisions are based on.

For research problems, there have been calls for answers regarding questions about what and how (e.g., Levine and Zahradnik, 2012; Modi, 2012; Chen and Hsu, 2013; Webster et al. 2006). A thorough analysis of research questions reveals a few exemptions to responses (Homburg and Pflesser, 2000). The responses were mostly empirical studies focused on answering how (e.g. Casidy, 2014; Mahmoud and Yusif, 2012; Mulyanegara et al., 2011). Specifically, these studies try to learn what the connection is between NPO performance and certain MO strategies or what the distinction is between MO concepts in diverse NPO context. This is advantageous to new theory building. As the study progresses, more focus should be paid to solving the questions of how and what. NPOs need not only know the probable link between NPO performance and MO methodologies, and the cause for this link's existence, but also to learn how to carry out efficient MO. Studies on questions of why leaders, researchers, and scholars have to know the relationship more deeply, whereas studies on questions of how provide help to leaders in NPO's MO ability. Additionally, this will need a corresponding modification in the data collecting course. Two possible and appropriate approaches are making in-depth personal and focus group interviews.

6.1.2 Sampling and data collection

Since the evidence showed results from various studies that collected their data in the Western and the Eastern cultural contexts, future studies may focus on more than one country because of the diversity of cultures around the world. This has shown a different view, and the researchers focus on studying at a global level than solely on one country (Camarero and Garrido, 2012; Camarero and José, 2008). In the research, countries like Germany, Israel, Malaysia, Italy, South Korea, Netherland, Ghana, Singapore, Taiwan, Sweden, Czech, Hungary, Saudi Arabia, Greek, Philippines, Hong Kong, Ireland, and Sri Lanka were represented only singularly in the review paper. One can consider this geographic gap to make an exclusive study. Camarero and Garrido (2012) noted that organizations located in British, France, Italy and Spain tend to perceive the innovation and adopt MO in general and particular work. Thus, it is of great value to consider the MO concept in NPO in some countries that experiences growth in each year (Balabanis et al., 1997).

In this context, MO for the animal, environment, non-government organizations (NGO) were greatly ignored. From seventy-one articles, it showed that thirteen papers are types of nonprofit organizations consisting of twenty educational organizations (e.g. Flavián and Lozano, 2007; Rivera-Camino and Ayala, 2010; Arifin, 2016; Poole, 2017; Mokoena, 2019), sixteen NPOs (the authors do not specify NPO but they gather data from NPOs across countries, (e.g. Kara et al., 2004; Deng and Hu, 2008; Levine and Zahradnik, 2012; Kaur, 2017; Alanazi, 2018; Lee and Markham, 2018; Bhattarai et al., 2019), nine social service organizations (e.g. Balabanis et al., 1997; Gainer and Padnyi, 2005; Choi, 2014; Chen and Hsu, 2013; Bhattarai et al., 2019), five religious organizations (e.g. White and Simas, 2008; Mulyanegara et al., 2010; Mulyanegara et al., 2011), five hospital organizations (Bhuian and Abdul-Gader, 1997; Wood et al., 2000; Pinho et al., 2014), four public organizations (e.g. Rodrigues and Pinho, 2010; Kok and Driessen, 2012; Molander et al., 2018), three cultural organizations (e.g. Homburg and Pflesser 2000; Gainer and Padanyi, 2002; Gluić and Mihanović, 2016), two museum organizations (e.g. Camarero and Garrido, 2012; Camarero and José, 2008), and two charity organizations (e.g. Bennett, 2005; Webster et al., 2006), two governmental units (Kowalik, 2011; Józsa, 2017), one entertainment business (Voss and Voss, 2000), one non-conventional bank (Zebal, 2018) and one private NPO (Vázquez et al., 2002). Moreover, from the literature review, it was found that almost all of the NPO in this study were service organization sectors and each sector has different antecedents and consequences. For example, the religious organization has a unique factor in the consequence dimensions (e.g., spiritual benefit, social benefit, and church participation). It distinguishes them from other NPOs; hence, it may be improper to generalize from studies on NPO performance to confirm the findings in each study. Upcoming scholars should emphasize more on MO strategies of NPO to prevent these difficulties from the essence of the NPO.

6.1.3 Measurement

Like MO in NPO, the empirical paper showed both form and reflective measurements. Surprisingly, only one empirical paper developed the formative measurement (Balabanis et al., 1997), where simultaneously, the author exhibited a reflective measurement. In this review, fifty out of seventy-one studies developed a reflective measurement of MO in NPOs. Also, Carmines and Zeller (1979) noted that social science needs to determine the validity and reliability of empirical measurement. However, some of them have chosen only one methodology either a valid or reliable article by Kara et al. (2004). Macedo and Pinho (2006) and Seymour et al. (2006) empirical papers used both. In particular, authors who study SEM, CFA, Factor Analysis, and Path Analysis showed more value in the validity and reliability of data (e.g. Ma and Todorovic, 2011; Mulyanegara, 2010; Mulyanegara et al., 2011). This explanation may describe the important consideration to be made for social science research, where both form and reflective measurement must use validity and reliability methodology to test the data before analysis and interpretation.

6.1.4 Statistical analysis

The statistical analytical method has a unique weakness that needs to be improved. Detailed data tend not to be provided by researchers (e.g. effect size, correlation coefficient, reliability). Studies tend to avoid the acknowledgment of a further exact measurement of the integration processes (e.g., meta-analysis) for empirical pieces of research and influences in preventing the research from using significant data that could have offered more precise research results. Analytical instruments become the operator of the studies capacity although it is not needed, it helps increase more understandings about data what future research should deliberate so that it can fully use quantitative data.

A few empirical papers bring the common method variance (CMV) and common method bias (CMB), which have gained much research attention. This is backed by the fact that in this review, a single informant was used by the 95.77% of the studies, while potential common method bias was disclosed by only 13.73%, and to control it, 9.80% used common method variance. With common method bias, common method variance, and the calculation of the true relationships among valuable factors, the concepts that seem to have been momentarily supported may not be accurate, and concepts that have been unrestricted for the absence of momentary support may be the best in the field, according to Doty and Glick (1998). This demonstrates that scholars should not ignore such a serious problem. However, 76.47% out of seventy-one papers in this study were found to have ignored both common method variance and common method bias because they used another methodology to test the reliability and validity of data. For research on MO in NPOs, it is not often that the dependent variables are more than the independent variables' because their information is not easy to collect, for example, the amount of donation or funding, and few informants or leaders in the NPO cannot specify it. In a context of general method variance and method, bias is very relevant to mention in the research study such as Mahmoud and Yusif (2012), Modi (2012) and Rodrigues and Pinho (2012). This concept is used to create common method variance to assuage the difficulty, a one-factor exam recommended by Harman (1967) was done. Harman states that a common method variance occurs if a common factor (in the factor analysis findings) accounts for a huge variance or if a single force appears from the factor analysis. Mahmoud and Yusif (2012) advised that there were no difficulties with common method variance like the above, unusual findings succeed in this research. In Harman's one-factor examination, it is insufficient for eliminating same-source bias and as a result, it should be substituted or complemented with more useful statistical analyses to have common method bias.

6.1.5 Theoretical issues

The theory referred to in seventy-one studies has been adapted from multiple sources to forming the fundamental principle reason for the establishment of the MO strategy. It is insufficient to describe the two responsibilities of the MO in NPO. In the majority of the theoretical frameworks for MO (e.g., Brady et al., 2011), the MO goal is preserved as one of the sections of organizational sizes and categories and is affected by MO forces. These have undervalued the role in the MO formulation. Most empirical research papers showed a link between MO and organizational performance. Many scholars believe that organizations can achieve superior performance and organization sustainability (White and Simas, 2008). The first step in MO strategy is objective setting, and initial MO goals are to follow an NPO's performance. Therefore, this is important in MO practice. However, the MO objective represents one part of the MO strategy, but it also acts as a cause of other marketing strategies (example—product orientation, marketing orientation, brand orientation, promotion orientation). This study should not treat it as one item under MO in NPO. A small group of researchers had acknowledged this devaluation. According to Boehm et al. (2011), determining the MO is to strengthen the NPO workers' relationship between firm and clients as an outcome in the development of better service.

In addition to the above inference, some models bring the MO theory as antecedents, mediators, and consequences. For example, whether it should be considered that the MO concept as fitting-as-antecedents model (e.g. Camarero and Garrido, 2012; Rodrigues and Pinho, 2012), or fit-as-mediators model (e.g. Ma et al., 2012), or fit-as-moderators model (e.g. Balabanis et al., 1997), and or fit-as-consequences model (e.g. Zebal and Goodwin, 2012), is that researchers can conduct statistical tests and examine more exact theoretical positions. If authors expected the predictable capability of some MO plan in NPO performance and differ through the changing surroundings, this theory shows the advantage of the control and can be verified by sample group analysis. If a scholar refers that the performance of NPO is mutually decided by the organization of MO strategy and environment, then this theory replicates the form of resistance utilized in controlled regression analysis. Therefore, future research should discover the exact relationships between NPO performance and MO strategy.

6.1.6 Conceptual issues

This study showed that the research theme should be consolidated because it is extremely fragmented. Within the seventy-one empirical articles, twenty-four antecedent factors divided into ninety-two sub-factors were also recognized. Hence, there is strong support that many empirical studies are needed to agree on particular links that were stressed in these single situations. Some authors tend to begin new scopes of antecedents such as organizational factors, high-level management, and economic factors (Kowalik, 2011), and although this is good for hypothetical accomplishment, it is not advantageous for beginning a rudimentary theoretical framework in the modified domain. According to Pinho et al. (2014), they stated that MO is a complex and broad construct that an organization use to make a planned direction especially the decision that need changes and quick answer to extrinsic problems. Researchers in the areas of MO in NPO should also resist the temptation to follow suit and be aware of this. Accordingly, more attention is needed on some of the main factors that are recognized to influence MO strategy but is rather overlooked by scholars, instead of finding for incomprehensible effects that may be very exact to a given condition. Hence, on the review assumption in the findings, we propose that subjects with opposing data should be the focus in future research. Additionally, relationships that are presumed to be crucial but are greatly omitted in this analysis deserve more attention. For instance, the connection between the types of NPO performance merits research attention and MO. The different types of NPOs, sponsorship intensity, consumer satisfaction, and NPO performance are distinct. In the original of NPO, performances are more concerned about financial performance than loyalty (Homburg and Pflesser, 2000). This will necessarily influence NPOs' choice of MO performance and their strategies. The other orientation and the relation of MO are other cases that deserve further focus. In common, this is necessarily highly emphasized and acknowledged in some studies (e.g., Homburg and Pflesser, 2000; Voss and Voss, 2000), but it is ignored by empirical research. Consequently, the efforts of further research are required to see how MO approaches balance NPOs' other approaches such as organizational innovation, technological innovation, economic performance (profitability and profits, revenue, creation of employment, tourist appeal), and social performance (cultural dissemination, loyalty, visitor satisfaction) (Camarero and José, 2008; Glaveli and Geormas, 2018).

6.2 Conclusion

Even though studies on MO in NPO have been increasing, MO in NPO should be given greater attention by leaders and researchers in the respective fields. As many scholars have claimed, in the context of the MO in NPO literature, the analysis of the MO research reveals changes and modifications in antecedents and consequences including mediators. Moreover, there are also changes in statistical analysis, measurement of constructs, and research design. Though these matters should be recommended for future research, progressions in MO literature must also be advanced by connecting MO research with other study streams (e.g., cognitive-social theory, perceived MO). It should also present a broader MO outlook (e.g., customer perspective, organizational behavior). As an ongoing concern, studies should also contemplate on the influence of MO reworking on the other NPO's performance, accentuating on main forces that are known to influence MO approaches in empirical research (e.g. social sustainability and NPO's sustainability). By encouraging the study on the MO outlook as an ability to assist NPO managers in conducting the proper MO strategy.

Currently, MO in NPO performance will be an advancement in many areas in the world. These are affecting future research to fulfill the gap of MO in NPO performance. Interestingly, the MO in NPO will be a continuous and endless study. Scholars should be finding out new MO dimensions or variables, and new ideas to advance this area of study.

From the synthesis of several papers, this study suggest that the future research should seek another antecedent, mediator, and consequence variables in MO in NPO level of analysis. Due to having many antecedent's mediator, and consequence variables are often involved in the NPO performance. However, current findings showed various studies at the NPO level should be an expanded model at the individual level study. The focus on the research methodology of MO in NPO is an almost quantitative research using Multivariate Analysis and SEM Method; hence, the recommendation is to bring mixed methods to measure and analyze research results to confirm and generalize MO variables in NPO.

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