



Harmonising Market Orientation and Brand Orientation in the Non-profit Context

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This paper aimed to investigate the performance implications of non-profit market orientation and brand orientation in a developing country's context. The paper also aimed to determine the mediating effect of non-profit brand orientation and between non-profit market orientation and its performance. A composite questionnaire was designed through the adaptation of the already existing scales for the aforementioned three variables. The constructs were further subject to refinement following Confirmatory Factor Analysis through SPSS AMOS. Data was collected from the executive level managers from diverse non-profit organisations and was analysed to address the aforementioned objective. The findings suggest a significant impact of the non-profit market orientation and brand orientation on organisational performance. The findings also suggest the mediating effect of non-profit brand orientation between its market orientation and performance. The authors come up with several theoretical and managerial implications and suggest important future research directions.

Keywords: *Market Orientation, Brand Orientation, Non-profit, Developing Country Context*

INTRODUCTION

Literature identifies multiple implications of market orientation in the non-profit sector. These include performance (Kara, Spillan, and DeShields, 2004), members' satisfaction (Chan & Chau, 1998), increase in attendance and participation (Voss and Voss, 2000), and higher reputation and resources (Gainer and Padanyi, 2005). Market orientation contributes both to



the sustainability and mission of the organisation (Padanyi & Gainer, 2004) and innovation (Choi, 2014; Randhawa, Wilden and Gudergan, 2020). The authors suggest that market orientation may facilitate in achieving SME's performance through dynamic capabilities, like sensing, coordinating learning and integrating (Hernández-Linares, Kellermanns, and López-Fernández, 2020). There however, also exists the evidence that further empirical investigations may be required to establish and validate the aforementioned outcomes of market orientation in the non-profit sector (Choi, 2016).

Similar to market orientation, the performance and image implications of brands make them as important as market orientation for the non-profit organisation (Hankinson, 2001a). Significant research proves that organisations with a higher level of brand orientation show more efficiency in the non-profit sector (Keller & Dato-on, 2015; Mulyanegara, 2011). Previous scholarly research also found the same evidence (Hankinson, 2001a, 2001b, 2002).

This research understands the two constructs of market orientation and brand orientation as dynamically interlinked phenomena, that properly integrated, create synergies in developing customer centred superior value to ensure the long run competitive performance of organisations (Urde, Baumgarth, Carsten, and Merrilees, 2013). Consistently, the authors of this research understand market orientation as an image driven outside in approach and brand orientation as an identity driven inside out approach (Ibid) with the conceptual proposition that keeping in view their contextual peculiarities, non-profit organisations must develop their brand identity following a strategic market oriented culture to deliver long run performances.

Despite the proven benefits of market orientation and brand orientation, there is a relative lack of literary understanding to establish the fact that market orientation has some causal connections with brand orientation (Gonzalez, 2002) or that market orientation is a distinct concept from brand orientation in the non-profit sector (Nepoli, 2003; Gromark, and Melin, 2013).

Therefore, the objective of this research is to determine empirically the role of market orientation towards the performance of non-profit organisations. This research also aims to empirically investigate the mediating effect of non-profit brand orientation between market orientation and better organisational performance (Ewing and Nepoli, 2005; Nepoli, 2006; Casidy 2010; Urde et al. 2011; Hernández-Linares et al., 2020).

LITERATURE REVIEW

The review of literature focuses initially, on the performance implications of market orientation as culture and values in the non-profit sector. Later, it analyses multiple scholarly literature on the concept of brand orientation, its performance implications and its mediating role between market orientation and non-profit performance. The literature review follows a thematic approach with a subsequent retrieval of hypotheses upon identification of literature gap.



The Market Orientation Framework:

Since Kotler and Levy's (1969) call for broadening the concept of marketing, non-profit researchers have investigated a number of issues in the non-profit context. These include: competition, pricing, promotion, service quality, relationship marketing and customer satisfaction (Cousins, 1990; McLean, 1994; Mehta and Metha, 1995; Marchand and Lavoie, 1998; Rees, 1998; Gonzalez et al. 2002; Sargeant et al. 2002; Vazquez et al. 2002; Andreasen and Kotler, 2003; Kara et al. 2004, Padanyi and Gainer, 2004; and Macedo and Pinho, 2006). Narver and Slater (1990) describe market orientation as the values and culture inherent in the organisation's long term strategic focus that nourish behaviours which lead to a superior value creation for customers. They came up with their market orientation framework comprising of three major dimensions: customer orientation, competitor orientation, and inter-functional coordination. Contrary to Narvar and Slater (1990), Kohli & Jaworski (1990) located more weight on assessing market-oriented behaviour straight through activities like "intelligence generation, intelligence dissemination and responsiveness". However, consistent with Valero-Amaro, Galera-Casquet, and Barroso-Méndez, (2019), this research adopts the market orientation scale of Narver and Slater (1993). This is because of the relatively better match of the cultural orientation with brand image/identity and trust.

Scholarly research in the non-profit sector suggests incompatibility of the concept/constructs of for-profit market orientation to the unique context of non-profit sector (Liao et al. 2001; Gonzalez et al. 2002; Sargeant et al. 2002; Vazquez et al. 2002; Andreasen and Kotler, 2003; Kara et al. 2004, Padanyi and Gainer, 2004; Macedo and Pinho, 2006; Valero-Amaro, Galera-Casquet, and Barroso-Méndez, 2019). Several factors and aspects are unique to the non-profit context relative to for-profit market orientation. These include greater number of stakeholders and diverse relationships, mission and vision focus and subjective and indirect objective etc (Sargeant, 1995; Kotler and Andreasen, 1996; Forbes, 1998; Gonzalez et al. 2002; Sargeant et al. 2002; Vasquez, et al. 2002; Andreasen and Kotler, 2003). Kara, et al. (2004) also projected the fact that, there may be projects when the non-profit organisations although in competition for a resource will have to collaborate for mutual benefits. This is true as the majority of the scholars and marketing practitioners recommended more context specific investigation of market orientation concept in the non-profit sector (Padanyi, 2008). Research in this area may have significant scholarly implications as recent literature identifies a relative scarcity of understanding related to the concept of market orientation in the non-profit sector even in developed countries like Australia, UK and USA (Dolnicar and Lazarevski, 2009; Zhou et al., 2009).

Harris (2001) concludes a significant role of manager's perception of the performance of the non-profit in establishing the link between the organisation's market orientation and its performance. Consistently, Khalida (2019) suggests that public sector institutions need a strong focus on both internal and external orientation to improve their performance. Often the impact of market orientation on performance occurs only in certain environmental conditions. The



findings put a question mark on the transferability of market orientation from for-profit to the non-profit sector or at least establish its sensitivity to context specific factors.

Scholars like Padanyi (2008) consider market orientation to be a multiple constituent-specific construct. Liao et al. (2001) suggested a modification of the concept in the non-profit sector. The discussion above suggests the need for an investigation into the way market orientation is applied in the non-profit context (Kara et al. 2004; Shoaham 2006; Padanyi 2008) leading to the first two hypotheses:

H1a: Customer orientation leads to better performance of non-profit organisations

H1b: Competitor orientation leads to better performance of non-profit organisations

H1a: Inter-functional coordination leads to better performance of non-profit organisations

Brand Orientation in the Non-profit Sector:

Branding in the non-profit sector has attracted researchers in the very recent years. The extent of this research however, is merely exploratory and conceptual in nature until the start of the new millennium (Hankinson, 2002). For example, Saxton (1994) while describing the processes involved in charity branding and the importance of branding to create a strong charity brand uses personal experience, case examples, and anecdotal evidence. These contributions are important to distinguish and differentiate non-profit and for-profit brand management (Tapp, 1996). Hankinson's (2000, 2001, and 2002) research is without any doubt a significant step forward in further emphasising the nature and scope of non-profit brand orientation. However, Ewing and Napoli (2005) have pointed out several limitations related to her work. One, the validity and reliability of the data by Hankinson (2002) has not been demonstrated, which calls for a reliable and valid framework. Two, the limited scope (only charities) of the research questions the generalisability of the outcomes.

In light of these limitations, Ewing and Napoli (2005) came up with a psychometrically robust measurement scale of non-profit brand orientation. They propose three major dimensions of non-profit brand orientation namely, orchestration, interaction and affect (Ewing and Napoli, 2005). The methodology section provides a comprehensive account on the construct and items of the brand orientation framework. Irrespective of the measurement and conceptual ambiguity, brand orientation is vital for the success of non-profit organisation keeping in view its image, trust and differentiation related implications (Chapleo, 2013; Modi 2012; Mort et al., 2007; Gromark, and Melin, 2013; Michaelidou et al., 2015).

Market Orientation and Brand Orientation; A Precedence or Dilemma:

Urde (1999, p.118) put forth that "to be brand-oriented is market orientation plus". A conceptual model is proposed by Reid et al. (2005) portraying the associations among



integrated marketing communication, market orientation, and brand orientation. Consistent to these, O'Cass and Ngo (2009), established empirical evidence to hold up the conceptual connection amid the two constructs. Contrary to these findings, Napoli et al. (2003) proposes that brand orientation is distinct from market orientation. Urde et al. (2011) terms market orientation as an outside in approach where customers' needs and wants' satisfaction is the ultimate objective. This is particularly relevant in the non-profit context that have the fundamental mission to address unmet needs of the targeted communities. Brands, however in this context, are unconditional responses and are somehow super-ordinate to the customers' wants. This means that the core values, benefits and promises of the brand are actually strategic assets for the company questioning its compatibility with the market orientation paradigm.

In the philosophy of market orientation, brand image is the key that is satisfying the need and wants of the customers. On the other hand, in brand orientation philosophy, brand identity is the key and customer needs and wants are satisfied within the limits of the brand core and organisational core identity. This may be one of the many reasons that literature even in the for-profit sector presents little insights into the interactions between market orientation and brand orientation (Casidy, 2010).

The image vs identity trade-off further complicates in the context of non-profit organisations where the mission orientation is the key parameter for successful evaluation especially from donors, legal and other stakeholders' perspective. The author (ibid) has suggested further evaluation of the market orientation on the different dimensions of brand orientation. In addition, investigations in this sector have mainly concentrated on the association between market orientation and 'brand valuation' (Cravens & Guilding, 2000) and between market orientation and 'brand equity' (Ind&Bjerke, 2007; Yakimova and Beverland, 2005). This projects a significant need to research and explore any sort of association or causal relationship between market orientation and brand orientation (Casidy 2010; Urde et al. 2011). These authors also argue that different dimensions of market orientation may not have a positive or at least uniform impact on the construct of brand orientation.

Scholarly literature concludes the positive impact of non-profit market orientation on brand orientation (Keller & Dato-on, 2015; Mulyanegara, 2011; Urde, Baumgarth, & Merrilees, 2013). However, the impact is subject to multiple contextual factors like respondent's self-concept (Hou, Du, & Tian, 2009), manager's perception (Hankinson, 2001a), and resources specific to organisations like; culture, structure, resources and type of the organisation (Apaydin, 2011). Thus, the authors find sufficient support for their next hypothesis that is, Hypothesis 2 that;

H2. Brand orientation mediates the relationship between non-profit market orientation and performance.

To conclude the mediation effect mentioned above, the research investigators partially followed the approach recommended by Baron & Kenny (1986). However, the authors also acknowledge the fact that the concept of complete mediation and/or moderation may not be applicable in the social sciences research (Holmbeck, 1997). Therefore, although the researchers followed the step by step approach recommended by Baron & Kenny (1986), they concluded their hypothesis related to mediating effect of non-profit brand orientation based on the significance of direct, indirect and total effect through bootstrapping in AMOS as recommended by Preacher & Hayes (2008). However, for scientific rigor the authors broke down hypothesis two into three sub-hypothesis to understand the mediating effect of brand orientation for the three dimensions of market orientation as follows,

H2a: Brand Orientation mediates the relationship between Customer orientation and non-profit performance.

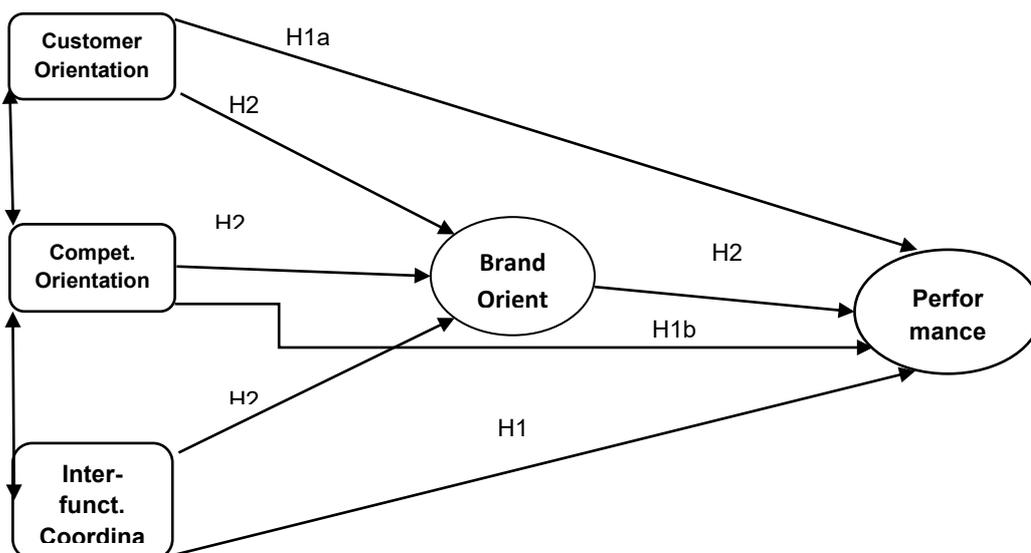
H2b: Brand Orientation mediates the relationship between Competitor orientation and non-profit performance.

H2c: Brand Orientation mediates the relationship between Affect and non-profit performance.

THE CONCEPTUAL FRAMEWORK:

As discussed earlier, this research not only aims to empirically investigate the relationship between the market orientation and brand orientation constructs but also to determine whether they have an association either directly or indirectly with organisational performance in the non-profit sector. Figure-1 below provides a graphical view of the conceptual framework.

Figure 1 Conceptual framework





METHODOLOGY:

Philanthropy and the non-profit sector of Pakistan:

The non-profit sector of Pakistan includes three major categories as defined by Pasha et al. (2002). These include; a) Charity oriented and welfare organisations which provide alleviative services exclusively. Zakat, sadqa, khairat, and government zakat fund/Pakistan Bait-ul-Maal are their main sources of survival and operations. b) Organisations with community development orientation; more formally organised and managed professionally. The category has higher mutual collaborations and usually come up with innovative developmental and community service models. c) Advocacy and sustainable development oriented organisations: this category is the smallest one and most are the result of indigenous efforts for example, micro finance network in Islamabad.

The first and second category organisations are actively involved in fundraising and apply occasionally to government agencies for the donations of funds (Pasha, 2002; Khan & Khan, 2002). This research focused only on the charity and community development organisations while excluding advocacy and policy oriented organisations and religious institutions. As discussed, the charity oriented and community development organisations are numerous and are actively involved in fundraising. These organisations also have an innovation focus and usually offer innovative programs and services for charitable and community development activities (Khan and Khan, 2004). In addition, private philanthropy and individual giving contribute to almost 37% of the total revenue with another 50% from fees and services offered (Pasha, A.G., 2000; Khan and Khan, 2004).

Data Collection Tool and Procedure:

The researchers collected the data through mail from the top-level executives (with at least two years' experience) of non-profits. The reason for choosing the top-level executives is that they are affluent with non-profit organisations' strategic orientation and overall philosophy (Brown and Iverson 2004). The authors developed a composite questionnaire based on Gainer and Padanyi's (2005) market orientation and performance scales and Ewing and Nepoli's (2005) non-profit brand orientation scale. Gainer and Padanyi (2005) have extracted twelve items from Narver and Slater's (1990) culture-oriented scale, grouped into three major dimensions: customer orientation, competitor orientation and inter-functional coordination. Customer orientation was further operationalised on five items, competitor orientation on three while inter-functional coordination on four items. Although the utilisation of used indicators gives stronger Structure Equation Modelling results (Baumgartner and Homburg, 1996), the authors chose to use scale means in their data analysis to be consistent with the approach Gainer and Padanyi (2005) used to develop their market orientation scale. Furthermore, a 1996 review of the applications of structural equation modelling in marketing studies indicates that the use of

composite indicators in structural equation modelling is a common practice, employed in 77% of structural equation modelling (Baumgartner and Homburg, 1996).

Table 1 Summary Respondents

<i>S#</i>	<i>Types of organisation</i>	<i>Organisations Mailed</i>	<i>Organisations Responded</i>	<i>Response Rate%</i>
1	Poverty alleviation and need support	306	122	39.86
2	Education and Literacy	267	151	56.55
3	Health	336	212	63.09
4	Population welfare	276	168	60.86
5	Animal welfare and wildlife support	46	06	13
	Total	925	537	24.83

Diverse types of organisations were selected (table 1 above) from both charitable and community development in order to ensure that sample is a good representative of the population. A list of private non-profit organisations and their regional branches (charitable and community development) was developed from the online source NGO's directory and guide (<http://www.ngos.com.pk/>). The authors used a purposive sampling technique to ensure diverse responses. A questionnaire with a return envelope was sent to executives from marketing, operations and top levels management having at least two years' experience in the head offices and major regional branches of the organisation (total 2163).

The use of structural equation modelling requires a ratio of at least 10:1 between sample observations and the number of free parameters to be estimated (Benter, 1987). The scale used in this research has 29 items and therefore, the researchers collected data from at least 825 non-profit respondents in order to maintain adequate size of the sample. Seven hundred and sixty questionnaires were received out of 2163, a sufficient response rate of 24.83%. This figure is persistent with the response rates described in other marketing studies (Cannon and Perreault, 1999; Joshi and Campbell, 2003) and those that have used commercial databases (Maignan and Ferrell, 2001). The researchers discarded thirty-six questionnaires because either the respondent's experience was less than two years or due to missing responses. To further establish data generalisability and minimise the response bias, the authors used the procedure of Armstrong and Overton (1977). The technique uses the fundamental assumption that theoretical non-respondents are equal in responses to the late respondents. Therefore, if the difference between the responses of early and late respondents is not significant, it can be inferred that the responses of respondents and non-respondents are similar. The analysis with independent sample t-test (table 2) clearly showed that there is no significant difference between the responses of early and late respondents.

Table 2 early and late response comparison

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Market Orientation as Culture and Value	.653 /z	.419	-1.259	398	.209	-.126	.100	-.323	.071
			-1.303	230.5	.194	-.126	.097	-.317	.065
			-.048	235.8	.961	-.005	.108	-.217	.207
Brand Orientation	.576	.448	-.701	398	.484	-.083	.119	-.317	.150
			-.688	205.4	.492	-.083	.121	-.322	.155
Performance	5.118	.024	-1.283	398	.200	-.079	.061	-.199	.042
			-1.231	196	.220	-.079	.064	-.204	.047

Instruments Reliability:

The α values for the items in each of the construct were evaluated and the item to structure correlation measured to establish the reliability as referenced by John and Reve (1982).

The reliability statistics for the construct of market orientation as culture were; for the overall scale it is 0.94 significantly higher than the standard value of 0.7 (Nunally, 1978). The α scores for the three dimensions also exceed the value of 0.7 with customer orientation = 0.89, competitor orientation = 0.93 and inter-functional coordination = 0.91. In addition there was no significant effect on the reliability statistics with the deletion of any item. The values of item to structure correlation are higher than 0.4 further adding support to the reliability of the scale (John and Reve, 1982).



Like market orientation, the constructs of brand orientation and performance also show excellent reliability with overall Chronbach's α more than 0.7 as recommended by Nunally (1978). The item to structure value is also significantly high. The Chronbach's α value for performance scale is 0.8 showing significant reliability. Furthermore, the items to structure correlation coefficients are also higher than the standard value of 0.4.

Finally, the output of "Hotelling's *T*-squared test" was significant at 0.01 levels for each of the constructs. This proved that "different items' means in each of the construct with respect to the five key dimensions varied significantly from each other at the level of 1 percent". This specifies that all the 29 items are different and have no equivalence amongst them.

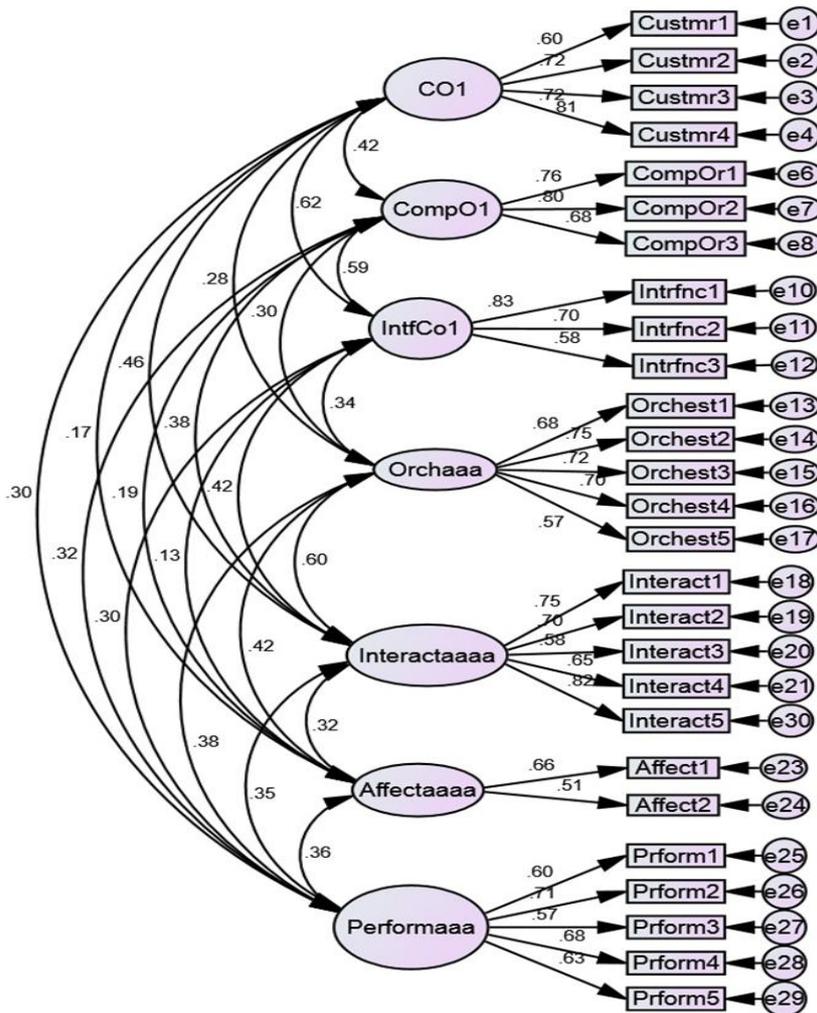
Instruments Validity:

The research investigators evaluated the validity of the measurement constructs and models in two major stages following confirmatory factor analysis via Amos. In the first stage the validity of each of the constructs or models was determined individually through item to structure correlation, average variance extracted and the t-values (Anderson and Gerbing, 1981; Fornel and Larker, 1981). After incorporating all the constructs, the authors evaluated the validity of the structural model in the second stage.

For both the constructs of market orientation and brand orientation, the item to structure correlation coefficients are higher than inter-correlations among the constructs/dimensions proving the discriminant validity. Moreover, the average variance extracted (AVE) for each construct is greater than all the related inter-construct correlations squared (table 3). The t-values for the item means are also significant at 1 percent further establishing convergent validity.

All of the items showed significantly higher (greater than 0.5) loadings (Anderson and Gerbing, 1981; Fornel and Larker, 1981) on their respective factors/construct showing convergent validity. The fact that the values of average variance extracted for each construct is higher than 0.50 also establishes convergent validity (Hair et al. 1992). The goodness of fit indices shows a reasonable fit. The chi-square test appeared significant showing a poor fit of the model with the data. However, the χ^2 test is broadly known to be problematic and inconsistent (Jöreskog, 1996). Because of its sensitivity to sample size, it turns out to be increasingly hard to keep the null hypothesis with an increase in number of cases (Bollen, 1990).

Figure 2 CFA output

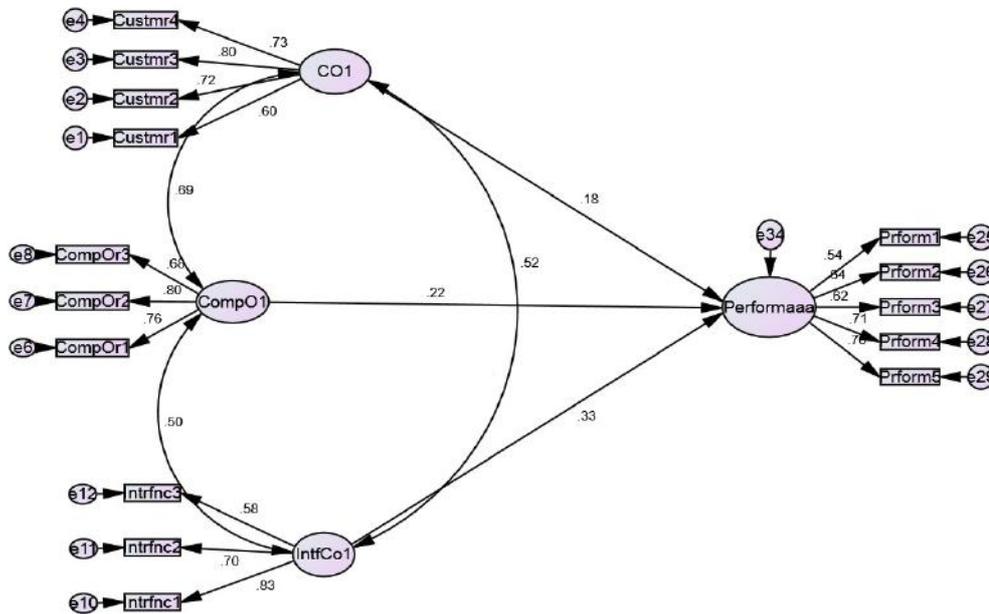


The alternative fit indices showed a reasonable fit with RMSEA 0.062 showing an acceptable fit. The values of other fit indices (RMR 0.87, TLI 0.944, NFI 0.921 and CFI 0.953) provides further support to the validity of market orientation scale. Figure 3 shows the Amos output for the measurement model for brand orientation.

Similarly, the model fit indices (RMR valued 0.91, RMSEA 0.073, GFI 0.936, CFI 0.964, NFI 0.932 and TLI 0.951) showed a reasonable fit of the measurement model for brand orientation with the data. The researchers took the non-profit performance scale as uni-dimensional single constructs consistent with the approach of Gainer and Padanyi (2005).

Therefore, the authors assessed its validity through the t-values and items loadings on its respective construct. All the t-values were significant at 1 percent level, hence establishing the validity of the measurement model for the construct measuring non-profit performance. Moreover, the model fit indices also show reasonable fit of the structural model with the data.

Figure 3 Model 1; Structural Model MO

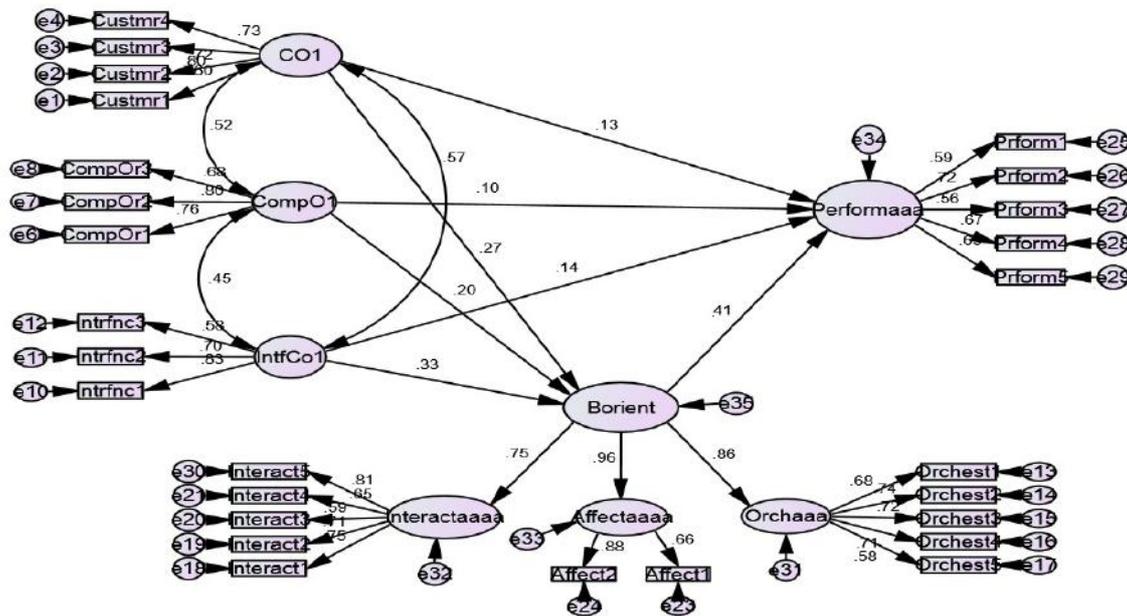


RESULTS AND DISCUSSIONS:

Validity of the Full structural Model:

The researchers ran two separate models to understand the mediation effect. Model one estimated the impact of market orientation on non-profit performance. While model two estimated the full structural relationships and the mediation effect. This is because the authors were trying to conclude partial mediation (Holmbeck, 1997) through the reduction of the beta estimates for the three dimensions of market orientation. The fit indices for model 1 proved a reasonable fit. GFI and NFI were 0.91 and 0.94 showing a reasonable fit for the structural model. Yet the examination of other fit indices (RMSEA 0.07, RMR 0.09 CFI 0.92 and TLI 0.91) showed a good fit. Comparing parameter estimates in model 1 and two clearly establishes partial mediation effect of the brand orientation between the market orientation and non-profit performance.

Figure 4 Output Mediation Model (Model 2)



HYPOTHESES TESTING:

Figure 4 graphically represents the structural model for the mediation effect and the parameter estimates. The output statistics in table 3 show the following results regarding the hypotheses:

H1a. The model suggests a positive impact of non-profit customer orientation on the performances ($\beta = 0.36$, $t = 2.760$, $p < 0.001$). The impact is significant at 1 percent level leading support to the first hypothesis. Therefore, the authors accepted their first hypothesis that non-profit customer orientation leads to better non-profit organisation. These findings are consistent with the fact that customer orientation shows the extent and inherited capability of the non-profit to understand the target market needs and to integrate the process and resources strategically in a way that leads to superior value creation.

Table 3 Analysis of the Full Structural Model

	<i>Estimates</i>	<i>S.E.</i>	<i>C.R.</i>	<i>Sig (P-value)</i>
Direct Effect (No mediator)				
Performance <--- Customer Orientation	0.48	0.176	4.760	***
Performance <--- Competitor Orientation	0.42	0.192	6.265	***
Performance <--- Inter-functional Coordination	0.63	0.124	6.296	***

Direct Effect (Bootstrap Method)

Performance <--- Customer Orientation	0.23	0.216	2.160	***
Performance <--- Competitor Orientation	0.20	0.091	1.941	.055
Performance <--- Inter-functional Coordination	0.34	0.125	2.236	***
Brand Orientation <--- Customer Orientation	0.77	0.126	2.224	***
Brand Orientation <--- Competitor Orientation	0.60	0.139	2.015	0.033
Brand Orientation <--- Inter-functional Coordination		0.120		
Coordination	0.63		4.965	***

Indirect Effect (Bootstrap Method)

Performance (Indirect) <--- Customer Orientation	0.18		2.124	0.024
Performance (Indirect) <--- Competitor Orientation	0.12		1.986	0.044
Performance (Indirect) <--- Inter-functional Coordination	0.21		3.254	***

Total Effect (Bootstrap Method)

Performance <--- Customer Orientation	0.41		2.160	***
Performance <--- Competitor Orientation	0.32		1.941	.055
Performance <--- Inter-functional Coordination	0.55		2.236	***

H1b. The analysis (table 1) showed a positive and significant impact of non-profit competitor orientation approach on the performance ($\beta = 0.24$, t-value 2.236, $p < 0.01$). This will enable the organisation to portray a persistent superior value positioning and formulation of the optimal bundle of value offering that best satisfies the stakeholders' needs, the essence of competitor orientation.

H1c. Consistent to the previous hypothesis, the non-profit long-term strategic approach of incorporating the marketing concepts into their values and culture leads to a significant impact on the performance ($\beta = 0.25$, t-value = 2.224 and $p < 0.01$). This leads to the acceptance of the hypothesis that market orientation as values and culture enables non-profits to better understand stake holder's needs, disseminate this understanding internally within functional departments and with the integrated efforts of all the functional departments respond to them efficiently and deliver superior brands (value added). These findings make sense in view of the multi constituent multiple stakeholder context of non-profit organisation.



H2a. The output of the analyses also lends support to the hypothesis that the non-profits ability to efficiently interact with the stakeholders to build a brand identity that generates positive brand image has a significant contribution towards the performance ($\beta = 0.24$, $t\text{-value} = 2.986$, $p = <0.01$).

Similarly, the authors found support for their hypothesis H2b that (table 3) competitor orientation leads to the better interpretation of stakeholders' priorities and need characteristics thus, enabling in effective brand positioning strategies that ultimately enhances the non-profit performance. However, the extent of this impact is relatively smaller ($\beta = 0.18$, $t\text{-value} = 2.015$, $p < 0.01$) than the mediation effect of the other two dimensions.

H2c. The hypothesis here was that the ability of non-profits to develop marketing and communication programs based on the better understanding of the customer by all the functions and their integrated efforts may portray a consistent brand image. A market-oriented culture further supports this consistency making the brand a strategic hub for formulating and implementing effective strategies to satisfy the real needs of the multiple stakeholders in view of the vision and mission. The findings support the supposition of the conceptual model ($\beta = .28$, $t\text{-value} = 3.254$, and $p < 0.01$).

CONCLUSION:

To conclude, market orientation as culture and management philosophy and brand orientation offer synergies in enhancing the performance of non-profit organisation. This research suggests a market-oriented culture that uses customer and competitor-oriented focus in formulating vision and mission-based brand identity for the non-profit organisations. The brand identity can be translated into effective brand image in the long run and ultimately increase the non-profit performance in the long run.

This research in this regard offers several academic insights. First, the response to market needs and wants must be tailored to the culture and values induced by the organisation's vision, mission and management philosophy of the top executives and other stakeholders. Second, brand orientation in the non-profits fundamentally projects a lasting interaction at three levels: between the identity and values of the organisation, between the brand and the customers and the non-customer stakeholders of the organisation. This means that in addition to vision and mission, effective brand orientation must be an outcome of market-oriented culture. The critical fact is that vision mission and core values of non-profits mean to satisfy particular stakeholders' needs, thus establishing a strong link with the market orientation paradigm.

The research findings offer several managerial implications; first, it may guide managers in developing and implementing effective brand positioning and image building strategies. Strategies that enable managers in retrieving better resources and achievement of organisational mission. Second, the findings may guide managers to develop and implement



accurate performance markers and facilitate effective programs' development, modification and implementation to satisfy diverse stakeholders' need. Finally, the research outcomes may facilitate non-profit managers employee training, human resource development and management education that will increase organisational efficiency and effectiveness in response to multiple stakeholders' requirements.

Several important issues surpassing the scope of this research offer future research opportunities to scholars and practitioners. First, non-profit manager's observation of the brand orientation and market orientation levels of an organisation may not match with the donor and customer perception. Thus, additional empirical research into these two stakeholders will also enhance literary understanding related the non-profits' performance implications of the two concepts. Second, future research should blend the data from middle and front-line managers who are actively involved in the implementation of different marketing and other operational activities that will further clarify scholarly understanding regarding the impact of market orientation as activities and behaviour. A longitudinal perspective will further clarify the performance implications for non-profit market orientation and brand orientation through real time responses.



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